

# District Budget

July 1, 2019 - June 30, 2020



**San Antonio Independent School District**

141 Lavaca Street, San Antonio, Bexar County, TX 78210

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## **PREFACE**

Most people are not accountants or analysts by profession, and probably have limited knowledge or experience with regard to a District budget. That is why we have prepared this document to make it easier to understand the what, when, where, how and why's of the San Antonio ISD's "District" budget.

Let's begin by reading the questions and answers below in order to provide our readers background information about the "District" budget.

### **WHAT IS THE PURPOSE OF A BUDGET?**

The purpose of a budget is to provide a means of communicating educational goals and programs through a financial plan for the Board of Trustees, the public, the Texas Education Agency and school district staff.

### **WHAT IS THE DISTRICT BUDGET?**

The District's budget is a financial plan prepared annually that describes the allocations provided to campuses and department offices to maintain daily operations for the budget year July 1 through June 30 of the following year. The District budget for fiscal year 2019-2020 is based upon SAISD's Long-Range District Improvement Plan (DIP) that will guide the School board of Trustees, staff, and community in working toward the mission and goals of educating all students and continuously improving their academic performance. Input from every school, department, advisory group, and stakeholder category, as well as the public at large has been sought. It incorporates essential planning and implementation strategies needed so that all stakeholders focus on what's needed and are working toward the same goals.

### **WHAT IS A BALANCED BUDGET?**

This means matching the District's current "needs" with its current "resources" to ensure long-term fiscal health.

### **WHAT ARE THE DISTRICT'S NEEDS?**

This translates into operating costs comprised of salary and fringe benefits, purchased and contracted services, supplies and materials, other costs, debt service, and capital outlay.

### **WHAT ARE THE DISTRICT'S RESOURCES?**

The District's resources are comprised of Local, State, and Federal revenue. Local revenue consists primarily of property taxes and also includes local grant donations. State revenue accounts for the District's largest share of revenue and is driven mainly by Average Daily Attendance (ADA) and the District's total property value. Federal revenue is a minor component of the general fund operating budget but the major source of revenue for the Food Service Fund and is driven by the number of meals served and the number of students that qualify for the free and reduced price lunch program.

**WHAT ARE PROPERTY TAXES?**

Property taxes provide a source of income for a school District. They are levied, assessed, and collected annually for the further maintenance of our public schools and to pay bonds issued by the school District.

**WHAT IS A TAX RATE?**

A tax rate is the amount of dollars levied per \$100 of taxable value (after exemptions). The resulting amount is called Ad Valorem Tax.

**WHAT IS AD VALOREM TAX?**

Ad Valorem tax is the property tax (after exemptions) that is placed on all real estate property within the district’s jurisdiction. The appraised value is determined by the Bexar Appraisal District (BAD).

**HOW ARE PROPERTY TAXES CALCULATED?**

The formula used to calculate property taxes due is: Taxable Value (after exemptions) divided by \$100 and multiplied by the district’s tax rate. Refer to the sample calculation below:

Residences	Proposed Tax Rate
Average Market Value	\$ 146,944
Average Taxable Value	\$ 96,257
SAISD Tax Rate	\$ 1.53095
Tax Calculation	\$ 96,257/ \$100 = \$962.57 x \$1.53095 = \$1,473.65
<b>Total Property Taxes Due</b>	<b><u>\$ 1,473.65</u></b>

(Refer to Property Tax in Information Section for history of tax increase.)

**WHAT IS THE EFFECT OF A ONE CENT INCREASE IN TAXES FOR A RESIDENTIAL OWNER?**

To see what effect a one penny increase has on a homeowner on an annual basis refer to the sample calculation below:

Taxable Value / \$100	\$ 962.57
Taxes Due with a \$1.53095 rate	\$ 1,473.65
Taxes Due with a One cent increase or a \$1.54095 rate	\$ 1,483.27
<b>Cost of One Cent Tax Increase per year (annually)</b>	<b><u>\$ 9.62</u></b>

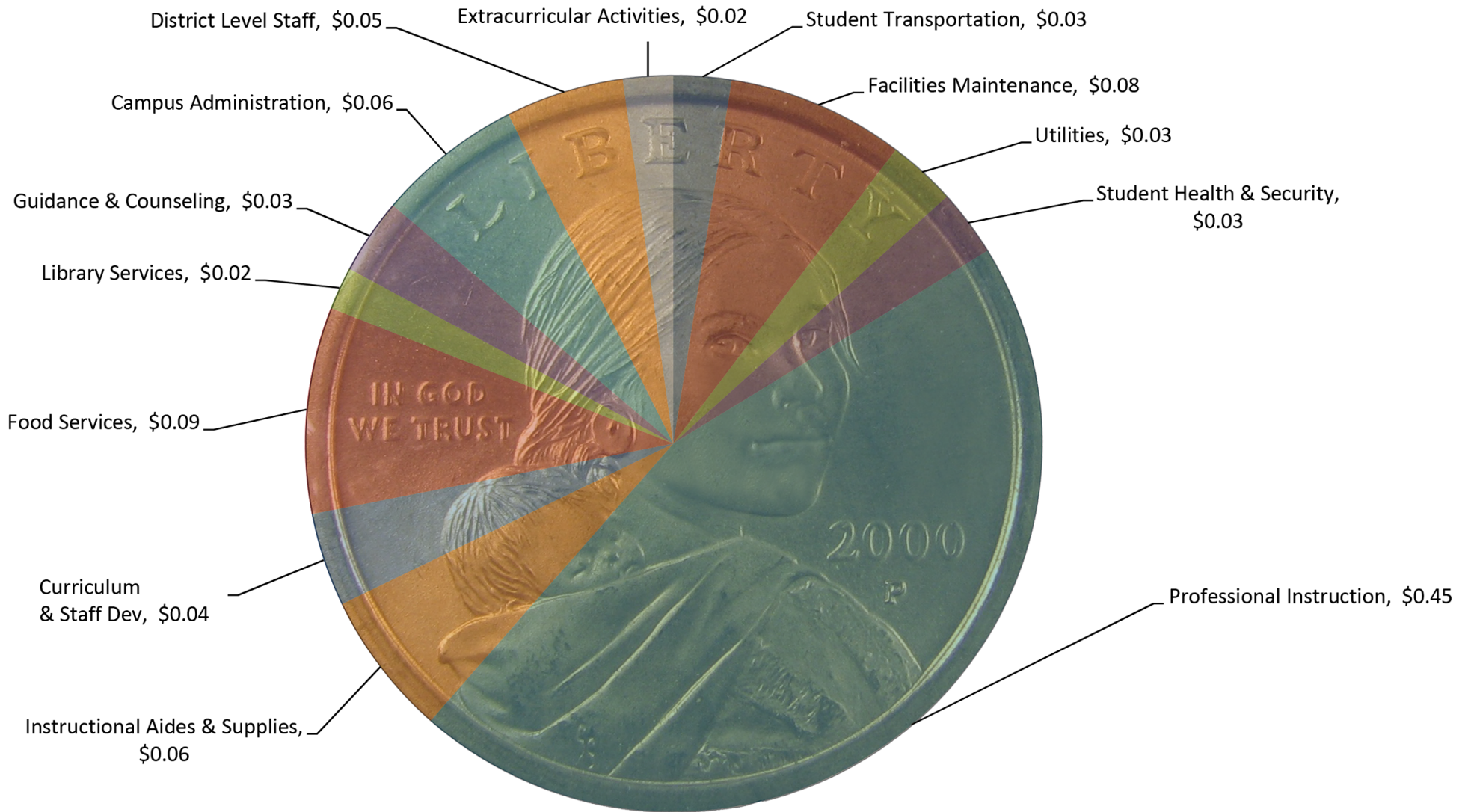
**WHERE CAN I GET MORE INFORMATION ABOUT THE SAN ANTONIO ISD DISTRICT BUDGET FOR 2019-2020?**

To request additional information regarding the district budget, several options are available:

- ✓ SAISD Web Page: <http://www.saisd.net/> Click on **departments** followed by **Planning & Budget**
- ✓ E-mail: Mr. Larry Garza, Associate Superintendent of Financial Services & Business Operations at [LAGARZA@saisd.net](mailto:LAGARZA@saisd.net) or
- ✓ Mrs. Dorothy Carreon, Director of Planning & Budget at [DCARREON1@saisd.net](mailto:DCARREON1@saisd.net)
- ✓ Write to: San Antonio Independent School District  
 Planning & Budget Office  
 141 Lavaca St  
 San Antonio, TX 78210-1095



# Tracking the Education Dollar General Fund and Food Service 2019-2020 Budget



EXECUTIVE  
SUMMARY  
SECTION



# San Antonio Independent School District

141 Lavaca Street • San Antonio, TX 78210 • (210) 554-2200 • www.saisd.net

June 17, 2019

The Honorable Board of Education  
San Antonio Independent School District  
141 Lavaca Street  
San Antonio, Texas 78210-1095

Dear Board Members:

The San Antonio Independent School District (the “District”) budget for fiscal year 2019-2020 is the District’s finance plan that will guide the Board, staff and stakeholders in working toward the District’s mission: “To transform SAISD into a national model urban school district where every child graduates and is educated so that he or she is prepared to be a contributing member of the community.”

## Introduction

The District is proud to publish and disseminate budget information to the Board of Trustees and to our community. Vision 2020 is the District’s strategic plan that guides the budget, school board, administration, staff, and the community in working toward the goal of educating all children and continuously improving the quality of teaching and learning.

The development, review, and consideration of the 2019-2020 Budget (the Operating Fund, the Food Service Fund, and the Debt Service Fund) was completed with a review of every campus and department budget within the context of the District’s Vision 2020 mission, goals, and financial policies. Information on each of the fund budgets is provided in this budget document.

This budget document and the year-end Comprehensive Annual Financial Report (CAFR) are the primary sources used to present Vision 2020’s financial plan and the results of programs and services of the District. This report, the 2019-2020 District Budget, is comprised of four sections:

- **Executive Summary**
- **Campus Local and Federal Budgets**
- **Department Budgets**
- **Supplemental Section – Budget Enhancements**

## BOARD OF TRUSTEES

Patti Radle, President	Debra Guerrero, Secretary	Steve Lecholop, Trustee	Alicia Perry, Trustee
Arthur V. Valdez, Vice President	Ed Garza, Trustee	Christina Martinez, Trustee	Pedro Martinez, Superintendent

It is the policy of San Antonio ISD not to discriminate on the basis of race, color, religion, national origin, age, sex, gender identity, gender expression, sexual orientation or disability in its vocational programs, services or activities as required by Title VI of the Civil Rights Act of 1964, as amended; Title IX of the Education Amendments of 1972; Section 504 of the Rehabilitation Act of 1973, as amended, and SAISD’s board policies DIA, FFH, and FFI.

Our most important objective in the presentation of the budget data is to improve the quality of information provided to our community about the financial support plan for the 2019-2020 fiscal year. The material in the budget document includes information that has been suggested by the Board Members, staff, and the community. The budget reflects the allocation of revenues and expenditures to support educational programs and services. It presents the vision of the District and staff and is articulated through financial and operating policies. It also represents a responsive balance between the educational needs of students and the ability of the Community and the State to provide the necessary financial support to serve them.

### **Mission Statement**

To transform SAISD into a national model urban school district where every child graduates and is educated so that he or she is prepared to be a contributing member of the community.

### **Core Beliefs and Commitments:**

- **Every student can learn and achieve at high levels.**
  - We will make all decisions based on attaining student achievement at or above grade level.
- **We are responsible for the education and safety of every student.**
  - We will ensure that all decisions, actions, and resource allocations are made in the best interest of the students.
  - We will ensure a safe learning and working environment for all students and employees.
- **We are responsible for the efficient and effective operation of the school system.**
  - We will ensure fiscal responsibility to the taxpayers of the District.
- **Everyone should be treated with respect.**
  - We will ensure a high level of professionalism, customer service, and respect for everyone.
  - We will lead by example.
- **People support what they help create.**
  - We will maintain the collaborative process for decision-making.

### **Vision 2020– District Priorities and Goals**

The District prepares a comprehensive District Improvement Plan which guides the organization in the pursuit of our goals and the achievement of our mission to transform SAISD into a national model urban school district where every child graduates and is educated so that he or she is prepared to be a contributing member of the community. The District Improvement Plan is the product of a collaborative effort between all Administrative departments. The document serves as the District plan for all major functions to include, but not limited to finance, organization operations, and constituent services. Monitoring of goals and objectives identified in each action plan will focus around these specific strategies:

- Fidelity to the Program
- Hyper Monitoring
- Data Analysis
- Frequent Assessments
- Teamwork

The District Improvement Plan is supported by individual Campus Improvement Plans and detailed departmental action plans including goals, measureable performance objectives, and timelines for completion. This document is posted on our District website to communicate to families, staff, and the community the priorities and goals of the District in support of our mission.

## **2019-2020 Budget**

The budget process timeline is comprised of seven phases – planning, preparation and submission, review and coordination, adoption, implementation, monitoring, and evaluation. The preparation of the budget commences in October with the initial student enrollment forecast, property value projections, and the development and adoption of the budget calendar. The budget process continues through June and includes budget reviews of each of the department’s base level budget. Recommendations from schools, parents, employee groups, and stakeholders of the District were considered during the budget process. The final 2019-2020 budget was approved by the Board of Trustees on June 17, 2019.

## **Legislative Changes**

The Texas Legislature meets in regular session in odd-numbered years. During these sessions, the Legislature approves the state budget, which includes funding for local public school Districts. The 86<sup>th</sup> Texas Legislature did convene in January of 2019, to continue work on the State’s plan for funding K-12 education for the 2020-21 biennium. With the strong Texas economy and substantial reserves, the State was able to provide increased funding in several areas, in conjunction with a forced compression of the local Maintenance & Operations (M&O) tax rate. The net result for SAISD will be an increase in funding for the 2020-2021 Biennium.

A few of the major components of change are noted below:

- Basic Allotment Increased from \$5,140 to \$6,160 per student
- Increases the formula for Compensatory Education from the current 20% weight to a tiered range of 22.5% to 27.5% based on the census block group of the student’s home address.
- Establishes an Early Education Allotment with a 10% weight for all educationally disadvantaged or Limited English Proficient student in grades K-3
- Establishes a Dyslexia Allotment with a 10% weight for each student identified as having Dyslexia or a related disorder.
- Expands the Bilingual Education allotment by incentivizing dual language (two-way) programs with a 5% weight for LEP and native English speaking students enrolled in dual language.
- Increases the Special Education weight from 10% to 15% for students served in a mainstream setting.
- Establishes an “Outcomes Bonus” structure for College, Career and Military Readiness graduates in certain areas.
- Expands Career & Technical Education (CATE) weighted funding for certain technology courses, and also for Middle School CATE courses carrying high school credit.

- Removes High School Allotment funding.
- Removes Gifted & Talented funding – though program is still required to be offered.
- Removes the Cost of Education Index (CEI).
- The District must now pay the 1.5% TRS contribution that we were previously exempted from as a Social Security participating district.
- Compresses the local property tax rate by a minimum of 7 cents (SAISD was more than 10 cents), in order to reduce property tax rates.

## Major Assumptions for the 2019-2020 Budget

Student enrollment is the largest financial driver in our annual budget process, as we earn the largest portion of our State Funding from student enrollment and attendance. The District has experienced declining enrollment over the past eight years, with a significant decline in 2018-19. However, for 2019-20, the District is projecting a slight increase in enrollment due to several positive factors discussed below. Local Property Tax values are another significant revenue driver for Debt Service payments, and tax revenues are projected to increase 5.5% for the 2019-2020 school year based on early estimates.

## 2019-20 District Budget Highlights and Key Drivers

- ❖ **Student Membership.** Student membership declined in the 2018-19 school year by 1,921 students from the prior year. The projected 2019-20 student membership is 48,776, an expected increase of 56 students. The projected stabilization of enrollment is based on the increase in the number of new seats coming available in new and existing choice schools such as YWLA Primary, CAST Med HS, CAST Tech HS, Advanced Learning Academy, Steele Montessori, and more.
- ❖ **Key Projected Operating Statistics for 2019-20.**
  - Per pupil General Fund appropriations ( $485,739,400 / 48,776$ ) \$9,959
  - Projected Student-Teacher ratio ( $48,776 / 2,972$ ) 16.4  
(Counting local general fund teachers only)
- ❖ **Budget Projections.** The estimated revenues for fiscal year 2020 were based on the following key assumptions:
 

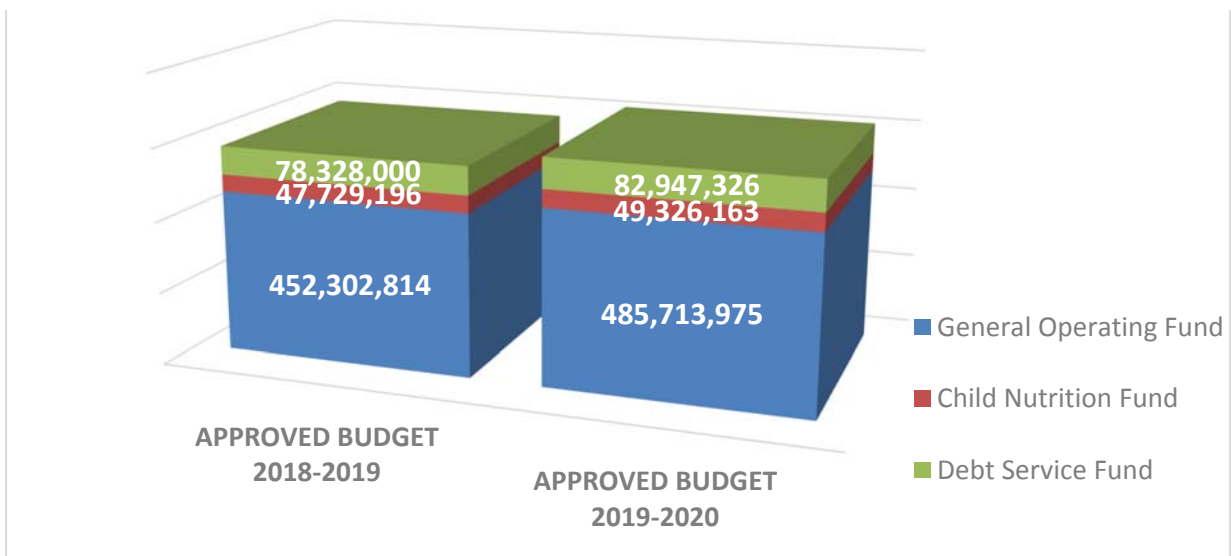
▪ Average Daily Attendance	42,608
▪ Maintenance and Operations Tax Rate	\$1.06835
▪ Debt Service Tax Rate	\$0.4626
▪ Tax Collection Rate	98.5%
▪ Property Value Growth	+5.50%
- ❖ **Compensation.** Due to the increased revenue resulting from the Texas legislative session, the District recommended a 3.0% - 3.5% general pay increase as part of the 2019-20 school year budget. The starting salary for new teachers, librarians and registered nurses increased to \$53,400 for the 2019-20 school year. The Board approved an adjustment to the minimum hourly rate for non-exempt, permanent, full-time employees from \$13.25 to \$15.00. The Board also approved the continuation of the \$500 longevity stipend.

- ❖ **Payroll Share of General Fund.** Salaries and fringe benefits are expected to consume 85.0% of General Fund expenditures.
- ❖ **Tax Rate.** While not yet Board approved, the anticipated 2019-2020 tax rate of \$1.53095 is comprised of \$1.06835 for lawful maintenance and operation expenditures of the district (M&O Tax Rate) and \$0.4626 for payment of debt service on bonds authorized by voters of the District (I&S Tax Rate). This represents a seven-cent increase to the I&S tax rate, and a reduction of more than ten cents to the M&O tax rate for this year, due to state-mandated compression for property tax relief.

### Budget Comparison

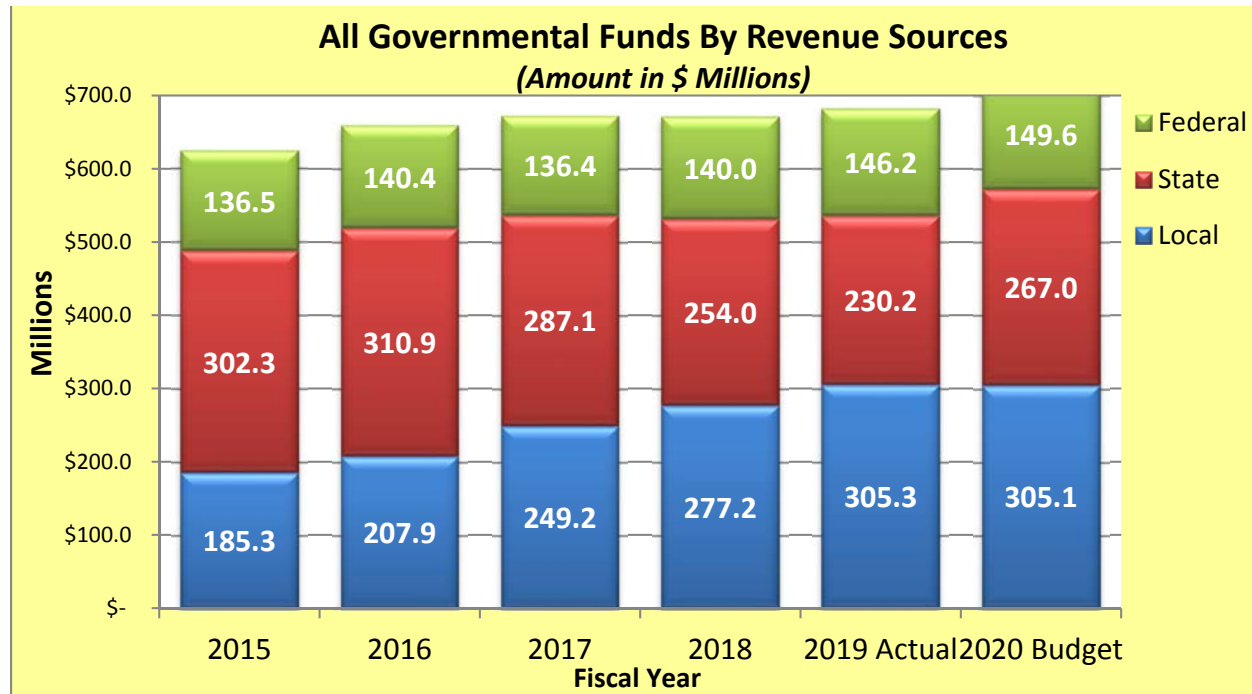
The following table presents a comparison of the 2018-2019 Budget for selected Governmental Funds with the 2019-2020 budget year. The budgets for the Governmental Funds shown below are required by the Texas Education Agency to be formally adopted by the Board of Trustees. These funds are the General Operating Fund, Food Service Fund and the Debt Service Fund.

Funds	APPROVED BUDGET 2018-2019	APPROVED BUDGET 2019-2020	% Change
General Operating Fund	452,302,814	485,713,975	7.4%
Child Nutrition Fund	47,729,196	49,326,163	3.3%
Debt Service Fund	78,328,000	82,947,326	5.9%
<b>Total Appropriations</b>	<b>578,360,010</b>	<b>617,987,464</b>	<b>6.9%</b>



## All Governmental Funds Trend

The following chart shows a trend of all governmental funds revenues over the past five years, and the projection for the 2019-2020 school year. In addition to including the three adopted funds, the “All Funds” summary includes revenues from various grants and entitlements, as well as the Child Nutrition fund. The construction fund is another included fund, but generally does not have a revenue source, but rather bond proceeds, which would not be part of this schedule.



## Analysis of Adopted Budget

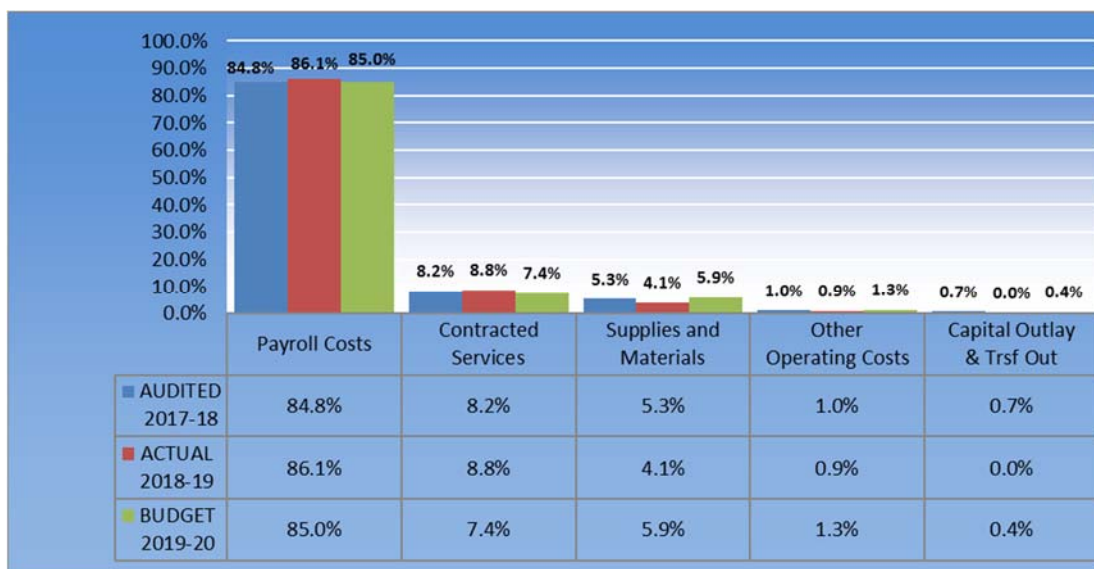
The composition of the District’s workforce is determined by staffing formulas, policies and guidelines of the Board of Trustees on the basis of projected student membership and curriculum requirements.

### General Funds Expenditures by Object (Comparison of Total Expenditures - Actual and Budgeted)

EXPENDITURE TYPE	AUDITED 2017-18	ACTUAL 2018-19	BUDGET 2019-20	% Change from Last Year
Payroll Costs	\$412,478,681	\$394,928,290	\$413,094,329	4.60%
Contracted Services	39,733,627	40,357,444	36,001,984	-10.79%
Supplies and Materials	25,872,044	18,896,455	28,660,315	51.67%
Other Operating Costs	4,961,219	4,164,468	6,169,136	48.14%
Debt Service	-	-	-	N/A
Capital Outlay & Trsf Out	3,303,690	217,938	1,813,636	732.18%
<b>Total General Fund Expenditures</b>	<b>\$486,349,261</b>	<b>\$458,564,596</b>	<b>\$485,739,400</b>	<b>5.93%</b>



For the 2019-2020 fiscal year, salaries and fringe benefits are budgeted to consume 85.0% of the General Operating Fund resources.



### General Fund Revenues

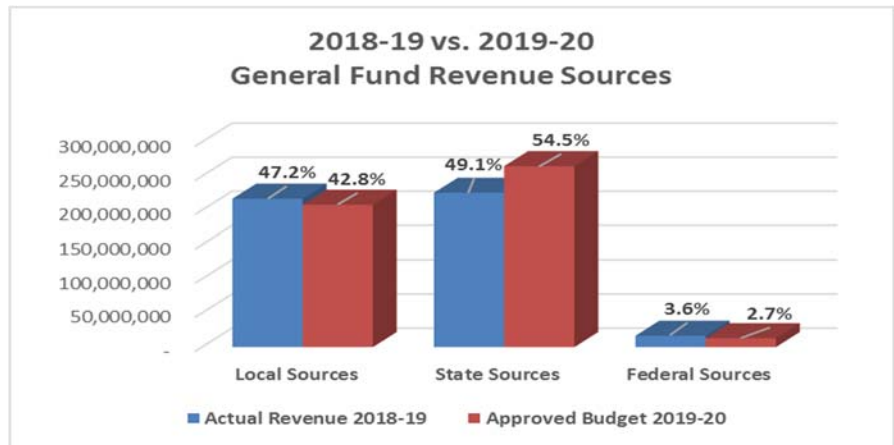
Programs and services included in the General Fund Budget are primarily supported by local and state sources of revenue. A comparison of General Fund revenue sources is presented below.

Revenue Sources	Actual Revenue 2018-19	Approved Budget 2019-20	Change Increase (Decrease)
Local Sources	\$ 216,924,590	\$ 208,021,069	\$ (8,903,521)
State Sources	225,663,690	264,723,331	39,059,641
Federal sources	16,668,644	12,995,000	(3,673,644)
Total Operating Fund Rev	\$ 459,256,924	\$ 485,739,400	\$ 26,482,476

Local sources of income comprise 42.8% of General Fund revenue for the 2019-2020 school year. Of this amount, the largest source of revenue available to the District is the property tax that is derived from current and delinquent real estate tax payments. The decrease in local sources is a result of state-mandated local property tax compression.

State revenue represents 54.5% of the General Fund revenue. The 2019-2020 state revenue projections are based on an estimated average daily attendance (ADA) of 42,608 students and the estimated certified taxable property values (after tax freeze) for the 2019 tax year (2019-2020 school year) is 19,150,397,295. Local revenue is expected to increase for 2019-20 due to a significant change in education funding resulting from the Texas legislature (SB3). The state of Texas did mandate a compression of the M&O portion of the tax rate to accomplish taxpayer relief of the amount of property taxes paid. In this session, the state did appropriate a significant increase in budget for public K-12 education to fill this gap caused by the lowering of property tax revenues, and also provide a substantial increase in the basic allotment and other revenue components.

Federal revenues represent 2.7% of the General Fund revenue budget. The revenue projected from the Medicaid Reimbursement Program comprises the majority of this portion of the budget, and is expected to remain stable in the coming year.



### Debt Service Fund

The following table illustrates a comparison of the actual revenues for 2017-18 and 2018-19, and the 2019-20 estimated revenues for the Interest and Sinking Fund (I&S). For each year, the corresponding I&S tax rates are shown:

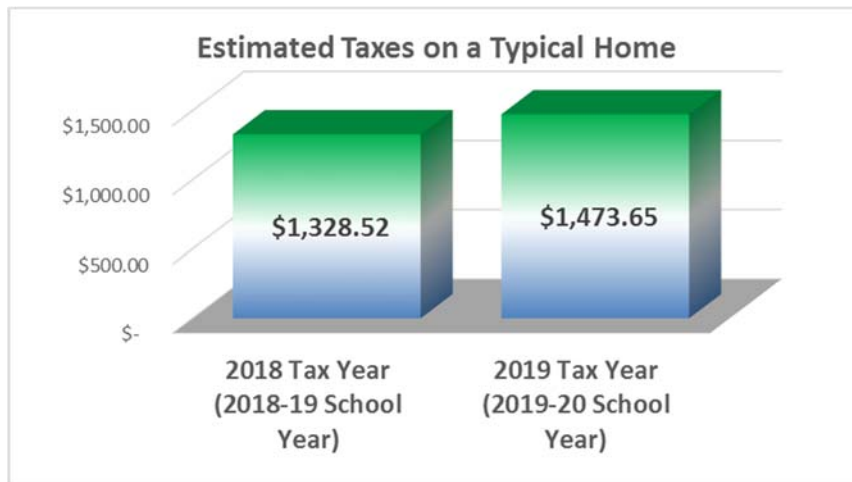
- \$0.3626 per \$100 of assessed property value in 2017-18
- \$0.3926 per \$100 of assessed property value in 2018-19
- \$0.4626 per \$100 of assessed property value in 2019-20

Debt Service Fund / I&S Tax Rate/\$100 Valuation	Actual Revenue 2017-2018 (\$0.3626)	Actual Revenue 2018-19 (\$0.3926)	Approved Budget 2019-20 (\$0.4626)	Percent Change (from LY)
Local	\$60,030,646	\$75,513,126	\$88,374,077	17.0%
State (IFA & EDA)	\$2,437,370	\$1,165,369	\$0	N/A
Federal	\$2,613,507	\$2,574,380	\$1,276,778	-50.4%
<b>Total</b>	<b>\$65,081,524</b>	<b>\$79,252,874</b>	<b>\$89,650,855</b>	<b>13.1%</b>

The expenditure budget for 2019-20 consists of the following amounts: \$37,100,000 for bond principal payments and \$44,823,226 for bond interest payments. This budget supports payments for the new as well as existing bond issues. Additional detailed debt service requirements are found in the Debt Service Fund section of this budget book.

### Property Tax Information

For Fiscal Year 2019-20, the Board of Trustees is scheduled to adopt an I&S tax rate of \$0.4626 which is a seven cent increase over the rate that was in place for the prior year. This increase is in support of the ongoing Bond 2016 construction. This I&S property tax rate will generate sufficient tax collections to meet the FY 2019-20 debt service requirement. At this time, it is expected that the I&S portion of the tax rate will require no additional rate increases to fully support the Bond 2016 construction projects.



2017-18	Average Market Value:	\$131,882	Average Taxable Value:	\$85,020
2018-19	Average Market Value:	<u>\$146,944</u>	Average Taxable Value:	<u>\$96,257</u>
Change		\$15,062		\$11,237

NOTE: This information does reflect the result of the increased homestead exemption from \$15,000 to \$25,000 for both years – which was voter approved in November 2015. For School Year 2017-18, SAISD also added an optional additional homestead exemption calculated at .01% of the home value, with a minimum of \$5,000 additional exemption.

Based on the Bexar County Appraisal District’s early projection of taxable values, the District’s estimated certified taxable value for the 2019 tax year (2019-20 fiscal year) is \$19,150,397,295, significantly higher than the \$18,144,101,068 expected to be certified for the 2018 tax year (2018-19 fiscal year). Due to a legislative change, the District will realize this increase in the tax roll for the 2019-20 fiscal year only on the Debt (I&S) portion of the tax rate. The local M&O tax revenues are the District’s local contribution to the state funding received, and any increase results in a reduction of state aid in the same year. It is expected that the District will experience relatively modest increases in the tax base over the next several years.

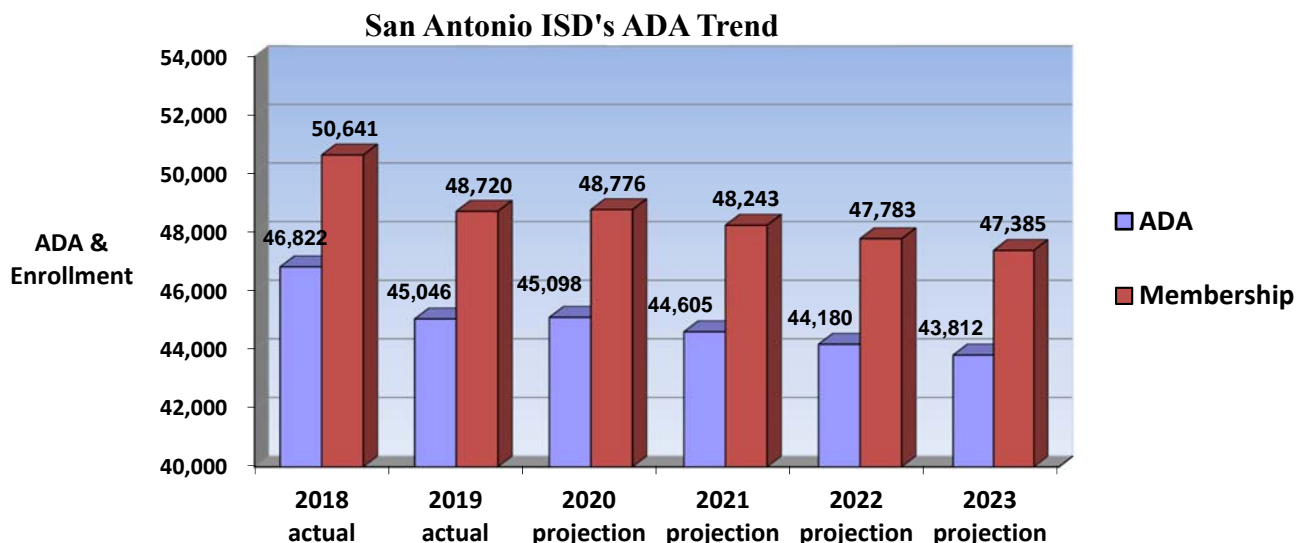
## Personnel Allocation

The goals and objectives of the District are achieved through the dedicated efforts of teachers, aides, administrators, and other support personnel. Student membership projections and campus staffing formulas direct the allocation of teachers and other staff among the campuses. The District has undertaken many innovative approaches to help reach specific goals. The following table illustrates the change in general fund staffing allocations from last year to the current year.

AUTHORIZED POSITIONS - GENERAL FUND	CURRENT 2018-19	ADOPTED BUDGET 2019-2020	CHANGE IN # of POSITIONS	PERCENTAGE CHANGE
TEACHERS	3,032.6	2,971.95	(60.7)	-2.0%
OTHER CAMPUS PROFESSIONALS	578.4	634.00	55.6	9.6%
CAMPUS PARAPROFESSIONALS	1,022.0	945.55	(76.5)	-7.5%
DEPARTMENT PROFESSIONALS	455.1	481.00	25.9	5.7%
DEPARTMENT PARAPROFESSIONALS	197.6	226.36	28.8	14.6%
CLASSIFIED	1,182.0	1,155.25	(26.8)	-2.3%
<b>TOTAL GENERAL FUND FTEs</b>	<b>6,467.7</b>	<b>6,414.11</b>	<b>(53.6)</b>	<b>-0.8%</b>

## Student Membership

Over the years, SAISD student enrollment has been in a state of transition and has raised enrollment projections methodology to a new level of complexity. The graph below depicts both average daily membership (ADA) and membership since 2018 and includes the 2021 through 2023 projections. Positive factors influencing both components are the expansion of specialty schools and a growing local economy. Adverse factors influencing membership and attendance are attributed to increased competition from charter schools and private schools as well as a change in neighborhood and downtown housing. Within the District's boundaries, housing is evolving with the addition of many downtown condominium and loft projects. Although these projects positively impact our property tax base, they generally do not yield school age students to sustain or add to our student membership.



\* Source: PEIMS Edit+ Reports & SAISD Research & Evaluation Department

## Demographics

San Antonio is now the seventh largest city in the United States and is the fastest growing city in Texas. It is located in South-Central Texas, southwest of Austin, approximately 140 miles northwest of the Gulf of Mexico and 150 miles northeast of the city of Laredo on the Mexican border. It is located on the edge of the Gulf Coastal Plains, the fastest growing region within the state. According to the San Antonio Economic Foundation, the estimated 2015 population of the area is over 1.4 million. Unemployment in San Antonio remains very low compared to the national average. An annual cost of living comparison of selected cities produced by the Council for Community and Economic Research reflected that San Antonio's cost of living is much more affordable than other large cities such as San Francisco, Chicago, Denver, Austin and Dallas. San Antonio is a hub for higher education, with fifteen different colleges and universities within a 50-mile radius of the city.

## Performance Measurement

For the past few years, District and Campuses have been rated either Met Standard or Improvement Required. Beginning in 2017-18, Districts were rated on a new A-F system, while campuses continued to use the Met Standard or Improvement Required ratings. In 2018-19, both Districts and Campuses will be rated A, B, C, D, or F.

In 2016-17, SAISD was rated Met Standard. There were 69 campuses also rated Met Standard and 19 rated Improvement Required

In 2017-18, SAISD earned a letter grade of "C". There were 76 campuses rated Met Standard and 16 rated Improvement Required.

In 2018-19, SAISD earned a letter grade of "B". There were 77 campuses rated Met Standard and 16 rated Improvement Required.

## 2019 Distinction Designation Performance

There were 42 campuses in SAISD which earned one or more distinction designations, up from 34 in 2018:

Campus Type	Earned 1 Distinction	Earned 2 Distinctions	Earned 3 Distinctions	Earned 4 Distinctions	Earned 5 Distinctions	Earned 6 Distinctions	Earned 7 Distinctions	Total
High School	2	3	3	3			7	50
Middle School	3	2	1		1			15
Elementary	6	1	3	4		6		41
Academy	3	1		2				13
<b>Total</b>	<b>14</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>1</b>	<b>6</b>	<b>7</b>	<b>119</b>

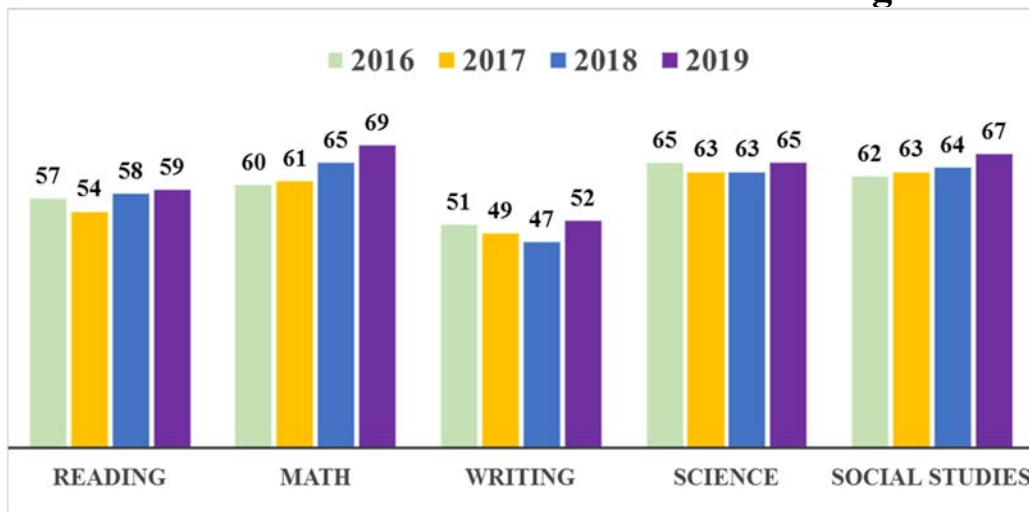
There were 5 campuses which earned all possible Distinction Designations:

All Possible Distinction Designations
Young Women's Leadership (7 out of 7)
Fox Tech High School (7 out of 7)
Young Men's Leadership Academy (7 out of 7)
Highland Park Elementary (6 out of 6)
Schenck Elementary (6 out of 6)

## End of Course (EOC) STAAR Assessments by Subject

The chart below reflects the District's STAAR performance for the assessment administered in the spring of the 2016, 2017, 2018 and 2019 school years. As anticipated, the STAAR test was a deeper and more rigorous assessment of the Texas Essential Knowledge and Skills (TEKS).

### STAAR Assessment Results - % Passing



In 2018-19, scores showed improvement for Reading, Math, Social Studies, Science and Writing. Beginning in the 2016-17 school year, student performance levels were reported as Approaches, Meets, and Masters Grade Level, replacing Passing, Final/College Ready, and Advanced. STAAR-A is no longer an option for students with disabilities although STAAR-ALT remains an option for students with severe disabilities.

### Looking Beyond 2019-2020

San Antonio ISD has embarked on an aggressive 5-Year plan called “**SAISD Blueprint for Excellence: Target 2020**”, which draws upon best practices to raise academic expectations for all students and elevate teaching in all classrooms. It includes critical achievement points designed to hoist students to the next phase of their learning: strong literacy in pre-kindergarten through 3<sup>rd</sup> grades, with students reading at grade level by the end of the 3<sup>rd</sup> grade; advanced math in 5<sup>th</sup> grade; algebra in 8<sup>th</sup> grade and advanced and college credit-bearing courses in the 11<sup>th</sup> and 12<sup>th</sup> grades.

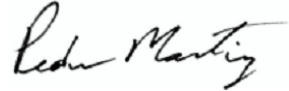
It also calls for significantly enhancing Gifted & Talented services; expanding the college-preparatory International Baccalaureate program; building more pre-Advanced Placement courses into the middle school years and raising the bar at the high school level so students take more advanced courses, including more dual-credit courses, for which they can earn both high school and college credit. Starting with the class of 2020, students will have the opportunity to graduate high school with up to 45 hours of college credit – that’s 1 ½ years of college.

These changes have redefined excellence for all of our students, so that many more achieve at higher levels and graduate well-prepared for success in college and career. We will continue to strategically align our financial resources to the many underlying initiatives that support these bold goals for our students, and look forward to measuring our progress each year.

## Summary

I appreciate the fiscal support provided by the Board of Trustees and the community for development, implementation, and maintenance of the excellent educational program for children of the District. The 2019-2020 budget supports the District's commitment to improving student achievement and maintaining strict public accountability for quality instructional services. This budget is a sound, school-centered proposal that has been built to facilitate cost-effective management and an ongoing open relationship with the entire community.

Respectfully,



Pedro Martinez  
Superintendent

## **ADDENDUM**

This budget report was prepared in a format necessary to meet the requirements of the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award program and the Association of School Business Officials International (ASBO) Meritorious Budget Award program. To receive these awards, an entity must publish a budget document that meets a number of specific program criteria and serves as a policy document, an operations guide, a financial plan, and a communications device. These awards represent the highest level of recognition in budgeting for school entities. The SAISD was awarded the Meritorious Budget Award by ASBO for fiscal year 2018-19 (shown on the following page). Because GFOA introduced an entirely new budget award program with new criteria and an expanded evaluation process, we do not yet have the results of our application for the Distinguished Budget Presentation Award. We believe our current budget is structured to meet the requirements of both programs, and are submitting it to these organizations to determine its continuing eligibility for these awards.





ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

This Meritorious Budget Award is presented to

# SAN ANTONIO INDEPENDENT SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget  
for the Fiscal Year 2018–2019.

The budget adheres to the principles and standards  
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink that reads 'Charles E. Peterson, Jr.'.

Charles E. Peterson, Jr. MBA, PRSBA, SFO  
President

A handwritten signature in black ink that reads 'Siobhán McMahon'.

Siobhán McMahon, CAE  
Chief Operating Officer

## ACKNOWLEDGEMENTS

The District would like to acknowledge all the departments below who contributed to the development and publishing of the “2019-2020 Budget” document, thus making it possible to submit to the Government Finance Officers Association’s (GFOA) Best Practices in School Budgeting Awards Program and the Association of School Business Officials International Meritorious Budget Awards program.

Accountability, Research, Evaluation, & Testing  
*Theresa Urrabazo, ReNee Lewis, Liza Rosenthal*

Academics and School Leadership  
*Deborah Leija*

Communication Services  
*Leslie Price, John Lawler*

Facilities Services  
*Kamal ElHabr, Allison Day, Neeosha Hunt*

Accounting Department  
*Rena Valdez, Jill Cook*

Financial Services & Business Operations  
*Teri Reese, Lisa Villanueva*

Food & Child Nutrition Services  
*Jenny Arredondo, Shannon Thompson*

Human Resources  
*Maggie Eck*

Printing Services  
*Gus Lopez*

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### Planning and Budget Department Staff

Director:	<i>Dottie Carreon</i>
Senior Budget Analyst:	<i>Velinda F. Salas</i>
Budget Analyst:	<i>Maria Gamez</i>
Senior Budget Specialist:	<i>Angie Ramirez</i>

# SAISD District Recognitions and Accomplishments



## **SAISD highest in student achievement gains among state's large school districts, per TEA Commissioner Morath**

*District achieves B in 2019 state accountability ratings*

San Antonio ISD received its 2019 accountability ratings on August 15, 2019 from the Texas Education Agency, showing a continued upward trajectory with strong gains in academic achievement. The District received an overall grade of a B.

Texas Education Agency Commissioner Mike Morath kicked off his accountability tour at an SAISD campus – at Schenck Elementary School, which received a campus grade of A.

During his comments, the Commissioner stated that among the state's largest school districts, SAISD ranked third highest in poverty, and gained the most in student achievement and second most in school progress and overall performance.

Across SAISD, a total of 27 campuses achieved an A or B rating. This is more than triple the number from 2017 when the TEA first calculated letter grades to demonstrate to districts how ratings at the school level would work.

Additionally, 42 campuses earned one or more Distinction Designations from the TEA based on student performance, up from 34 last year. Every single high school earned at least one distinction and five campuses earned all possible distinctions, which include achievement in the areas of ELA/reading, mathematics, science, social studies, academic growth, closing the gaps, and postsecondary readiness.

“The results we are seeing demonstrate the great work teachers are doing to help our students reach their potential,” said SAISD Superintendent Pedro Martinez. “While there is still a way to go with some campuses, overall we are seeing much stronger academic performance.”

Progress across the District includes the following academic achievements:

- For the second year, District gains exceeded State gains at almost all performance level on STAAR 3-8 and on the High School End of Course exams.
- 78 percent of schools showed gains in the Achievement domain.
- 24 campuses improved by at least one letter grade and an additional 5 campuses went up two letter grades.
- At least 70 percent of campuses made gains at the Meets level in Reading and Math.
- While 70 percent made gains at the Masters level in Math and 57 percent made gains at the Masters level in Reading.

In addition, SAISD has greatly decreased the number of students enrolled in a low-performing school by about 80 percent – from 35,089 students in an Improvement Required school in 2016 to 23,725 in 2017 and down to 7,126 students in 2019.

“We recognize that we still have work to do, with some campuses performing at a score below 60,” said Martinez. “The District will work very closely with these schools to turn them around, reviewing their progress throughout the year and providing additional support.”

TEA ratings show that SAISD has 13 traditional campuses performing at a score below 60, along with an additional three alternative schools. The District will be appealing the rating for the alternative schools.



The beginning of the school year is always an exciting time for students and teachers alike. And for Belinda Medellin, a technology teacher at CAST Tech High School, another layer of excitement was added when on Wednesday, she was surprised to find that she has been named the 2020 Secondary Teacher of the Year by Education Service Center, Region 20.

Medellin’s eyes filled with tears as representatives from Region 20 and the District surprised her with balloons, a plaque and a \$250 gift card in front of a classroom full of students.



## Trobaugh wins EXCEL Award for SAISD

Iliana Trobaugh, an SAISD Distinguished Teacher of the Year, was recognized on Oct. 1 as one of Bexar County's best educators. The sixth-grade science teacher at Ogden Academy learned during a surprise visit to her school that she was named the 2019 EXCEL award honoree for SAISD, presented by KENS5 and Credit Human. "This was a big surprise," said Trobaugh after she accepted the award in front of a cafeteria filled with cheering students she has personally taught. "I come to school every day thinking that I am going to make a big difference, and this is helping me realize that I really am making a difference. It feels so good to win this award."



## Toyota Teacher of the Year

Carvajal Elementary School teacher Andrea Greimel has placed second in the nationwide Toyota USA Family Teacher of the Year competition, coordinated by the National Center for Families Learning. The award, now in its 23<sup>rd</sup> year, recognizes that families play a crucial role in the success of children and salutes educators who are exceptional at using intergenerational approaches to engage students and their families in education. The campus will receive \$5,000 as part of the award to help foster dual language learning on the Carvajal campus.

## Six SAISD marching bands advance to UIL area competition; one makes finals

On Oct. 26, the Burbank High School Bulldog Band advanced to the UIL Area H Marching Band Finals at D.W. Rutledge Stadium in Judson ISD. This marks the first time that an SAISD band program advanced to the Area finals since the event changed its format more than 19 years ago.

After the preliminary round, Burbank placed ninth out of 22 bands. The top 10 bands marched again Saturday evening for a different panel of judges. In the finals, Burbank ranked one spot higher at eighth place. The top four bands advanced to the state competition.



Burbank was one of six SAISD marching band programs to compete in the Area event. Earlier, on Oct. 19, Brackenridge, Burbank, Edison, Highlands, Jefferson and Lanier high schools earned a First Division rating at the UIL Region 29 Marching Evaluation held at Northside ISD's Farris Stadium. This rating allowed them to advance to the Oct. 26 round of UIL marching competition.

“This is the most bands the District has had advance in over 31 years,” said Dr. Daniel Loudenback, SAISD executive director for Fine Arts.





## National Merit Commended Students

Congratulations to Sam Houston student Payton Gogo (*left*) and Travis Early College High School students Nicolas Rios (*middle*) and Christopher Del Rio (*right*) for being named Commended Students through the 2020 National Merit Scholarship Program. Over 1.5 million students took the 2018 Preliminary SAT/National Merit Scholarship Qualifying Test last October and entered the National Merit Scholarship Program. Less than 2.5 percent of these students were named Commended Students.

## National recycling champions

On May 29, 2019, students and teachers at Arnold Elementary were surprised with the news that their school placed first in their league for the 2018-19 PepsiCo Recycle Rally Challenge, earning the school a \$50,000 prize.





**Board of Education • Administration**  
 San Antonio Independent School District

**Board of Education**

*Full biographies for all Trustees are included in Organization Section*

**Patti Radle**  
*President*

**Steve Lecholop**  
*Trustee*

**Arthur V. Valdez**  
*Vice President*

**Christina Martinez**  
*Trustee*

**Debra Guerrero**  
*Secretary*

**Alicia M. Perry**  
*Trustee*

**Ed Garza**  
*Trustee*

**Pedro Martinez**  
*Superintendent of Schools*

**Superintendent's Cabinet**

*Organizational Chart is located in the Organization Section*

<b>Willie Burroughs</b> <i>Chief Operations Officer</i>	<b>Mohammed Choudhury</b> <i>Chief Innovation Officer</i>	<b>Joe Curiel</b> <i>Chief of Police</i>
<b>Dr. Pauline Dow</b> <i>Deputy Superintendent of Schools</i>	<b>Larry A. Garza</b> <i>Chief Financial Officer</i>	<b>Tiffany Grant</b> <i>Chief of Staff</i>
<b>Dr. Kenneth J. Thompson</b> <i>Chief Information Technology Officer</i>	<b>Leslie Price</b> <i>Chief Communications Officer</i>	<b>Toni Thompson</b> <i>Associate Superintendent, Human Resources</i>
<b>Theresa Urrabazo</b> <i>Executive Director, Accountability, Research, Evaluation &amp; Testing</i>	<b>Patricia Baumer</b> <i>Executive Director, Office of Access &amp; Enrollment Services</i>	<b>Jenny Arredondo</b> <i>Senior Executive Director, Food Services</i>
<b>Kamal ElHabr</b> <i>Associate Superintendent, Construction Services</i>	<b>Nathan Graf</b> <i>Senior Executive Director, Transportation</i>	<b>Michael P. Sanchez</b> <i>Senior Executive Director, Facilities/Plant Services</i>
<b>Victoria Bustos</b> <i>Executive Director, Student Support Services</i>	<b>Dr. Joanela De Leon</b> <i>Assistant Superintendent, Turnaround Leadership</i>	<b>Daniel Girard</b> <i>Assistant Superintendent, All Levels</i>
<b>Olivia Hernandez</b> <i>Assistant Superintendent, Bilingual, ESL &amp; Migrant</i>	<b>Beth Jones</b> <i>Senior Executive Director, Special Education</i>	<b>Angelica Romero</b> <i>Assistant Superintendent, Elementary Schools</i>
<b>Dr. Judith Solis</b> <i>Assistant Superintendent, All Levels &amp; Athletics</i>	<b>Johnny Vahalik</b> <i>Senior Executive Director, Career &amp; Technology Education</i>	<b>Dr. Courtney Gober</b> <i>Assistant Superintendent, International Baccalaureate</i>
<b>Patti Salzmann</b> <i>Assistant Superintendent, Office of Academics</i>	<b>Elsa Pennell</b> <i>Director, Family &amp; Community Engagement</i>	<b>Ashleigh Dennis</b> <i>Executive Director, Recruitment &amp; Talent Management</i>



## **SCHOOL BOARD HIGHLIGHTS**

The Board of Education, composed of seven SAISD residents elected by voters of the districts they serve, is the school system's policy-making body. Prior to 1986 when single-member districts were implemented School Board members were elected at-large. Trustees serve four-year terms.

The Board's major duties include:

- Adopting goals and objectives for the District
- Reviewing and acting on policies
- Adopting an annual budget and setting the tax rate
- Electing school personnel as recommended by the superintendent
- Reporting to the public on the District's progress

### **WHEN AND WHERE THE BOARD MAKES ITS DECISIONS**

All District School Board meetings are open to the public, and unless otherwise noted are held at 5:30 p.m. the second and third Mondays of the month at the David G. Burnet Center, 406 Barrera St. Upon providing proper notice, Trustees also may hold special meetings and work sessions as needed. In accordance with the Texas Open Meetings Act, portions of a School Board meeting may be closed to the public for topics including, but not limited to: real estate transactions, personnel matters, student hearings, and legal matters.

Business meetings of the SAISD Board of Education are generally held on the second and third Mondays of each month.

- All meetings are subject to change due to conflicts with federal holidays and/or school district events.
- All meetings will be posted in accordance with the requirements of the Texas Open Meetings Act.
- All meetings of the Board are open to the public. Citizens who wish to present any matter of concern must sign up before the meeting begins.

The Board may go into closed (executive) session at any time during a meeting to consider matters regarding personnel, real estate, security, school children, negotiated contracts for prospective gifts or donations, consultation, and/or legal issues, and for receiving information, all as may be permitted under the Open Meetings Act.

A schedule of board meetings is found on the next page and is also posted on the district's web site.

### **PUBLIC (CITIZENS') PARTICIPATION**

Any citizen wishing to present information to the Board may do so by signing up to speak before the meeting begins. Each presentation is limited to three minutes. Remarks may be related to any topic, whether agenda items or non-agenda items. The overall time limit for public comments at business meetings is 60 minutes and 30 minutes at work sessions.

## 2019-2020 MEETING SCHEDULE



<b>2019</b>	
<b>Board Meeting A</b>	<b>Board Meeting B</b>
N/A	Monday, June 17
N/A	Monday, July 15
N/A	Monday, August 19
Monday, September 9	Monday, September 16
Tuesday, October 8	Monday, October 14
Monday, November 11	Monday, November 18
Monday, December 9	Monday, December 16

<b>2020</b>	
<b>Board Meeting A</b>	<b>Board Meeting B</b>
Monday, January 13	Tuesday, January 21
Monday, February 10	Tuesday, February 18
Tuesday, March 17	Monday, March 23
Monday, April 6	Monday, April 13
Monday, May 11	Monday, May 18

*All dates, locations and times are subject to change.*

## CONSULTANTS & ADVISORS

### **LEGAL & BOND COUNSEL**

ESCAMILLA & PONECK, INC.  
700 ST. MARY'S STREET, SUITE 850  
SAN ANTONIO, TEXAS 78205  
(210) 225-0001

### **FINANCIAL ADVISOR**

FROST BANK CAPITAL MARKETS DIVISION  
100 WEST HOUSTON STREET, SUITE 110  
SAN ANTONIO, TEXAS 78205  
(210) 220-5718

### **DELINQUENT TAX ATTORNEY**

LINEBARGER, GOGGAN, BLAIR & SAMPSON, LLP  
711 NAVARRO, SUITE 300  
SAN ANTONIO, TEXAS 78205  
(210) 225-4422

### **INDEPENDENT AUDITORS**

GARZA/GONZALEZ & ASSOCIATES  
207 ARDEN GROVE  
SAN ANTONIO, TEXAS 78215  
(210) 227-1389

### **DEPOSITORY BANK**

FROST BANK  
100 W. HOUSTON STREET  
SAN ANTONIO, TEXAS 78205  
(210) 220-4077

# ORGANIZATIONAL SECTION

## OUR MISSION, BELIEFS AND CORE VALUES



### OUR VISION

Our primary purpose of improving lives through a quality education is driven by an unrelenting determination to graduate all of our students and prepare them for success in higher education. Our ideology is reflected in our fundamental beliefs, commitments and core values that guide us in our daily practices.

### OUR MISSION

To transform SAISD into a national model urban school district where every child graduates and is educated so that he or she is prepared to be a contributing member of the community.

### SAISD BOARD GOALS

1. SAISD students will have access to higher education and career exploration opportunities.
2. SAISD students will be at or above grade literacy levels.
3. SAISD will increase the engagement of student's families and the community as active partners in the education.
4. SAISD students will have access and opportunities to participate in 21<sup>st</sup> century enrichment programs to enhance their education.
5. SAISD students will excel in high quality STEAM programs.

### VISION 2020 FULFILLING THE PROMISE

This represents the vision of the district and staff articulated through financial and operating policies. It also represents a responsive balance between the educational needs of students and the ability of the community and the State to provide the necessary financial support to serve them.

#### 1. Governance

Establishes an effective operations structure that ensures organizational stability and maximizes student performance, effective planning, effective policy development and decision-making and prudent fiscal decision-making. It establishes district-wide accountability for all stakeholders at all levels of the organization.

## **2. Teaching and Learning**

Establishes expectations of excellence and equity in student academic performance and provides high quality instructional programs for all students.

## **3. Student Support**

Establishes expectations of excellence and equity in student social and life skill development and provides high quality and personalized student support services to all students.

## **4. Administration**

Establishes an effective, efficient organizational structure that promotes excellence in the performance of all District staff and ensures high quality administrative support services through a district-wide accountability system.

## **5. Human Resources**

Establishes an effective recruitment, hiring, and retention process to maintain the desired quantity and quality of personnel necessary to achieve the organization's mission.

## **6. Technology**

Establishes and maintains state-of-art technology to support academic instruction, management information, and administrative services.

## **7. Communications**

Provides and maintains effective internal and external two-way communications that inform all stakeholders throughout the school district in a systematic and comprehensive way and that are disseminated continuously and promptly.

## **8. School-Community Relations**

Establishes and maintains student-centered and meaningful relationships with parents, business, civic, and community leaders to provide meaningful support to the public schools.

## **9. Special Facilities Construction and Improvement Initiative (Bond Construction):**

Ensures effective and efficient implementation of the facilities construction and improvement program.

## **OUR BELIEFS AND COMMITMENTS**

- **Every student can learn and achieve at high levels.**
  - We will make all decisions based on attaining student achievement at or above grade level.
- **We are responsible for the education and safety of every student.**
  - We will ensure that all decisions, actions, and resource allocations are made in the best interest of the students.
  - We will ensure a safe learning and working environment for all students and employees.

- **We are responsible for the efficient and effective operation of the school system.**
  - We will ensure fiscal responsibility to the taxpayers of the District.
- **Everyone should be treated with respect.**
  - We will ensure a high level of professionalism, customer service and respect for everyone.
  - We will lead by example.
- **People support what they help create.**
  - We will maintain the collaborative process for decision-making.

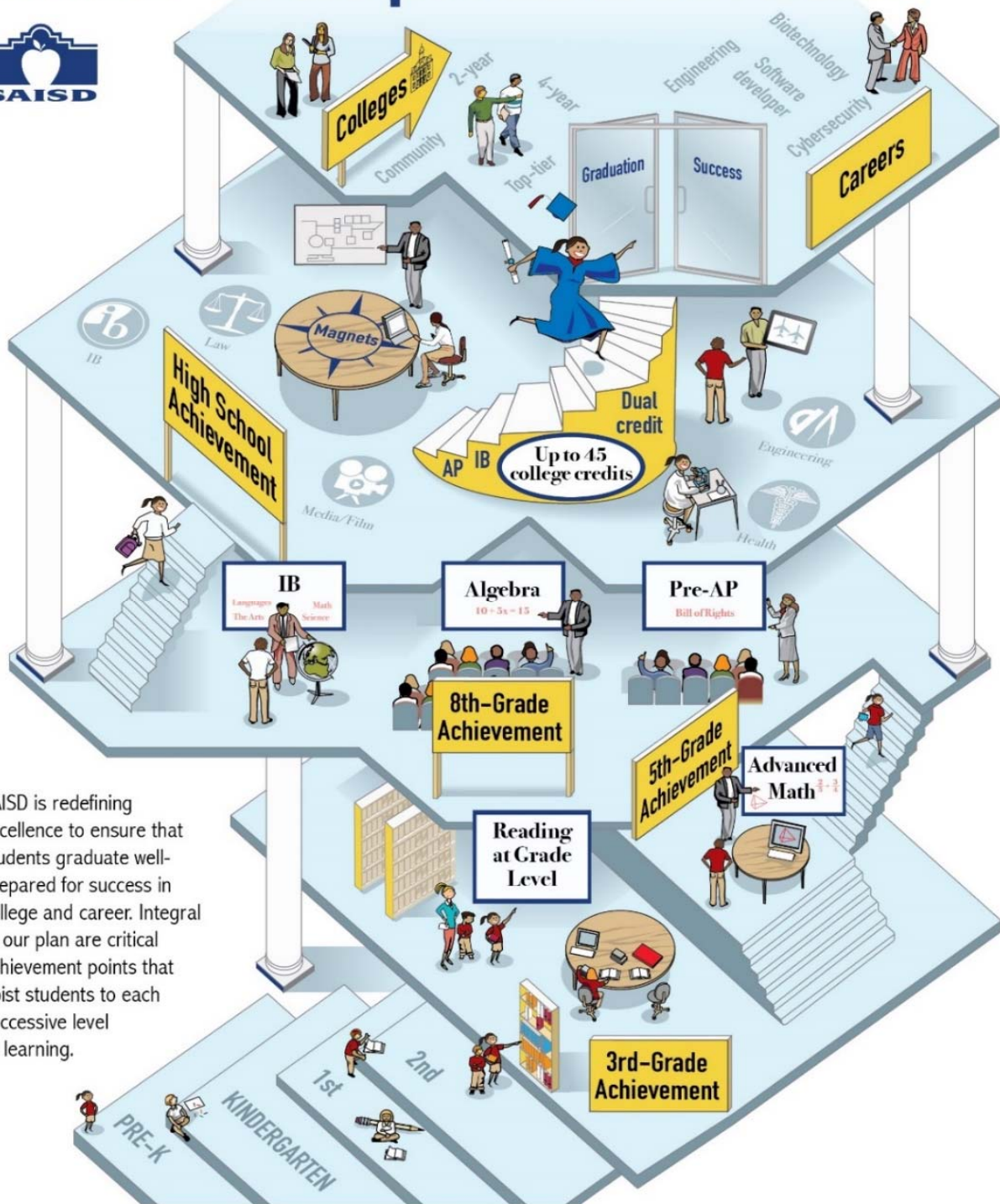
## **OUR CORE VALUES**

In order to achieve our goals and attain our commitments we expect the following values to guide the behavior of all District employees:

- Student Centered
- High Expectations
- Commitment
- Passion
- Integrity
- Respect
- Teamwork



# SAISD'S Blueprint for Excellence



SAISD is redefining excellence to ensure that students graduate well-prepared for success in college and career. Integral to our plan are critical achievement points that hoist students to each successive level of learning.

Supported by Pillars of Success: Academic Excellence. Talent Management. Culture Shift. Stakeholder Engagement. Fiscal Management.




# SAISD's Blueprint for Excellence – Strategic Resource Allocation for Key District Initiatives

When Superintendent Pedro Martinez joined SAISD in June of 2015, he was tasked with transforming it into a national model for other urban school districts. Under his leadership, the District is in the process of redefining excellence to ensure that students graduate well-prepared for success in college and career.

## Plan and Prepare

Immediately in the summer of 2015, the District launched [intensive data analysis](#) to document and fully [understand the detailed student performance results](#) down to the individual student level. The charge was to identify the most critical gaps in performance for our students, build measureable academic 5-year goals, and then develop the strategies and initiatives in support of these goals. This blueprint is the result of [six months of intense focus](#) and represents the feedback and contributions of District staff, teachers, students, parents, community members, business leaders and elected officials. It was critical to involve many key areas of the District to work together in developing this strategic plan. In addition to the [Academic areas, Research & Evaluation, and Finance are key partners in developing, monitoring, evaluating and funding this strategic District plan.](#)



San Antonio Independent School District

## 5-YEAR GOALS

GOAL	CURRENT RESULTS	STATE AVERAGE	NATIONAL AVERAGE	5-YEAR GOALS
1. Increase the percent of campuses rated high performing (B or higher) under state accountability standards				70%
<b>ENSURE PROFICIENCY, GROWTH AND A PERSONALIZED GRADUATION PLAN</b>				
2. Increase performance/growth in reading (r) and math (m)	r=63% / 56% m=62% / 55%	r=76% / 61% m=78% / 60%		90% / 55% or state avg. / 80%
3. Increase the passing rate of prior year failers	r=33% m=32%	r=45% m=46%		60%
4. Increase the percent of HS students who complete an AP/IB/Dual Credit or CTE coherent sequence of courses*	80%	77%	67%	90%
5. Increase on-time 4-year graduation rates (gr) and decrease dropout rates (dr)	gr=81% dr=14%	gr=88% dr=7%	gr=80% dr=7%	gr=90% dr<10%
<b>CULTIVATE HIGH-PERFORMING STUDENTS</b>				
6. Increase performance at the highest level on state assessments (Advanced Level III)	r=7%, w=3%, m=9%, sc=5%, ss=6%	r=15%, w=8%, m=17%, sc=14%, ss=15%		30%
7. Increase AP/IB participation and performance	PARTICIPATION 25% SCORE 3+ 13%	PARTICIPATION 23% SCORE 3+ 51%	PARTICIPATION 22% SCORE 3+ 59%	PARTICIPATION 50% SCORE 3+ 59%
<b>IMPLEMENT TARGETED FOCUS ON POST-SECONDARY SUCCESS</b>				
8. Increase SAT/ACT college-ready performance	5%	25%	43%	43%
9. Increase the percent of graduates who complete their first year of college without remediation	40%	69%	74%	74%
10. Increase the percent of graduates attending college, 4-year, and Tier One universities	College .....52% 4-Year .....25% Tier One .....2%	College .....57% 4-Year .....27% Tier One .....?	College .....66% 4-Year .....42% Tier One .....10%	College...80% 4-Year .....50% Tier One...10%

Note: Goals must meet or exceed the National average with the State average as the performance floor.  
\* Advanced Placement, International Baccalaureate and Career and Technical Education

## Communications Strategy

Over the next several years, we will continue to meet with and engage our stakeholders to provide updates and solicit feedback about what’s working and what needs to be modified.

## Set Instructional Priorities

This blueprint serves as a cohesive educational plan designed to prepare students for success from the moment they enter our schools in pre-kindergarten all the way through high-school graduation.

## District-Wide Academic Goals

After significant analysis of student performance gaps in numerous achievement areas, SAISD has set forth these 10 bold 5-Year goals for the District. In order to prepare to move toward these goals, the Office of Academics and many other supporting departments have built a plan by which the District will move toward achieving these goals, outlining needed progress each year.

Built into the plan are critical achievement points designed to hoist students to the next phase of their learning and prepare them for a seamless transition from public education to high education. The achievement points include –

- strong literacy in pre-kindergarten through 3<sup>rd</sup> grades, with students reading at grade level by the end of the 3<sup>rd</sup> grade
- advanced math in 5<sup>th</sup> grade
- algebra in 8<sup>th</sup> grade
- advanced and college credit-bearing courses in the 11<sup>th</sup> and 12<sup>th</sup> grades

## School-Site Academic Goals

Achievement of the District’s goals is based on each and every school developing and accomplishing its own goals. Each summer, our Accountability, Research & Evaluation team provides **extensive training and support** to our campus Principals in assisting them with understanding their specific campus results, and setting goals that if achieved, will produce the accountability rating and result they intend. Each summer, a full day “Principal Data Summit” is held, and Principals are provided with detailed student, teacher, and school level data for their own campus, along with specially designed “calculator tools” that assist each campus principal in the setting of their detailed goals for the year.



San Antonio Independent School District

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Note: Goals must meet or exceed the National average with the State average as the performance floor.  
\* Advanced Placement, International Baccalaureate and Career and Technical Education

During the annual Data Summit, the Principals take a “deep dive” into student performance at their campus. This information is used to strategically establish campus, teacher and student goals for the coming year. An example of one “Excel-Based” tool below is geared to specifically analyzing “School Progress” as it is measured by the State Accountability System. The summer of 2019 was the 3<sup>rd</sup> annual Principal’s Data Summit.

Goal Setting Calculator					
School Progress Domain					
Campus Name:	Type:				
ECONOMICALLY DISADVANTAGED REGRESSION SCORE (50% of Domain Score)					
Count of <b>Current</b> Eco Dis Students					
Reading	Math	Science	Social Studies	Writing	Total Tests
					0
2018 Goals for Eco Dis Tests					
	% Approaches	% Meets	% Masters	Actual Eco Dis Performance	
				0.0	
# Eco Dis Tests:	0	0	0	Goal May Be Low	
Campus % Economically Disadvantaged:					
Expected Score for Campus Type:					
Regression Score = Actual Score - Expected Score:	#VALUE!			Letter Grade	Points
					0
					Below C
STUDENT PROGRESS/GROWTH SCORE (50% of Domain Score)					
	2017 Growth	Total Tests	# Meet Growth		
2017 All Students - % Met Growth					
2017 All Students % Met Growth Reading					
2017 All Students % Met Growth Math					
	2018 Goal	# Tests	# Meet Growth		
2018 Goal for All Students - % Met Growth			0		
2018 All Students % Met Growth Reading			0		
2018 All Students % Met Growth Math			0		
			Subject Goal OK		
				Letter Grade	Points
Progress Score:	0.0				0
					Below C
OVERALL SCHOOL PROGRESS DOMAIN SCORE:					
( Regression Score Points + Progress Score Points ) Divided by 2					
	Regression	Progress	Overall Score		
	0	0	0		
			Below C		

ARET

11/13/2017

## 2017 Data Summit

### Seeking Actionable Insights

Friday, July 28, 2017 – Cooper Learning Center Cafeteria

1:00-1:15	Welcome and Overview	
1:20-3:55	Breakout Sessions	
<b>Break into Groups: Refer to Index Card on Campus Packet</b> Group A Remain in Cafeteria Group B Move to Second Floor		
A	1:20-2:35 Cafeteria	<b>2017-18 Accountability Preview</b> Theresa, Liza, and Jacob
	<i>SWITCH: Move to <u>Upstairs</u> Rotation</i>	
	<i>Begin with the session on your index card.</i>	<b>MAP</b> with Carol: Measure of Academic Progress Room 212
	2:40-3:05 3:05-3:30 3:30-3:55	<b>DATA</b> Tools with Gilbert: Teacher Dashboard, Crystal Enterprise, iDataPortal Lab, Room 220
		<b>PLANNING</b> for 2017-18 with ReNee: <i>SharePoint</i> Room 211
B	<i>Begin with the session on your index card.</i>	<b>MAP</b> with Carol: Measure of Academic Progress Room 212
	1:20-1:45 1:45-2:10 2:10-2:35	<b>DATA</b> Tools with Gilbert: Teacher Dashboard, Crystal Enterprise, iDataPortal Lab, Room 220
		<b>PLANNING</b> for 2017-18 with ReNee: <i>SharePoint</i> Room 211
	<i>SWITCH: Move to <u>Downstairs</u> Session</i>	
2:40-3:55 Cafeteria	<b>2017-18 Accountability Preview</b> Theresa, Liza, and Jacob	
<b>Groups A and B Regroup in Cafeteria</b>		
4:00-4:15	Actionable Insights Exercise (Cafeteria)	
4:15-4:30	Share out and Closing	

*Key Attributes of an Actionable Insight*

## Root Cause Analysis

Tools such as this “School Progress Domain” calculator, and intensive expert help provided by the Accountability, Research & Evaluation team allow the Principals to focus more on fully understanding their campus performance and completing the **root cause analysis** that will drive their campus improvement plan.

San Antonio ISD utilizes the “Plan 4 Learning” web-based software package to develop campus and district improvement plans that comply with State and Federal law, and help the district to move the needle on student performance. While this is only our 3<sup>rd</sup> year of using this software, the ability to electronically **monitor and provide feedback on school improvement plans** has been valuable.

San Antonio Independent School District

Log Out

Campus/District Setup Manage Plan Manage Account Help

Home Needs Assessment Goals State Compensatory Title I Plan Checklist Plan Notes Committees Print/View

plan4learning.com Change School: Change Year: 2017-2018

### 2017-2018 Demographics Comprehensive Needs Assessment

Data Analysis Area: Select Area

#### Demographics Summary

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PERFORMANCE INDEX REPORT 2016

- Index 1 Student Achievement-- 65 and needed 69
- Index 2 Student Progress--21 and needed 15
- Index 3 Closing the Gap -- 37 and needed 31
- Index 4 PostSecondary Readiness --67 and needed 69
- System Safeguards - 2016 met 27 out of 39

Save Summary

#### Demographics Strengths

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Student population has been consistent over the years maintaining a minimum of 1700 or more. Student demographics have been consistent with Hispanic and economically disadvantaged student percentages. Demographics diversity creates a school that celebrates students and staff differences, strengths and cultures.

STAAR & EOC Accountability Groups	Reading	Writing	Math	Science	Social Studies
Subpopulations	Scored Passed %	Scored Passed %	Scored Passed %	Scored Passed %	Scored Passed %
All Students	1,493 893 61		435 285 69	478 402 84	

Save Strengths

#### Problem Statements Identifying Demographics Needs

Where did my Needs go?  
Click here to download a copy of your Needs.  
Click here for details on Needs being replaced by Problem Statements.

Plan4Learning Problem Statement Examples  
Click here to download the Plan4Learning Problem Statement Examples.

Problem Statement 1: Student assessment data shows students in special populations categories underperforming in comparison to other students who also do not perform well at passing/advanced levels.  
Root Cause 1: Difficult to address diverse student needs and ability levels without staff trained to work with a wide range of student needs and abilities.

Problem Statement 2: Challenge at the 9th grade level to scaffold the learning of prerequisite skills as well as grade level skills.  
Root Cause 2: Incoming students from middle schools are under-performing - both feeder middle schools are IR campuses.

Problem Statement 3: Behavioral paraprofessional assigned to campus through Title I funds to assist with special education students and build a positive school culture.  
Root Cause 3: Student needs must be met for success in special education

Problem Statement 4: SOCIAL WORKER, NURSE and Health Assistant, LEAD COUNSELOR, PROFESSIONAL LEARNING including books, travel and other materials, SUPPORT STAFF INCLUDING A READING, MATH, & ESL TEACHER, instructional asst and materials/supplies Address the needs of Homeless students as well as At Risk and other special population students by meeting student needs. Increase student STAAR EOC perfor

Root Cause 4:

Save Problem Statements Add Problem Statement

Save All Remove All

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## Instructional Priorities

Evaluation of the performance gaps and root causes of these gaps results in the identification of needs across numerous areas. The compilation of the District Improvement Plan helps to focus the District on the most pressing needs and priorities for the District.

Below are “Key Achievement Points” which helped to drive instructional priorities for the upcoming year:

- Strong literacy in pre-kindergarten through 3<sup>rd</sup> grades, with students reading at grade level by the end of the 3<sup>rd</sup> grade
- Advanced Math in 5<sup>th</sup> grade
- Algebra in 8<sup>th</sup> grade
- Advanced and College Credit-bearing courses in the 11<sup>th</sup> and 12<sup>th</sup> grades

Superintendent Martinez prioritized Talent Management and Academic Excellence as the two most critical areas to focus on in the first year of implementation.

## Pay for Priorities

In November of 2016, SAISD voters approved two ballot proposals for a \$450 million bond and a 13-cent increase to the Maintenance & Operations tax rate. Both measures passed with more than 70% voter approval. The bond will fund major renovations for 13 schools, replacing infrastructure systems that, in most cases, are more than 40 years old, upgrading science labs and expanding other classroom spaces to meet recommended state guidelines. The increase in the M&O tax rate will bring in an estimated \$32.1 million in additional annual operating revenue, \$15.6 million from local taxes and an estimated \$16.5 million from the state. The additional revenue will support increased academic offerings for students, technology for the classrooms and upgrades to the learning environment.

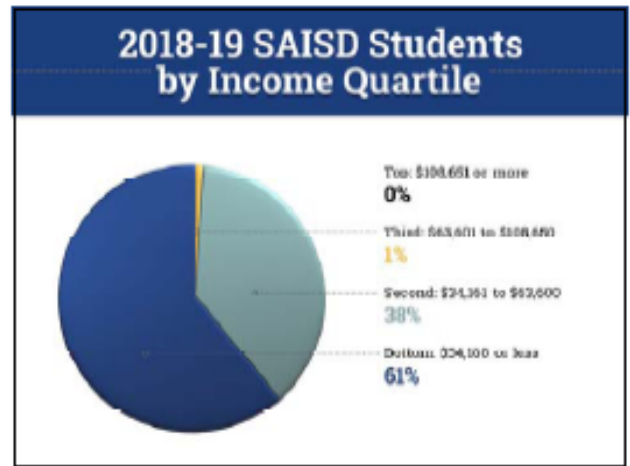
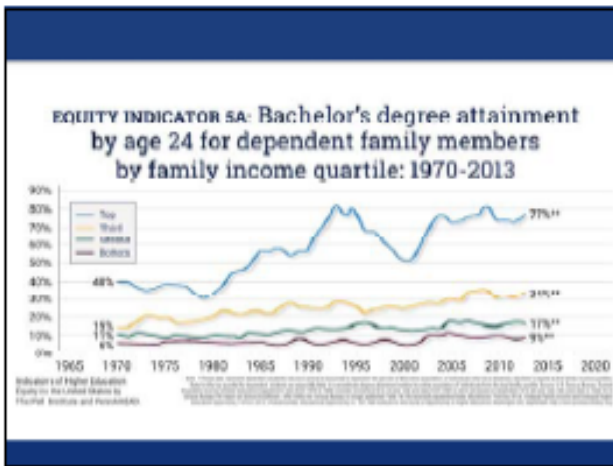
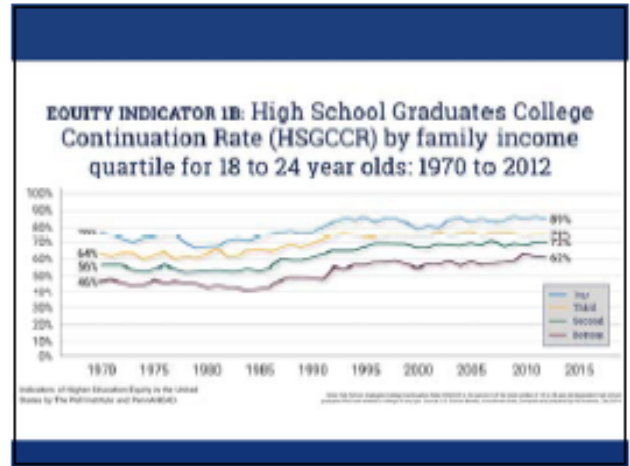
At the Superintendent’s direction, the additional revenue provided by the increased M&O tax rate has supported and supplemented the base educational program.

The District started the 2019-20 budget process in the fall of 2018, when the preliminary student enrollment projections were first made available. Given the magnitude of the [cost of district personnel](#), it was important to calculate as soon as possible the probable cost of campus personnel, which is primarily formula driven, based on the student enrollment projections.

Given that this year, the Texas State Legislature is in session, the calculation of [expected general fund revenues](#) was dependent on the decisions made in the legislative session regarding school finance. With the strong Texas economy and substantial reserves, the State was able to provide increased funding for K-12 public education in several areas, in conjunction with a forced compression of the local Maintenance & Operations (M&O) tax rate.

*Below is Superintendent Martinez’s annual “State of the District” message for Spring of 2019. This presentation describes not only the initiatives planned for the coming 2019-20 school year, but also the results achieved so far for our students.*


  
**SAISD On Course**
  
 SUPERINTENDENT **PEDRO MARTINEZ**
  
 February 13, 2019



GETTING STARTED:  
**The Challenge**

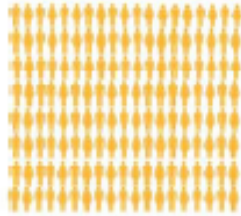


We needed a combination of **NEW SCHOOL MODELS** that would challenge the perceptions and perceptions create high-quality schools.

while also creating a **DISTRICT TURNAROUND** to improve existing schools.

**Creating New School Models**

## Challenges



At the end of last year, there were

**13,722**

seats at charter schools in SAISD boundaries and borders

By 2019-20, there will be an increase of at least **800** new seats

## Increased Options



Number of new seats available for 2019-20: **1,304**

## Getting SAISD On Course

DISTRICT TURNAROUND EFFORTS

## Why a Turnaround?

BECAUSE IN 2016...

SAISD would have been rated an **F**

**35,089** Students were enrolled in **IR schools\***

**5%** College-ready performance on **SAT/ACT**

**3%** Attending **Tier I** universities

## The District was hindered by:



Antiquated Systems & Processes



Restrictive Policies



Limited Choice Options



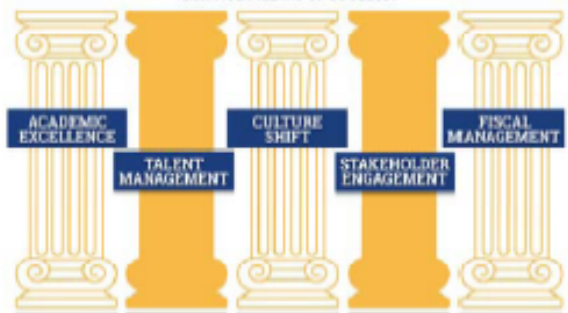
Low Performance



Low Accountability

## Pillars of Success

WE BEGAN OUR TURNAROUND INITIATIVES GUIDED BY OUR FIVE PILLARS OF SUCCESS:



## Raising Expectations

### Campus Leadership

- Ensure strong instructional leaders
- Network principals for more pathways

### Elevating Teaching

#### MASTER TEACHER INITIATIVE

**318** in 2017-18

**454** in 2018-19 Districtwide

**600** Expected for 2019-20

On track for goal of **1,000**

**200** Academic Coaches Districtwide



## Retaining "Irreplaceables"

The "Irreplaceables" are teachers so successful that they are nearly impossible to replace.

**475 TEACHERS**

Identified by Principals

**94%** retained for 2018-2019

\*According to research by The New Teacher Project, replacing one "irreplaceable" teacher costs up to \$5,000 more. ©2018 SAISD. All rights reserved. SAISD is an Equal Opportunity and Affirmative Action Employer. SAISD is an Equal Opportunity and Affirmative Action Employer.

## District Investments

**69** schools with International Baccalaureate framework  
**4** World Schools | **5** IB Candidate Schools

**45** schools with Dual Language programs  
 - up from 13 prior year

**4** Verizon 1-to-1 schools

Expanded Fine Arts offerings

Relay and Democracy Prep Partnerships

Expanded Sports offerings

Master Teacher Initiative

Middle School & Academy offerings

## Expanding Fine Arts



Investing in fine arts is paying off...

Art classes expanded to 35 more schools  
 - now all K-5 students have access.

79% of all SAISD students are now participating in fine arts.

5 out of 7 high school marching band programs received a superior rating at UIL contest - our best in 30 years!

## Four Middle Schools Bridging the Digital Divide

Grant provides for:



- ▶ 1-to-1 iPads and 24/7 internet connectivity for all students and teachers - for the classroom and at home

**3,100** students & **190** teachers

- ▶ Enhanced STEM programs



## Innovative Programming

### SCHOOL WITHIN A SCHOOL MODEL



- ▶ The only Pathways in Technology Early College High School in San Antonio
- ▶ P-TECH to expand to each comprehensive high school



- ▶ Earn up to 60 hours of college credit
- ▶ With traditional high school experience





### PREPAREDNESS BOND 2016 \$450M for 13 Campuses

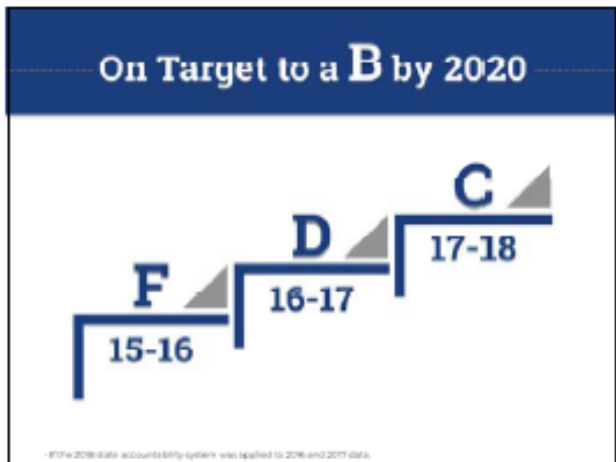
### PREPAREDNESS BOND 2016 21st Century Classrooms

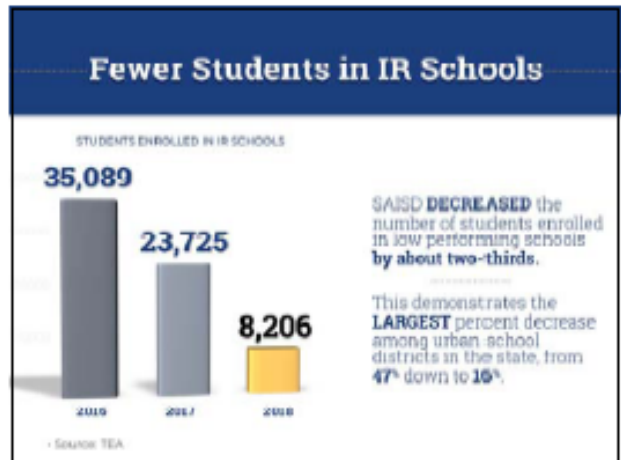
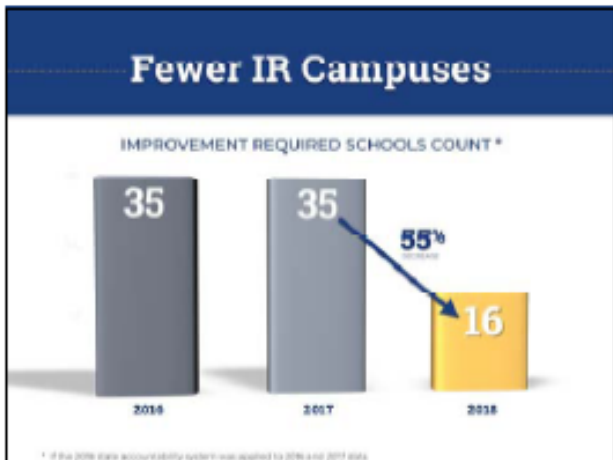
- Upgraded mechanical/electrical systems, including LED lighting
- new ceilings and fixtures
- New flexible furniture
- Upgraded technology, including new digital teaching wall
- Interior wireless into classrooms
- Interior windows into extended learning areas

### District-wide Turnaround

- Child Nutrition**
  - 100% SAISD are prepared to meet the National School Lunch Act
  - Expanded Summer Meals for all schools
- Transportation**
  - 100% of all buses and equipment in compliance
  - Increased safety program
- Technology**
  - 100% of all schools are ready for next generation technology (1:1 devices, cloud services, etc.)
  - 100% of all schools are ready for next generation technology (1:1 devices, cloud services, etc.)
- SAISD Police**
  - Expansion of Police to 100% of schools
  - 100% of all schools are ready for next generation technology (1:1 devices, cloud services, etc.)
- Facilities**
  - Opening Elementary School
  - 100% of all schools are ready for next generation technology (1:1 devices, cloud services, etc.)

## Where are we now?





## 2018 Accountability

**"Based on their improvements in reducing the number of IR campuses and the percent of students served in the IR schools, San Antonio ISD is one of the fastest improving districts in the state."**

- TEA Commissioner Mike Morath

## 2018 State & District STAAR Results

### READING

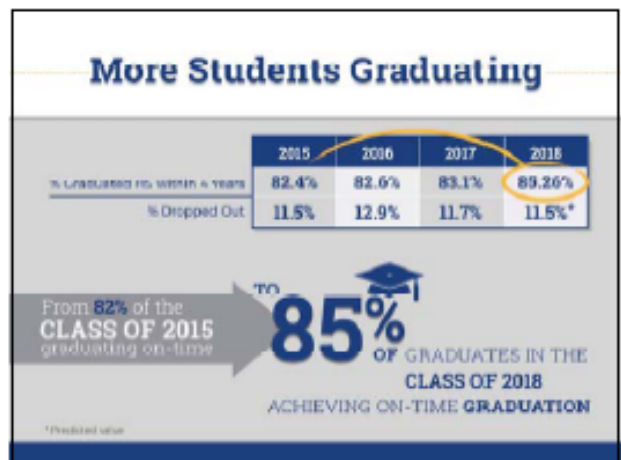
Grade	STATE			SAISD		
	2017	2018	% Difference	2017	2018	% Difference
3	65	70	7%	65	70	7%
4	65	70	7%	65	70	7%
5	65	70	7%	65	70	7%
6	65	70	7%	65	70	7%
7	65	70	7%	65	70	7%

### MATH

Grade	STATE			SAISD		
	2017	2018	% Difference	2017	2018	% Difference
3	55	60	10%	55	60	10%
4	55	60	10%	55	60	10%
5	55	60	10%	55	60	10%
6	55	60	10%	55	60	10%
7	55	60	10%	55	60	10%

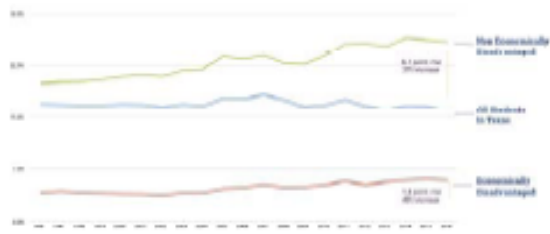
## 2018 High School End-of-Course Results

COURSE	STATE			SAISD			
	2017	2018	% Difference	2017	2018	% Difference	
ALGEBRA I	Approved	82	82	1	82	82	7
	Failed	18	18	0	18	18	0
	Not Tested	27	23	6	30	24	4
ALGEBRA II	Approved	85	87	2	85	85	4
	Failed	15	13	1	15	15	0
	Not Tested	21	24	3	6	10	4
GEOMETRY	Approved	64	64	0	60	60	0
	Failed	37	37	0	40	40	0
	Not Tested	27	42	5	15	21	7
ENGLISH I	Approved	88	88	0	88	88	0
	Failed	12	12	0	12	12	0
	Not Tested	8	7	1	2	1	1
ENGLISH II	Approved	82	86	4	84	87	3
	Failed	18	14	3	16	13	1
	Not Tested	6	8	2	2	3	1



## Too Few Texas Students Are Prepared For College

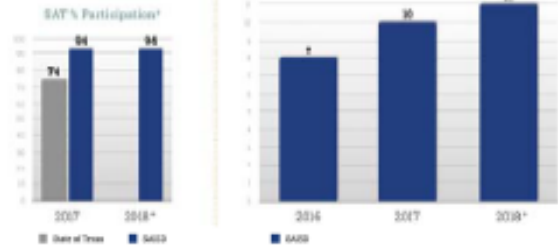
% Above "Passing" on SAT/ACT



Governor Abbott Briefing Source: TIA, January 31, 2019

## Increasing College & Career Readiness with more Rigorous Criteria

SAT PARTICIPATION AND PERFORMANCE

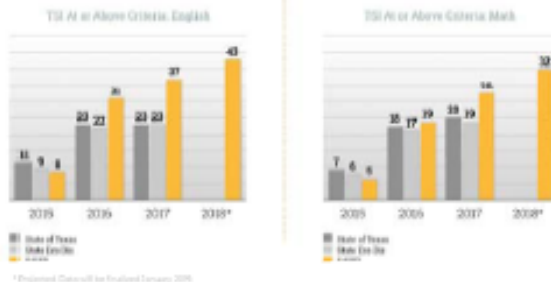


\* 2018 data is preliminary

\*SOURCE: College and Career Readiness Criteria, College One 11

## TSI ELA & Math Performance

CLOSING THE GAP WITH STATE WHILE PROVIDING MORE ACCESS TO STUDENTS



\* Proposed Criteria for Evaluation January 2019

## More Students Taking AP/IB Exams

Percentage of graduates taking AP exams



1414 STUDENTS

1476 STUDENTS

1412 STUDENTS

## More Advanced/Dual-Credit Course Completion

ANY SUBJECT - GRADES 9-12



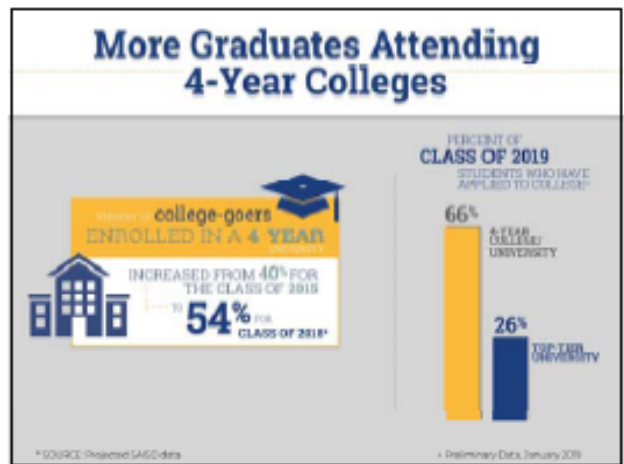
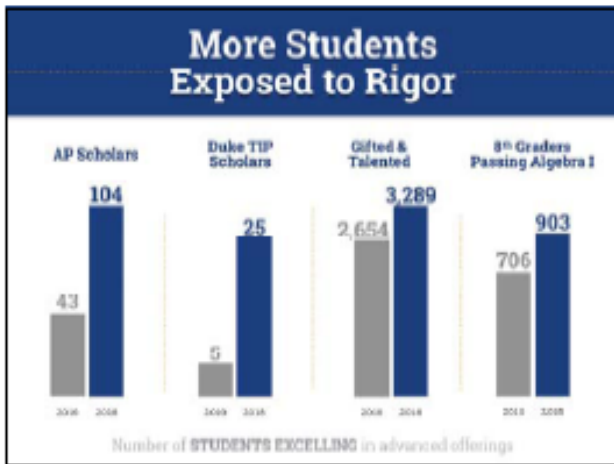
## Increasing Dual Credit Opportunities

**\$1.5 M**

GRANT FROM  
THE  
GREEHEY FAMILY  
FOUNDATION

Target students in the academic middle who have the desire to go to college

Gets more students on the college-bound trajectory




## Class of 2019

STUDENTS FROM **EACH OF THE 13 HIGH SCHOOLS** WERE THE RECIPIENTS OF EITHER A **HARVARD OR YALE PRIZE BOOK**


---

**THREE SENIORS HAVE BEEN NAMED QUESTBRIDGE SCHOLARS**


ONLY 3% OF HIGH SCHOOL SENIORS NATIONWIDE ARE CONSIDERED FOR THE ESTEEMED SCHOLARSHIPS.



**BROWN**  
UNIVERSITY



**UNIVERSITY OF NOTRE DAME**



**WASHINGTON AND LEE UNIVERSITY**

## SAISD Transformative Efforts – Pay for Priorities

This year, Year 4, we continue to focus on **implementation and execution of the strategic plan**. We have been busy opening new schools, launching new programs, and setting up systems and conditions needed for Districtwide excellence. Supporting our efforts are our Pillars of Success: **Academic Excellence, Talent Management, Culture Shift, Stakeholder Engagement and Fiscal Management**.

### 2019-20 BUDGET for each Initiative

- |   |   |              |
|---|---|--------------|
| <ul style="list-style-type: none"><li>• <b>Dynamic Innovation for Young Children</b> - San Antonio ISD has partnered with a team of researchers from The University of Texas at Austin in an ambitious, five-year collaboration aimed to redesign early childhood education in the District. Hands-on, child-centered learning where each child’s distinctive capabilities and their linguistic and cultural backgrounds are seen as assets is at the crux of the redesign.</li></ul> | <b>\$430,000</b>  | <b>TRE</b>   |
| <ul style="list-style-type: none"><li>• <b>Continued Fine Arts Expansion</b> – Expansion of Fine Arts offerings, including creation of strategic partnership with community Fine Arts organizations to provide engaging instructions by professionals across many performing and visual arts fields. Additionally, the growing number of programs in academy schools was supported with a budget for additional start-up costs.</li></ul>   | <b>\$1,200,000</b>  | <b>TRE</b>   |
| <ul style="list-style-type: none"><li>• <b>Increased Investment in Special Education</b> – Due to a significant increase in student referrals, Supt. Martinez asked the Board to approve an increase in the Special Education budget for 2019-20. This increase provides additional teaching staff, added Licensed Specialists in School Psychology, and a new Speech Pathologist retention stipend.</li></ul>  | <b>\$4,100,000</b>  | <b>Local</b> |
| <ul style="list-style-type: none"><li>• <b>Continued Expansion of Dual-Language</b> – San Antonio ISD continues to expand dual-language programming, and now has 45 dual-language schools.</li></ul>  | <b>Retaining increased investment from prior years to support expansion of dual-language model.</b> |              |

**SAISD Transformative Efforts – Pay for Priorities, (Cont’d)**

- Partnered to offer **advanced degree programs** to elevate literacy instruction and increase the number of teachers credentialed to teach dual-credit, Special Education, and Advanced Placement courses.

Partners include:

- Texas A&M-San Antonio
- Our Lady of the Lake University
- UT San Antonio
- Relay Graduate School of Education.

- **NEW Office of Access & Enrollment** - Previously housed under the Department of Innovation, this full department of 9 was added for 2019-20 to strengthen student enrollment, access, and equity to current families and families that may consider joining SAISD.

- **Innovation in Schools** - Innovation is a key strategy for improving Districtwide achievement. The innovative models listed below are a sampling of choice schools that have been launched at SAISD through internal development and external charter partners.

- **Advanced Learning Academy** for highly motivated students was launched in August 2016, in partnership with Trinity University. It opened with grades K-10 and added pre- kindergarten and 11th grade in 2017-18. This lab school is drawing families from around the city to the urban core.



**2019-20 BUDGET for each Initiative**

**\$400,000 TRE Local**

*Supplemented by TIF Grant and Private Grants to expand reach to additional teachers*



**\$600,000 Local Funds**

*For Department startup and staffing of 5 professional and 3 clerical staff.*

**\$500,000 Local Funds**

*For Department overseeing the Innovation Zone, to facilitate worthy supplemental needs as they occur to foster student success.*

**\$200,000 TRE Local**

*Supplemented by “Texas Partnership” SB1882 Funds and Private Grant to expand reach*

**2019-20 BUDGET for each Initiative**

**SAISD Transformative Efforts – Pay for Priorities, (Cont’d)**

• **CAST Tech High School launched in 2017-18** as a career themed school focusing on coding, cyber security, gaming, entrepreneurship, business and more. Located near the city’s downtown Tech District on the Fox Tech campus, the school will work hand-in-hand with industry partners.



**\$2,200,000 Bond 2016**

*Supplemented by Private Grant to provide substantial construction on new school building and technology.*

• **CAST Med High School** opened in 2019-20 a medical career themed school offering three pathways: Biomedical Research, Medical Professions, and Public Health. CAST Med has a beautiful new school



**\$4,078,140 Bond 2016**

*Private Grant of \$1,250,000 received to assist with above construction budget for new school building renovation.*

• **Young Women’s Leadership Academy Primary** opened in 2019-20 as an in-district charter at the former Page Middle School. This campus is the sister school to SAISD’s blue-ribbon, award-winning Young Women’s Leadership Academy, which was the district’s first of three single gender academies.



San Antonio Independent School District  
**Young Women’s Leadership Academy Primary**

**\$1,732,000 Bond 2016**

*Funding for renovation of classrooms for new primary school. Supplemented by “Texas Partnerships” SB1882 funding and Federal Charter Start-up Grant.*

• **Twain and Irving Dual Language Academies** Twain opened in 2017-18 to provide dual English and Spanish immersion for the entire student body, beginning with grades PK-2, ultimately expanding to serve PK-8. Irving Dual-Language Academy opened in 2018-19.



San Antonio Independent School District  
**Washington Irving Dual Language Academy**



*Accomplished start-up with existing Local and Bilingual funding, and minor renovation with existing facilities funding.*

## SAISD Transformative Efforts – Pay for Priorities, (Cont’d)

### 2019-20 BUDGET for each Initiative

#### Expanding What Works

- **IB expansion** – SAISD is the city’s only school district offering students at all grade levels the opportunity to earn a prestigious International Baccalaureate (known as IB) education. The District has the distinction of having five designated IB World Schools -- Burbank and Jefferson High Schools, Harris Middle School, Woodlawn Academy and Briscoe Elementary School -- and between them, the schools provide programmes for students in elementary, middle and high school.

- **Expansion of PK-7 & PK-8 “Academy” Model** – Studies show students benefit both socially and academically by staying longer in the elementary-school environment. The additional budget investment is funding the startup of athletics and fine arts programs at these new academies, as well as providing transitional supplies required for middle school science labs and other needed items for the new grade spans.

**College and Career Readiness** – In conjunction with a large local grant to support college readiness, the District has built a program that connects our top students with the nation’s best colleges, specifically those that offer full financial assistance. SAISD sponsored many students on tours to highly selective colleges and universities across the country.

**\$1,900,000**     **TRE / Texas Partnerships SB1882 Funding**

*Local funding established to cover required program components such as dues, fees, required professional development, technology, etc. TRE funding was established to support the additional supplemental teachers needed to offer required courses such as foreign languages and art.*

**\$2,211,000**     **TRE Local**

*Local funding established to support the expansion of many elementary schools into middle schools. Athletics, LOTC and fine arts programs were expanded to these campuses to offer rich elective and after school opportunities.*

**\$910,000**     **TRE Local**

*Local funding established to support college readiness and college opportunities throughout the district.*

*This initiative is supplemented by substantial private grants.*



## 2019-20 BUDGET for each Initiative

### Talent Management

For the District's academic efforts to succeed, it must have the highest caliber school leaders and teaching talent in place. We are focusing on creative and collaborative solutions to meet our needs.

- In 2017-18, the new role of **"Master Teacher" was launched**. In the first year, extensive recruiting efforts resulted in attracting 250+ skilled teachers with a track record of achieving high levels of student success. For 2018-19, the count increased to over 400, and the goal for 2019-20 is to have 460 locally funded Master Teachers. Placement in specified classrooms / programs includes stipends for the additional responsibilities, including extended hours and days.

- Partnered to create **lab schools**, where aspiring teachers are paired with **Master Teachers** in an intensive classroom environment while they work toward certification and an advanced degree. After one year, these now-resident teachers move on to other SAISD campuses, taking with them valuable knowledge and leadership skills needed to implement innovative programs and practices at their schools.

**\$6,000,000 TRE Local**

*Supplemented by Federal "Teacher Incentive Fund" grant awarded in 2016*

*Private Grant funded and supplemented with \$200,000 Local budget*



San Antonio Independent School District

**Ira C. Ogden**  
Elementary School



San Antonio Independent School District

**Ollie Perry Storm**  
Elementary School

## Fiscal Management

In November 2016, SAISD voters approved two ballot proposals for a \$450 million bond and a 13-cent increase to the Maintenance & Operations tax rate. This followed the District learning in September 2016 that it was awarded a \$46 million, five-year federal Teacher’s Incentive Fund (TIF) grant to implement performance incentives and other initiatives for improving student achievement in our most underperforming schools. In the past two years, the District has received significant awards

These funds, along with a combination of other grants and private partnerships, provide us with additional resources that will go a long way in helping the District meet its bold academic goals.

### **2019-20 BUDGET for each Initiative**

#### • **Priorities for Bond 2016 and TRE Funds**

o Contractor awards were made for all 13 major school to receive major renovations. All projects are now well underway, with some spaces already being made available for student use.

**\$125 Million Bond 2016**  
*Expected spending during 19-20 for construction and professional services.*

o Continuing the 3<sup>rd</sup> year of purchasing technology devices for classrooms. This year’s initiative is a project called “Lighthouse Campuses”, which is a seven-school pilot to roll out a 1:1 initiative where every student on campus is provided a technology device.

**\$4 Million Bond 2016 and TRE Local**  
*Expected spending during 19-20 for campus technology.*

o Continuing the selection of Master Teachers with the goal of building to 460 for the start of the 2019-20 school year. Master Teachers will help accelerate students who have been retained or are well-below grade level.

**\$6.0 Million TRE Local**  
*Expected spending during 19-20 for master teacher stipends.*

SAISD is thankful to the community for its investment in our students and in the long-term vision for excellence. We will continue to demonstrate strong financial stewardship in spending the revenue and work tirelessly at transforming the District to meet our goals for 2020.

## Implement Plan

The District maintains [staff allocations guidelines for placement of base campus level staff](#). Many positions are driven by campus enrollment, while others are situation dependent (some Special Education and Career & Technology teachers), and others are allocated on a per school basis (such as H.S. Registrar and Athletic Trainer).

There are different guidelines by each level and type of campus as follows:

- ✓ High Schools (Comprehensive Traditional)
- ✓ Middle Schools
- ✓ Elementary Schools (PK-5)
- ✓ Academy Schools (PK-12)
- ✓ Non-Traditional Campuses
- ✓ Special Campuses (with unusual grade spans, special focus, etc.)

A sample of one page from the High School staffing guidelines is shown here:

POSITIONS/JOB CODE	ALLOCATIONS	FUNDING
<b>ADMINISTRATIVE SUPPORT</b>		
Principal, Sp School (C104)	1 Per School	Local 199
Asst Principal, Sp School (C114)	1 Per School	Local 199
Counselor (C120)	Situation Dependent	Local 199
Lead Counselor (C121)	Situation Dependent	Title I
Nurse (C150)	The units are assigned by department based on student membership and number and type of special needs of students assigned to each school.	Local 199
Librarian (C180)	Situation Dependent	Local 199
Testing Coordinator (C381)	(Only at campuses with 6+ grade levels)	Local 199
Stdnt Engagement Facil I (C581) Stdnt Engagement Facil II (C582)	There are 11 Full Time Equivalent Units (FTE's) for schools district wide. The units are assigned by department.	Local 199
<b>TEACHERS</b>		
Teacher (2XXX)** ** Core and Elective Teachers	6th - 1 Teacher Per 25 students (*Less 1 for Gifted & Talented) 7th & 8th - 1 Teacher Per 25 students 9-12- 1 Teacher Per 28 students *Less 1 for Gifted & Talented	Local 199
Teacher, Choral (19XX)	There are 13 Choral Full Time Equivalent Units (FTE's) to be allocated by Fine Arts Department as needed among MS and Sp Schools. Can not exceed a total of 13 FTE's.	Local 199
Teacher, Eng/ESL (2102)	Services provided as needed.	St Comp Direct
Teacher, Fine Arts (Enhancements)	Fine Arts teacher Full Time Equivalent Units are allocated by the Fine Arts Department.	Local 199
<b>SPECIAL EDUCATION TEACHERS (Situation Dependent - units assigned by department)</b>		
Teacher, Sp Ed-GEC (4001)	1 - 9 Services will be provided through district-wide staff 10+ 1 Per school	Special Ed. Local 168
<b>PARAPROFESSIONAL</b>		
Secretary, Sp School (S134)	1 Per School	Local 199
Clerk, Data Entry (S219)	1 Per School	Local 199
Health Asst (S534)	The units are assigned based on student membership and number and type of special needs of students assigned to each school.	Local 199
Parent and Family Support Liaison (S55F)	1 Per School	Local 199
Registrar (S605)	1 Per School	Local 199
FS Manager, Cert (F110)	1 Per School	Food Services
FS Cook (F310)	1 Per 16-18 meals/labor hour <i>Kitchens are staffed based on labor hours not the number of people. We convert the labor hours into employee equivalents.</i>	Food Services
Custodian, Head Sp School (J110)	1 Per School	Local 199
Custodian (J130)	1) Permitted building sq footage is multiplied by 90% to get adjusted sq footage. 2) "Use Ratio" is calculated by dividing student membership by building capacity. 3) Calculated "Use Ratio" is multiplied by adjusted square footage, then divided by 25,000.	Local 199

The District also maintains [non-staff allocations guidelines for placement of certain base campus level budget line items](#). Budget is formula driven, and in many cases is distributed by student enrollment, by school, or a combination of both factors. In some cases, budget is specific to a certain program, such as band, and is distributed according to the membership of the program. In other cases, the budget may be situation dependent, such as supplies needed for a Career & Technology program, where the resources needed to effectively run the different program offerings may vary greatly.

There are different guidelines by each level and type of campus as follows:

- ✓ High Schools (Comprehensive Traditional)
- ✓ Middle Schools
- ✓ Elementary Schools

<u>Line Code</u>	<u>Description</u>	<u>Allocations</u>
11-6249-00-X-11	REPAIRS TO EQUIPMENT	2.00 per member
11-6249-01-X-11	BAND REPAIR/MAINTENANCE	17.50 per band member
11-6299-00-X-11	CONTRACTED SERVICES HS	2.00 per member
11-6321-00-X-11	TEXTBOOKS	1.00 per member
11-6399-00-X-11	TEACHING SUPPLIES, REG.	11.55 per member
11-6399-27-X-11	TECHNOLOGY SUPPLIES	1.00 per member
11-6412-00-X-11	STUDENT TRAVEL HS	0.65 per member
11-6494-00-X-11	STUDENT FIELDTRIPS	0.35 per member
11-6499-00-X-11	GRADUATION EXPENSES	12.00 per senior
12-6325-00-X-99	MAGAZINES & PERIODICALS	2,400.00 per school
12-6329-00-X-99	BOOKS & AUDIOVISUALS	2.50 per member
12-6399-00-X-99	LIBRARY SUPPLIES	0.65 per member
23-6124-01-X-99	PARTTIME CLERK-SUMMER	3,100.00 per school
23-6399-00-X-99	OFFICE SUPPLIES	2.00 per 1 - 1,000 members 0.50 per 1,001+ members
23-6399-27-X-99	TECHNOLOGY SUPPLIES	1.00 per member
23-6411-00-X-99	TRAVEL & SUBSISTENCE	0.25 per member
33-6399-00-X-99	HEALTH CARE SUPPLIES	100.00 per school 0.14 per member
36-6269-00-X-99	BAND TRUCK RENTAL	1,500.00 per school
36-6399-00-X-99	BAND SUP/UNIFORM REPLAC	2,300.00 per school
36-6399-00-X-99	BAND SUP/UNIFORM REPLAC	7.00 per member
36-6494-00-X-99	STUDENT TRAVEL COCURRIC	13.00 per member
36-6495-01-X-99	FEES & DUES	300.00 per school
Membership is comprised of the following students: Regular, Special Ed. & Vocational Ed.		
Note: All budget amounts are rounded to the nearest dollar.		



### Consolidated Budgeting

Once campus level personnel, department personnel, program and other non-personnel budget needs are determined based on finalized enrollment projections, this base level budget is compared to all available revenue sources to determine the potential surplus or deficit. Many important **challenges of the budget** remain to be discussed and decided, such as:

- ✓ Any available funding for **possible compensation increase**?
- ✓ Any available funding for **expansion of programs or new initiatives**?
- ✓ Any available funding for **added personnel allocations** to the budget?
- ✓ Can any funds be made available by **elimination of programs** or personnel allocations?
- ✓ Can any funds be made available by **improving operating efficiencies**?
- ✓ Can any funds be made available by **restructuring service delivery** or contracting services?
- ✓ Can any funds be made available by **increasing revenue-producing activities**?
- ✓ Can operating costs be lowered by **strategic partnerships** with other governmental entities or other school districts?



### [The Budget Presentation](#)


The final budget presentation was presented to the SAISD Board of Trustees in an open session board meeting on June 17<sup>th</sup>, 2019. In the presentation that follows, each adopted fund is shown with key budget assumptions, a comparison to the prior year, and the proposed 2019-20 budget for formal adoption.

For the General Fund, [key strategies and District Initiatives](#) are presented for both the General Operating Fund as well as Initiatives funded by the Tax Ratification Election that was approved in November 2016.

The [summarized financial plan for the year](#) is shown on slide #28, and in more detail by fund on slides 10, 12 & 26. The District has a history of [adopting a balanced general fund budget to ensure sustainability](#), and this year that goal was accomplished by analyzing available revenues, calculating the cost of the base budget, and prioritizing and weighing competing additions to the budget such as increased compensation and new initiatives.



The Board formally adopted the General Fund, the Debt Service Fund, and the Child Nutrition Fund on June 17, 2019. We hope that the [detailed information that follows will be helpful in understanding](#) and answering any questions regarding the San Antonio ISD Budget.

San Antonio Independent School District



2019  
CLASS  
REUNION


Public Meeting to Discuss Budget  
and Proposed Tax Rate  
June 17, 2019


**Mission of the  
San Antonio Independent  
School District**

*To transform SAISD into a national model  
urban school district where every child  
graduates and is educated so that he or  
she is prepared to be a contributing  
member of the community.*

On Course



History to the Making



2

**Public Meeting Agenda**

**BUDGET ASSUMPTIONS**

- > Student Membership Projections, Trend, & Student Recruitment
- > Property Tax Value Projection

**DEBT SERVICE BUDGET**

- > Proposed Budget for 2019-20

**CHILD NUTRITION FUND BUDGET**

- > Proposed Budget for 2019-20

**GENERAL FUND BUDGET**

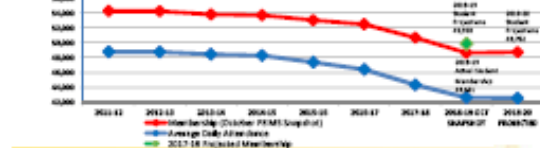
- > Compensation Options
- > Proposed Initiatives
- > Proposed Budget for 2019-20

**UPCOMING DATES IN THE BUDGET CALENDAR FOR 2019-20**

3


**Historical & Projected  
Student Membership**

Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19 Forecast	2019-20 Projection
Student Membership (Enrollment - Full-time)	51,180	51,236	51,811	52,701	53,331	52,486	50,993	48,961	48,761
Growth (Year)	(0%)	(2%)	(1%)	(1%)	(1%)	(1%)	(1%)	(1%)	(1%)
% of Membership Growth (Year)	-1.7%	0.0%	-0.8%	-0.2%	-0.2%	-0.9%	-0.4%	-0.9%	0.7%
Average Daily Attendance (Includes students not in SAISD)	42,719	42,770	42,888	43,194	43,427	42,437	40,378	42,815	42,804



Source: OPR, SAISD and Research & Analytics Department

History to the Making



4

**Increased Options**




Number of new seats available  
for 2019-20: **1,304**

Letter grades based on 2018 numerical enrollment


**Local Property Tax  
Value Change for 2019-20**

On May 1st, we received a preliminary projection of 2019 Taxable Values from our consultant, Dr. Kavoussi.

Based on this information, we will be using 6.0% as the projected property tax growth.



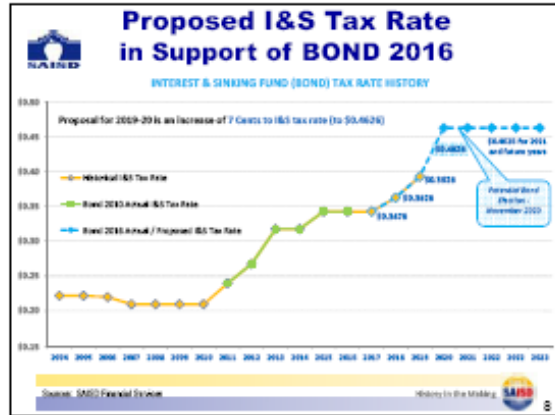
History to the Making



5

## Debt Service Budget, Tax Rates & Property Values

**CREATING 21<sup>ST</sup> CENTURY  
LEARNING ENVIRONMENTS**  
\$480M for 13 Campuses



## Proposed Tax Rate 2019-2020

Reflects 7 CENT INCREASE for I&S Tax Rate  
(2019-20 SAISD Property Values Before Protest)

Comparison - Tax Levy on Average Residence in SAISD	2018-19	2019-20*
Average Market Value of Residences	\$131,882	\$146,344
Average Taxable Value of Residences <small>(325,000 HS Exemption plus a additional \$5,000 Optional HS Exemption)</small>	\$85,020	\$96,257
Current 2018-19 Rate & Proposed 2019-20 Rate per \$100 of Value	\$1.56260	\$1.53095
Taxes Due on Average Residence	\$1,328.52	\$1,473.65
	MONTHLY	ANNUAL
Added Tax Due to Home Value Increase	\$14.63	\$175.50
Added Tax Due to Tax Rate Increase	(\$2.54)	(\$30.46)
<b>Total Added Tax for Average Residence</b>	<b>\$12.09</b>	<b>\$145.04</b>

\*2019 Values are Before Taxpayer Protests, therefore, tax increase amount will be slightly lower than above. Tax Rate is compressed for 2019-20 due to new state legislation.

Data Source: Dr. Roatan Kavouci, Monk, Casey & Associates, and Secur Appraisal District

## Debt Service Fund Proposed Budget for 2019-20

REFLECTS A PLANNED 7 CENT I&S TAX RATE INCREASE for 2019-20

DEBT SERVICE FUND (\$ 000's)	\$330M I&S Tax Rate	\$480M I&S Tax Rate
	2018-19 BUDGET	2019-20 PROJECTION
Local - Property Tax	\$70,200	\$66,852
Local - Investment Earnings	1,601	1,522
State Revenue - FA/EDA	1,459	-
Federal Revenue - BAF's	2,574	1,277
<b>Total Revenue</b>	<b>\$75,834</b>	<b>\$69,651</b>
Principal on Bonds	35,870	37,100
Interest on Bonds	39,334	44,624
Other Fees	285	1,024
<b>Total Expenditures</b>	<b>\$75,489</b>	<b>\$82,747</b>
Beginning Fund Balance	\$80,026	\$80,462
<b>Ending Fund Balance (1,2)</b>	<b>\$80,462</b>	<b>\$85,165</b>

NOTE 1 - Full year, Debt Service Fund balance will increase as a result of the 2019 sinking fund levy increase.  
For 2019, the Fund Balance includes this amount at 5/31/2018 (revised) and for 2019-2020 (proposed).  
NOTE 2 - Full year for budget ends June 30th, while Fiscal Year for setting of tax rate ends August 31st.

Source: SAISD Finance, Frost Bank - District Financial Advisors

## Child Nutrition Fund Budget

## Child Nutrition Revenue

CHILD NUTRITION FUND (\$ 000's)	2018-19		2019-20	
	PROJECTED FINAL		PROPOSED BUDGET	
LOCAL	\$1,174	2.4%	\$1,197	2.4%
STATE	181	0.4%	181	0.3%
FEDERAL	47,171	97.2%	47,923	97.3%
<b>OPERATING REVENUE SUB-TOTAL</b>	<b>\$48,526</b>	<b>100.0%</b>	<b>\$49,301</b>	<b>99.3%</b>
OTHER SOURCES	20	0.0%	25	0.1%
<b>TOTAL REVENUE</b>	<b>\$48,546</b>	<b>100.0%</b>	<b>\$49,326</b>	<b>100.0%</b>

Source: SAISD Child Nutrition



### Child Nutrition Expenditures by Object Code

CHILD NUTRITION FUND (\$ 000's)	2018-19		2019-20	
	PROJECTED FINAL		PROPOSED BUDGET	
SALARIES & BENEFITS	\$19,469	41.7%	\$21,290	43.2%
CONTRACTED SERVICES	1,578	3.4%	1,617	3.1%
FOOD/SUPPLIES	25,497	54.6%	24,922	50.5%
OTHER OPERATING	154	0.3%	176	0.3%
OPERATING EXPENDITURES	\$46,698	100.0%	\$48,005	97.1%
CAPITAL OUTLAY	\$0	0.0%	\$1,321	2.7%
TOTAL EXPENDITURES	\$46,698	100.0%	\$49,326	100.0%

Source: SAISD Child Nutrition

### Child Nutrition Proposed Budget for 2019-20

CHILD NUTRITION FUND (\$ 000's)	2018-19		2019-20	
	PROJECTED FINAL		PROPOSED BUDGET	
REVENUES	\$48,546		\$49,326	
OPERATING EXPENDITURES	46,698		48,005	
OPERATING SURPLUS / (DEFICIT)	\$1,848		\$1,321	
LESS: CAPITAL OUTLAY	\$0		(1,321)	
SURPLUS / (DEFICIT)	\$1,848		\$0	
BEGINNING FUND BALANCE	\$8,992		\$10,840	
ENDING FUND BALANCE	\$10,840		\$10,840	

Source: SAISD Child Nutrition

### General Fund Budget

Source: SAISD Finance

### General Fund Including Projected New State Funding

GENERAL / OPERATING EXPENSES (\$ 000's)	CURRENT FUNDING 2018-19	PROPOSED BUDGET 2018-19	PROPOSED BUDGET 2019-20	CHANGE 2018-19
June 1, 2019 - Revision Reflecting New State Revenue				
TOTAL REVENUE	\$28,776	\$28,776	\$28,776	\$0
LESS: STATE FUNDING	(10,700)	(10,700)	(10,700)	\$0
GENERAL FUNDING	\$18,076	\$18,076	\$18,076	\$0
OPERATING EXPENSES	(18,076)	(18,076)	(18,076)	\$0
TOTAL OPERATING EXPENSES	\$0	\$0	\$0	\$0
TOTAL GENERAL FUNDING	\$18,076	\$18,076	\$18,076	\$0
GENERAL FUNDING	\$18,076	\$18,076	\$18,076	\$0
OPERATING EXPENSES	(18,076)	(18,076)	(18,076)	\$0
TOTAL OPERATING EXPENSES	\$0	\$0	\$0	\$0
TOTAL GENERAL FUNDING	\$18,076	\$18,076	\$18,076	\$0
PROPOSED AMPLIFICATION	\$0	\$1,751	\$1,751	\$1,751

Source: SAISD Finance

- ### Prioritization for New Funding Pending Finalization of State Revenues
- 1) Mandates from the State
  - 2) Restrictions on Spending (such as defined Teacher raise)
  - 3) Reducing any Budget Shortfall
  - 4) Pay Increase for Staff
  - 5) Investment in Strategic Initiatives
- Source: SAISD Finance

- ### Currently Included in the General Fund Budget
- INVESTMENT IN SPECIAL EDUCATION (\$4.1 Million)**
    - \$2.4M Special Education Classroom Teachers
    - \$0.4M Special Education Classroom Instt. Assistants
    - \$0.3M Special Education Dean (New Cluster)
    - \$0.5M Dykstra Teacher Specialists
    - \$0.4M School Psychologists, Interns, & Stipend
    - \$0.7M New Speech Pathologist Annual Stipend
    - \$4.1M Total Investment
  - INCREASED CONTRIBUTION TO HEALTH INSURANCE (\$1.7 Million)**
    - \$5.0M Projected Annualized Cost Increase to Self-Funded Health Insurance
    - \$3.0M - SAISD Employer Share (1/2 Year General Fund Cost is \$1.5M)
    - \$2.0M - Remaining Share will be covered through combination of plan changes and premium increases - for plan year effective 1/1/2020
    - This information will be presented to the Employee Benefits Committee for further discussion.
  - NEW TRS 1.5% EMPLOYER CONTRIBUTION (\$4.3 Million)**
    - SAISD, as a Social Security district, was previously exempt from this contribution.
- Source: Financial Services

## Proposed New Investments Other than Compensation

**GENERAL FUND INVESTMENTS – (\$3.2M)**

- \$1.2M Fine Arts Academy Expansion
- \$1.2M Expansion of Dual-Credit Opportunities and other Academic Initiatives
- \$0.8 M 7 School 1:1 Technology Pilot (Year 1 Lease Payment)

**BOND 2016 INVESTMENTS – (\$1.6M)**

- \$0.6M 7 School 1:1 Tech Infrastructure (Bond 2016 funding)
- \$1.0M Fine Arts Instruments /Capital (Bond 2016 funding)

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## Currently Not Included in the General Fund Budget


**COMPENSATION INCREASE**

- ✓ Teachers, Librarians, Registered Nurses, Counselor's Pay Increase
- ✓ Minimum Entry Rate Adjustment
- ✓ General Pay Increase

**INVESTMENTS in STRATEGIC INITIATIVES**

- ✓ Proposed for Board Consideration


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## District Administration Proposed Compensation Costs

- TEA measures a District's "Administrative Cost" Ratio as:
  - General Admin (Function 41) + Instructional Leadership (Function 21) ÷ Admin Sum of Instruction (11), Library (12) Staff Dev (13) & Counseling (31) Cost %
  - Administrative Function 41 Expenditures, as % of total expenditures (3.2%) remains lower than State Average (3.7%)
  - Instructional Leadership Function 21 Expenditures, as % of total expenditures (1.8%) is higher than State Average (1.4%), but lower than peer Districts Northside (2.1%) and Austin (1.9%)
- \$550,701 - Cost of the proposed compensation increase for employees in Administrative Functions 41 and 21 (3.2% of total cost)
- 70% (\$386,579) of this cost will go to employees below the Director level, For example, Administrative Clerks, Department Secretaries, Sr. Payroll Clerks, Accounts Payable Clerks, Accountants, Budget Specialists, etc.

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### BEXAR COUNTY - 6-YEAR COMPARISON BACHELOR TEACHER STARTING SALARY

22

District	Year	2019-03	2019-14	2014-15	2015-16	2016-17	2017-18	2018-19
Northside ISD	4	47,275	48,105	48,790	49,485	50,180	50,875	51,570
Lincoln ISD	3	48,205	48,305	48,405	48,505	48,605	48,705	48,805
Wichita ISD	22	44,005	47,005	48,205	49,405	50,605	51,805	53,005
Northside ISD	8	48,000	47,300	46,200	45,100	44,000	42,900	41,800
Lincoln ISD	14	42,704	43,504	44,304	45,104	45,904	46,704	47,504
Wichita ISD	7	48,805	48,905	49,005	49,105	49,205	49,305	49,405
Edgewood	8	45,800	47,100	48,210	49,320	50,430	51,540	52,650
Northside ISD	5	46,614	47,204	47,794	48,384	48,974	49,564	50,154
Free Center	2	48,000	48,300	48,600	48,900	49,200	49,500	49,800
Lincoln ISD	10	45,510	47,000	48,490	49,980	51,470	52,960	54,450
Wichita Valley ISD	11	45,000	46,000	47,000	48,000	49,000	50,000	51,000
Wichita ISD	1	47,819	48,549	49,279	50,009	50,739	51,469	52,199
Lincoln ISD	6	45,000	47,000	48,000	49,000	50,000	51,000	52,000
Lincoln ISD	13	45,004	47,004	48,004	49,004	50,004	51,004	52,004

## How the Compensation Plan Meets the State Requirement

The proposed compensation exceeds the State requirements as outlined:

- 30% OF EXPECTED STATE FUNDING GAIN TO DISTRICT must be spent on compensation
  - Projected Revenue Gain \$36,356,000
  - Net State TRS Contribution \$785,000
  - Net Funding Gain to SAISD \$32,471,000 x 30% = \$9,801,300 (Proposed Plans A, B, & C Exceed this requirement)
- 75% OF THE 30% must be spent on compensation for Teachers, Librarians, Registered Nurses and Counselors
  - \$9,801,300 x 75% = \$7,350,975 (Proposed Plans A, B, & C Exceed this requirement)
- SCENARIO C includes these components for Teacher, Librarian, Registered Nurse and Counselor compensation:
 

\$7,755,701	3.0% - 3.5% increase (higher amount for those with 5+ years of service)
1,105,583	Added 67 \$15,000 Master Teacher \$10-year opportunities (includes fringe)
660,683	\$339 increased employer contribution to health insurance per employee (2020 plan year)
60,000	Responsibility relief for 100 years of service
\$9,586,201	Total cost of Teacher, Librarian, Reg. Nurse, Counselor compensation for 2019-20
VS \$7,350,975	REQUIRED per State

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### SAN ANTONIO ISD - COMPENSATION SCENARIOS

SCHOOL YEAR 2019-2020

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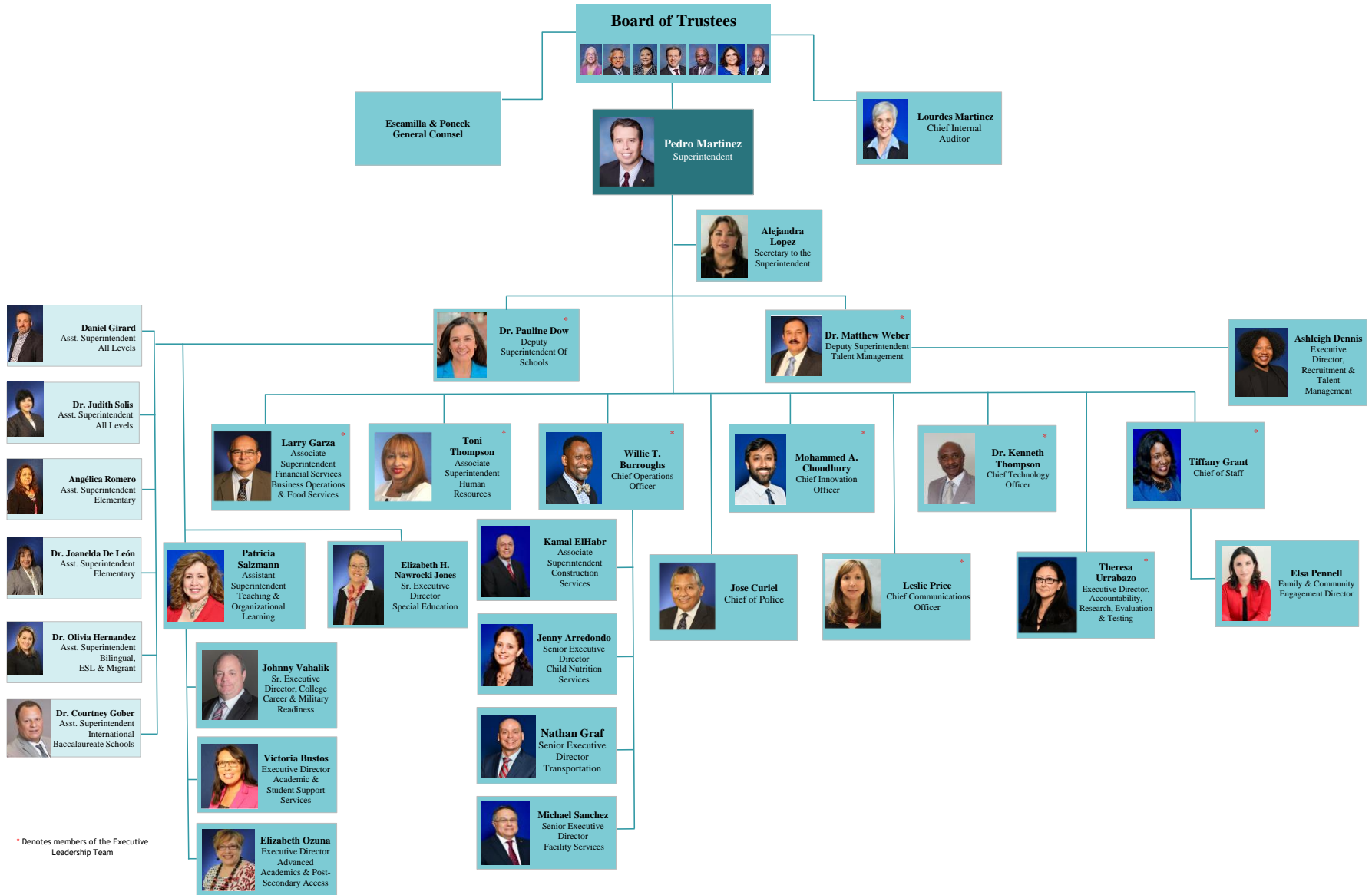
ADMINISTRATIVE COMPONENTS	SCENARIO A	SCENARIO B	SCENARIO C
Minimum Entry Pay Rate (Excludes 100-100)	\$12.00 Minimum Entry Pay Rate	\$12.00 Minimum Entry Pay Rate	\$12.00 Minimum Entry Pay Rate
Classroom Teachers, Nurses, Librarians, & Counselors (10 Years of Experience)	3.0% Step Adjustment	3.0% Step Adjustment	3.0% Step Adjustment
Classroom Support (20-4 WBE Based) (not including Instructional Coaches)	3.0% Cost Based	3.0% Cost Based	3.0% Cost Based
General Pay Increases - All Other Full Time Permanent Employees	3.0% Cost Based	3.0% Cost Based	3.0% Cost Based
Longevity (1000)	One-Time - Public January 2019 \$500.00	One-Time - Public January 2019 \$500.00	One-Time - Public January 2019 \$500.00
<b>TOTAL COST OF COMPENSATION SCENARIOS (in \$ Millions)</b>			
	GENERAL FUND	OTHER FUNDS	TOTAL COST
Minimum Entry Pay Rate	20.8	20.2	20.9
Classroom Teachers, Nurses, Librarians, & Counselors	27.7	20.5	27.7
Classroom Support (20-4 WBE Based) (not including Instructional Coaches)	20.5	20.7	21.2
General Pay Increases - All Other Full Time Permanent Employees	23.4	21.0	24.4
Longevity (1000)	20.1	20.0	20.1
<b>TOTAL COST (\$ Millions)</b>	<b>\$118.6</b>	<b>\$82.4</b>	<b>\$191.0</b>





# San Antonio Independent School District

## Superintendent's Cabinet



## MEET THE SEVEN TRUSTEES OF OUR DISTRICT



### **Patti Radle**

#### **President - District 5**

Mrs. Radle was elected to the San Antonio Independent School District Board of Trustees in May of 2011. She is a graduate of Marquette University with a major in Theology. She obtained her teacher and bilingual certification and a second major in English from Our Lady of the Lake University. She taught elementary in SAISD for 12 years and taught high school and middle school in other Districts. She served on the San Antonio City Council from 2003-2007. Ms. Radle has also served, with her husband, as the Volunteer Director of Inner City Development since 1972. Her current term expires in 2023.



### **Arthur V. Valdez Jr.**

#### **Vice President - District 4**

Mr. Valdez was elected to the Board on May 2013 for a four year term. He is a life-long resident of SAISD District 4. He and his wife of 45 years as well as his three children are all graduates of Burbank High School. His two grandchildren currently attend Collins Garden elementary. Mr. Valdez is employed as an Aircraft Systems Engineer whose career has spanned more than 40 years in both civil and U.S. Air Force military aircraft. He credits the technical and vocational training he received at SAISD Burbank High School that helped pave the way for his career. Mr. Valdez's current term expires in 2021.



### **Debra Guerrero**

#### **Secretary - District 3**

Ms. Guerrero was selected by the Board on February 20, 2012 to serve an unexpired term and was elected to a full term in May 2013. She is a fifth generation SAISD resident. She earned a Bachelor's degree in Political Science from St. Mary's University, a Master of Public Affairs degree from the Lyndon Baines Johnson School of Public Affairs and a Doctorate of Jurisprudence from the University of Texas School of Law. Ms. Guerrero previously served two terms on the City Council from 1997 to 2001. Ms. Guerrero is employed as a local multifamily residential developer and continues to participate in neighborhood and community organizations throughout the City. Ms. Guerrero's current term expires in 2021.



### **Steve Lecholop**

#### **Trustee- District 1**

Mr. Lecholop was elected to the Board of Trustees in May 2013. He is currently employed as an attorney at Rosenthal Pauerstein Sandoloski Agather LLP, where his practice focuses on corporate litigation and corporate bankruptcy. Mr. Lecholop is a former teacher and a Teach for America alumnus. He earned a B.B.A. in Finance from the Business Honors Program at the University of Texas at Austin, an M.A. in Teaching from The Johns Hopkins University, and a Doctorate of Jurisprudence from the Southern Methodist University Dedman School of Law. Mr. Lecholop's current term expires in 2021.

## Alicia M. Perry

### Trustee- District 2



Mrs. Perry was elected to the Board of Trustees in May 2019. She is a proud parent of one SAISD graduate and 6 children currently attending three SAISD schools. Mrs. Perry is the Executive Assistant and serves as a youth mentor for First Exposure Inc., a non-profit organization that is designed to promote successful outcomes for youth, with a strong emphasis on parent and community engagement. Mrs. Perry is a proud product of St. Philip's College and is also a full-time college student at The University of the Incarnate Word completing an M.S. program in Organizational Leadership Studies. She firmly believes that, every day we are given, we are tasked with the assignment and responsibility to make that day greater than the last. Mrs. Perry's current term expires in 2022.

## Christina Martinez

### Trustee - District 6



Ms. Martinez was selected by the Board on March 27, 2017 and was officially appointed on April 10, 2017 to fill an unexpired term. She is a life-long resident of SAISD and parent of two SAISD students. Ms. Martinez is employed as vice president of external relations with Big Brothers Big Sisters of South Texas. She has worked in nonprofit organizations for more than 10 years, including San Antonio Youth Literacy and Girl Scouts, supporting partnerships with the District. Ms. Martinez earned a Bachelor's degree in English from the University of Texas at San Antonio. Her current term expires in 2023.

## Ed Garza

### Trustee - District 7



Mr. Garza was elected to the Board in May 2009. He is a third generation SAISD graduate of Thomas Jefferson High School. He earned a Bachelor's degree in landscape architecture-urban planning and a Master of Science degree in land development from Texas A&M University. Mr. Garza previously served two terms both on the City Council and as Mayor of San Antonio. Mr. Garza and his wife are active members of St. Paul Catholic Church, the Jefferson-Woodlawn Lake neighborhood and other local charitable organizations. Mr. Garza's current term expires in 2021.

## FROM OUR ORIGINS TO THE PRESENT



Eager to learn students at Young Women's Leadership Academy Primary .

For more than 100 years, San Antonio Independent School District has been educating some of San Antonio's most notable citizens- those whose contributions have made the world a better place. Today, SAISD serves approximately 49,000 students and is the third largest public school system in the Bexar County area. SAISD provides a comprehensive instructional program and related services for students from pre-kindergarten through 12th grade, including a college preparatory curriculum, Magnet programs and specialized schools as options for middle and high school students, career and technology education, bilingual education, special education, and a variety of extracurricular opportunities.

SAISD's century-old legacy of setting high standards for all is as deeply rooted as is our commitment to continuing that proud tradition for generations. Through personalized instruction, exciting real-world activities and the most effective teaching strategies, SAISD instills students with the knowledge and skills necessary to become successful citizens.

### CHOICES AVAILABLE TO PARENTS

We offer parents true school choice in selecting the type of academic environment that best fits their child's unique learning style. Parents may choose from a more traditional setting to Magnet programs and internal charters that specialize in a particular theme or subject matter. Our approximately 49,000 students attend:

- 16 high schools, grades 9-12 including 5 college preparatory high schools
- 9 middle schools
- 21 academies, Pre-kinder to grade 8
- 36 elementaries, grades pre-kinder to 5
- 5 Early Childhood Education Centers
- 2 special alternative campuses
- 8 secondary schools hosting Magnet program

## WHAT SAISD OFFERS STUDENTS

- **St. Philip's Early College High School-** A partnership between SAISD and Alamo Colleges, is SAISD's newest early college high school. It opened to its inaugural class of freshmen on the campus of St. Philip's College in August 2014. The school gives students a jumpstart on their futures by providing them the opportunity to earn up to 60 hours of college credit – that's two years' worth of college – or to earn an associate degree, in addition to earning their high school diploma. Students also have the opportunity to obtain a certificate in a high-demand industry – all at no cost to the students or their families.
- **Fox Tech High School** - A stand-alone magnet school dedicated to developing future health and law professionals. Our college-preparatory magnets are designed for students interested in pursuing pre-med or pre-law degrees but provide a solid academic foundation for any eligible college-bound student living either inside or outside of the SAISD boundaries. Located in the heart of downtown, students can draw on a host of legal and medical professionals in close proximity to the school, to experience specialized learning programs and career opportunities within their field of interest.
- **CAST Tech High School-** The Centers for Applied Science and Technology school that will work hand-in-hand with industry partners to prepare students for careers in technology and business, fields where the demand is high for talented workers. CAST Tech will use computer based learning to allow students to progress more quickly in areas where they have mastered concepts, allowing them to dive more deeply into projects and areas with great interest. College coursework is embedded in the program, and students can graduate with an associate's degree, industry certifications and portfolios that feature long-term projects and other examples of their work.
- **CAST Med High School-** A public high school that provides high school students a strong foundation, especially in mathematics and science, so that they can be successful once they enroll in college and achieve their medical career aspirations. College coursework will be embedded in classroom curriculum, allowing student to graduate with a high school diploma and a minimum of 30 hours of college coursework.
- **Travis Early College High School-** Offered at no cost, in partnership with San Antonio College, this academically advanced environment is designed to immerse students in a culture of higher education. Students can earn an associate's degree and/or up to 60 hours, or two years of college credit, toward a bachelor's degree upon high school graduation.
- **Advanced Learning Academy-** A partnership between SAISD and Trinity University, this school was designed for students who seek academic challenge with greater depth and complexity and opportunities for acceleration. Advanced Learning Academy will be located across two campuses, opening with Pre-kindergarten through 3<sup>rd</sup> grades housed at the site of the former Austin Academy, and the majority of the grades, 4<sup>th</sup> through 11<sup>th</sup>, at nearby Fox Tech High School.
- **Young Women's Leadership Academy-** The focus of San Antonio's first all-girls public school is on math, science, and technology, along with college preparation, career development, and community involvement.



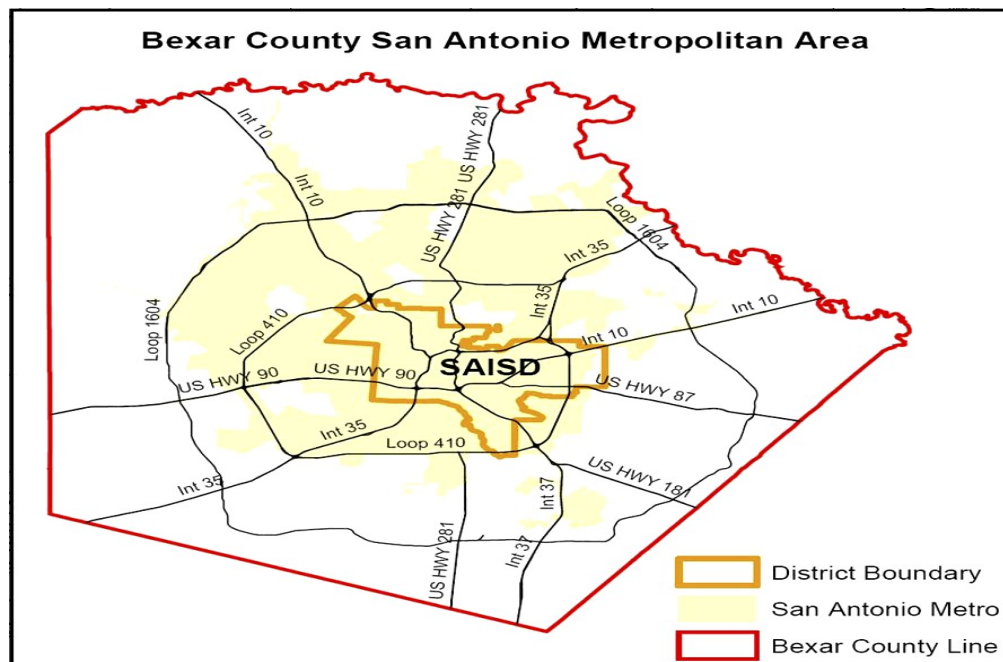


- **Young Women’s Leadership Academy Primary-** A 6<sup>th</sup>-12<sup>th</sup> grade, all-girls, National Blue Ribbon, the Young Women’s Leadership Academy: Primary (YWLA Primary) is San Antonio’s first public, tuition-free, all-girls elementary school. With special focuses on STEAM (science, technology, engineering, the arts, and mathematics), social-emotional learning, and early college preparation, YWLA Primary provides young girls the opportunity to explore their interest in a challenging, engaging, warm, and safe environment.



- **Young Men’s Leadership Academy-** All-boys school grades 4-9<sup>th</sup>. Focuses on character, leadership and discipline and provides educational setting tailored to the male learner.
- **Early College Academy at Brackenridge High School-** San Antonio Independent School District, Alamo Colleges and St. Philip’s College created the Early College High School at G W. Brackenridge High School with St. Philip’s College. This unique school is designed to provide students the opportunity to attend high school on a traditional high school campus while also attending college. The typical comprehensive high school experience is redefined by providing a small school setting inside a high school campus. Students will seamlessly transition from the-ninth grade through the first two years of college earning both their high school Distinguished Diploma and an Associate of Arts (A.A.).
- **Twain Dual Language Academy-** Students will have the opportunity to become fluent in both English and Spanish. The schools teaching model will put students who are native speakers of each language in the same classrooms to learn side-by-side. The school initially will serve pre-kinder through 4<sup>th</sup> grades, expanding to 8<sup>th</sup> by adding a grade each subsequent year, and will be open to students across Bexar County, with first priority given to those within Twain’s attendance boundaries.
- **Steele Montessori Academy-** opened in August of 2017 with ages 3 to 6, and will expand to age 12 in subsequent years. A mix of younger and older children in the same development stage allows students to advance seamlessly as they are ready for more challenging material, build authentic community and learn from both teachers and peers.
- **Early Childhood Education-** Qualified students starting at age 3 are afforded the firm academic foundation necessary for life-long success through this full-day program available at all SAISD elementaries and pre-kinder to grades 5-8 academies.
- **Full Day Kindergarten** is provided at all SAISD elementaries and pre-kinder to grade 8 academies.
- **Free breakfast and lunch** to all students.
- **Pre-kinder to Grade 8 Academies-** Six schools are taking a lesson from the past to create a learning experience that’s thoroughly modern by serving both elementary- and middle school-age youngsters at the same campus.
- **In-District Charter Schools-** Students can start cultivating the talents and abilities that could lead to future careers while receiving challenging academics at any of the District’s charters. This designation allows open enrollment throughout Bexar County, and permits these schools flexibility to develop programs specifically designed for their students’ unique learning styles.

- **The Magnets-** The future is now for students enrolled in the SAISD's Magnet programs where hands-on experiences and advanced academics provide opportunities to explore tomorrow's careers. The District hosts high school and middle school level Magnet programs offering specialties including health professions, the International Baccalaureate Diploma, business and finance, law, media productions, multilingual studies, and science, engineering and technology.
- **College Readiness-** SAISD perpetuates a culture in which higher education isn't just an option; it's expected. A number of programs and partnerships are helping students prepare, including:
  - Advancement Via Individual Determination** to provide a college preparatory path.
  - Advanced Placement** for teens wanting to earn college credit while in high school.
  - ChemBridge**, a collaboration between the University of Texas at Austin and all SAISD high schools allowing students to receive three hours of college chemistry credit while earning concurrent high school credit for an advanced science class.
  - College Connections**, a partnership with the Alamo Community Colleges and all SAISD high schools through which students may apply online to an ACC school from their home campuses. Enrollment is guaranteed.
  - Project STAY** San Antonio, a non-profit college placement service organization.
  - Project Phoenix** based at St. Philip's College Southwest Campus where students earn dual high school and college credit.



# Budget Highlights

## 2019-2020



The following section presents a brief overview of significant factors that impact the District's official budget for **2019-2020**:

- **Estimated revenue for 2019-2020:**

- ❖ Governmental Funds including Special Revenue Funds and Capital Projects Funds - \$721,594,574
- ❖ General Fund, Food Service Fund and Debt Service Fund - \$624,690,993

Local revenue is expected to increase for 2019-20 due to a significant change in education funding resulting from the Texas legislature (SB3). The state of Texas did mandate a compression of the M&O portion of the tax rate to accomplish taxpayer relief of the amount of property taxes paid. In this session, the state did appropriate a significant increase in budget for public K-12 education to fill this gap caused by the lowering of property tax revenues, and also provide a substantial increase in the basic allotment and other revenue components.

- **Total appropriations for 2018-2019:**

- ❖ Total appropriations for all Governmental Funds including Special Revenue Funds and Capital Projects Funds - \$803,359,931
- ❖ Total appropriations for General Fund, Food Service Fund and Debt Service Fund - \$617,987,464

- **No change** is anticipated in the General Fund Balance for the 2019-2020 school year. The Board adopted a balanced budget for the year.
- Due to the increased revenue resulting from the Texas legislative session, the District recommended a **3.0% - 3.5% general pay increase** as part of the 2019-20 school year budget. The starting salary for new teachers, librarians and registered nurses increased to \$53,400 for the 2019-20 school year. The Board approved an adjustment to the minimum hourly rate for non-exempt, permanent, full-time employees from \$13.25 to \$15.00. The Board also approved the continuation of the \$500 longevity stipend.
- The **projected Average Daily Attendance (ADA) is 42,608** for the 2019-20 school year. The District's Membership is expected to increase by 101 from last year, projected to be **48,776 students**. The District continues to focus on a variety of academic offerings including college readiness programs, high school re-design, and internal charter academies. Over the past two years, the District has opened several innovative schools, and both CAST MED and Young Women's Leadership Primary School will open for 2019-20.

# Budget Highlights

## 2019-2020



- The 86<sup>th</sup> Texas Legislature did convene in January of 2019, to continue work on the State's plan for funding K-12 education for the 2020-21 biennium. With the strong Texas economy and substantial reserves, the State was able to provide increased funding in several areas, in conjunction with a forced compression of the local Maintenance & Operations (M&O) tax rate. Below are some of the key changes:
  - ❖ Basic Allotment Increased from \$5,140 to \$6,160 per student
  - ❖ Increases the Compensatory Education weight from the current 20% to a tiered range of 22.5% to 27.5% based on the census block group of the student's home address.
  - ❖ Establishes an Early Education Allotment with a 10% weight for all educationally disadvantaged or Limited English Proficient student in grades K-3
  - ❖ Establishes a Dyslexia Allotment with a 10% weight for each student served
  - ❖ Bilingual Education allotment incentivizing dual language (two-way) programs with a 5% weight for LEP and native English speakers enrolled in dual language.
  - ❖ Increases the Special Education weight from 10% to 15% for students served in a mainstream setting.
  - ❖ Removes HS Allotment, Gifted & Talented funding, and the Cost of Education Index.
  - ❖ The District must now pay the 1.5% TRS contribution that we were previously exempted from as a Social Security participating district.
  - ❖ Compresses the local property tax rate by a minimum of 7 cents (SAISD was more than 10 cents), in order to reduce property tax rates.
- The District taxpayers voted in support of a \$450 Million bond proposition in November 2016 with more than 70% voter approval. In support of this authorization, the District's **Debt Service Tax Rate increased 7 cents to \$0.4626/\$100** of property valuation.
- The District's **Total Tax Rate is \$1.53095/\$100** of property valuation. The average SAISD homeowner is expected to see an increase in their tax bill of \$145.13. Of this, \$175.59 would have been attributable to the increase in the appraised taxable value of the average home. This amount was offset by a reduction of \$30.46 due to the decreased in the M&O tax rate due to the state mandated property tax compression.
- San Antonio ISD utilizes Dr. Rostam Kavoussi as a consultant specializing in tracking the District's property values, and providing projections of the final values that will be certified by the Texas Comptroller. These projections are based on the Bexar County Appraisal District's early projection of the July Certified taxable values, but also factors in possible taxpayer appeals. Based upon this, the District's estimated **certified total taxable value (after tax freeze) for the 2019 tax year (2019-20 school year) is \$19,150,397,295**, significantly higher than the \$18,144,101,068 final estimated value for 2018 (2018-19 fiscal year). Due to a legislative change, the District will realize this increase in the tax roll for the 2019-20 fiscal year only on the Debt (I&S) portion of the tax rate. The local M&O tax revenues are the District's local contribution to the state funding received, and any increase results in a reduction of state aid in the same year.

# **FINANCIAL STRUCTURE AND BASIS OF ACCOUNTING**

## **DESCRIPTION OF ENTITY**

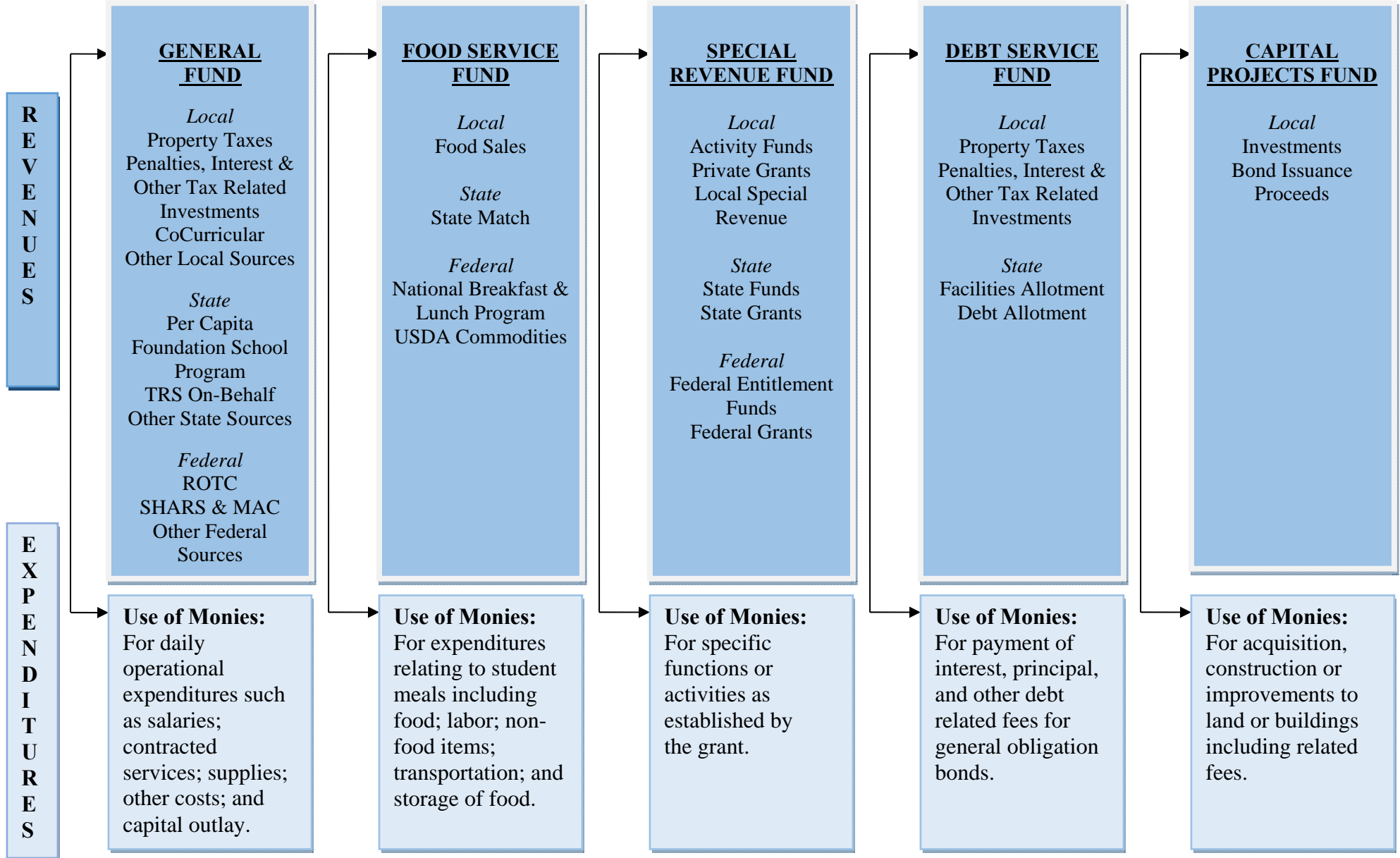
The San Antonio Independent School District is a public educational agency operating under the applicable laws and regulations of the State of Texas. The District is a political subdivision of the State of Texas, governed and operating as an independent school district under the laws thereof, and is therefore fiscally independent. It is governed by a seven-member Board of Trustees elected by registered voters of the District. The SAISD offers a wide range of educational opportunities from pre-kindergarten through grade 12 in academics, arts, and career and technology education. Along with regular education, the District offers services for children with disabilities from three through 21 years of age, English as a second language (ESL) and bilingual education programs. The broad range of elective courses includes the Magnet Schools and extracurricular activities in athletics, fine arts, and UIL competition. During the summer, students may participate in a variety of summer recreation programs, the summer feeding program, summer school for academic and enrichment courses. Our District also provides a community education program which offers academic and enrichment opportunities for both youths and adults.

## **FUND ACCOUNTING**

The fund accounts of the District have been established under the rules prescribed in the Financial Accounting and Reporting Module of the Texas Education Agency Financial Accountability System Resource Guide. This budget document contains detailed information for all funds for which the Board of Education is required to adopt annual budgets. Budgets for all funds are prepared using the same method of accounting as for financial reports (modified accrual basis of accounting), except for the Capital Projects Fund budget, which is not legally adopted on an annual basis. Under the modified accrual basis of accounting, **revenues** are recognized in the accounting period in which they become both measurable and available. **Expenditures** are recognized in the accounting period in which the fund liability is incurred, if measurable, except for principal and interest on general long-term debt, which is recognized when due.

The diagram found on the next page provides an overview of the relationship between the various types of revenue sources and expenditures for each governmental fund. A discussion explaining the District's revenue sources and governmental fund types immediately follows the diagram.

# WHERE DOES THE MONEY COME FROM and HOW IS IT SPENT? GOVERNMENTAL FUNDS



## **DISTRICT REVENUE SOURCES**

The San Antonio Independent School District has three major sources of revenues: Local, State and Federal Funds.

### **LOCAL**

This revenue is primarily derived from taxes levied on real estate by the District. Other sources of local funds include interest earnings, athletic events, and other miscellaneous income. The Local tax revenue amounts to approximately 40.0% of the District's total revenue. Local revenue is 42.3% of the total revenue.

### **STATE**

This revenue is based primarily upon average daily attendance (ADA) of the District's pupils by their educational category (Bilingual, Compensatory, Regular, Special Education, Gifted & Talented and Career & Technology). The State determines what the total cost for a basic program should be for the District by special formulas and weights for type of students served. The State then deducts the amount of revenue required to be raised by the District. The balance is then provided as State Aid. The State assists with funding Debt Service on new and old bond issues. Due to increases in the District's tax roll, SAISD no longer receives state aid for debt service payments.

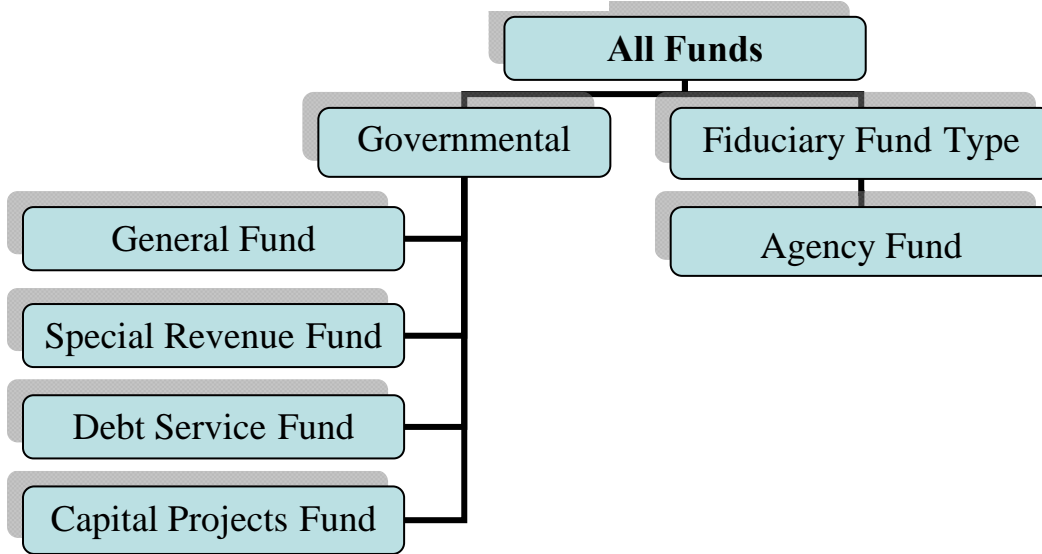
### **FEDERAL**

This revenue is primarily provided from grants designated for a special purpose. It cannot be spent for any reason other than the one so specified. Federal sources account for approximately 20.7% of the total revenue.

# GOVERNMENTAL FUND TYPES

The fund types used by the District are illustrated in diagram 1 and a description of each fund is provided.

Diagram 1



## GENERAL FUND

General Fund accounts for all financial resources of the District, except for those required to be accounted for in another fund type. The major sources of revenue include local property taxes; State of Texas Foundation School Program monies; interest earnings; athletic events; fees; and rental of district property. Expenditures include payroll costs and other costs necessary for the daily operations of the District. The General Fund consists of the Operating Fund.

Additionally, our District breaks down the General Operating fund into locally defined sub-funds which is at the option of the District (refer to Diagram 2). This includes the Transportation Fund, State Bilingual Fund, State Compensatory Fund, Gifted/Talented Fund, Career & Technology Fund, Special Education Fund, Magnet Schools Fund and Local Maintenance Fund. For additional information regarding the various sub-funds, refer to the Glossary of Funds.

## FOOD SERVICE FUND

The District's Food Service Program is not considered part of the General Fund because students are charged for meals and, if necessary, the General Fund will subsidize the Food Service Fund for all amounts required in excess of the National School Lunch Program reimbursements. Food Service fund balances are used exclusively for child nutrition program purposes.

## SPECIAL REVENUE FUND

Special Revenue Fund accounts for state and federally financed programs where unused balances are returned to the grantors at the close of specified project periods. Project accounting is practiced to maintain integrity for the various sources of funds. Funds included in the Special Revenue Fund category are described in the following pages in the section pertaining to the Special Revenue Funds. To learn more about the various Special Revenue funds found in the District, refer to the Glossary of Funds.



## **DEBT SERVICE FUND**

The Debt Service budget and Capital Projects budget are closely linked. The Debt Service budget must cover the cost of financing new facilities built under the Capital Projects Fund. It must pay interest expense and payments on all bonded debt of the District. The primary sources of revenue for the Debt Service Fund are local property taxes and the State Instructional Facilities Allotment and Existing Debt Allotment.

## **CAPITAL PROJECTS FUND**

Although the Texas Education Agency does not require an annual adopted budget for the Capital Projects Fund, a budget is approved by the board through the District's budget amendment process at the start of a project. This fund accounts for proceeds from bond issues, revenues and expenditures related to authorized construction and other capital asset acquisition.

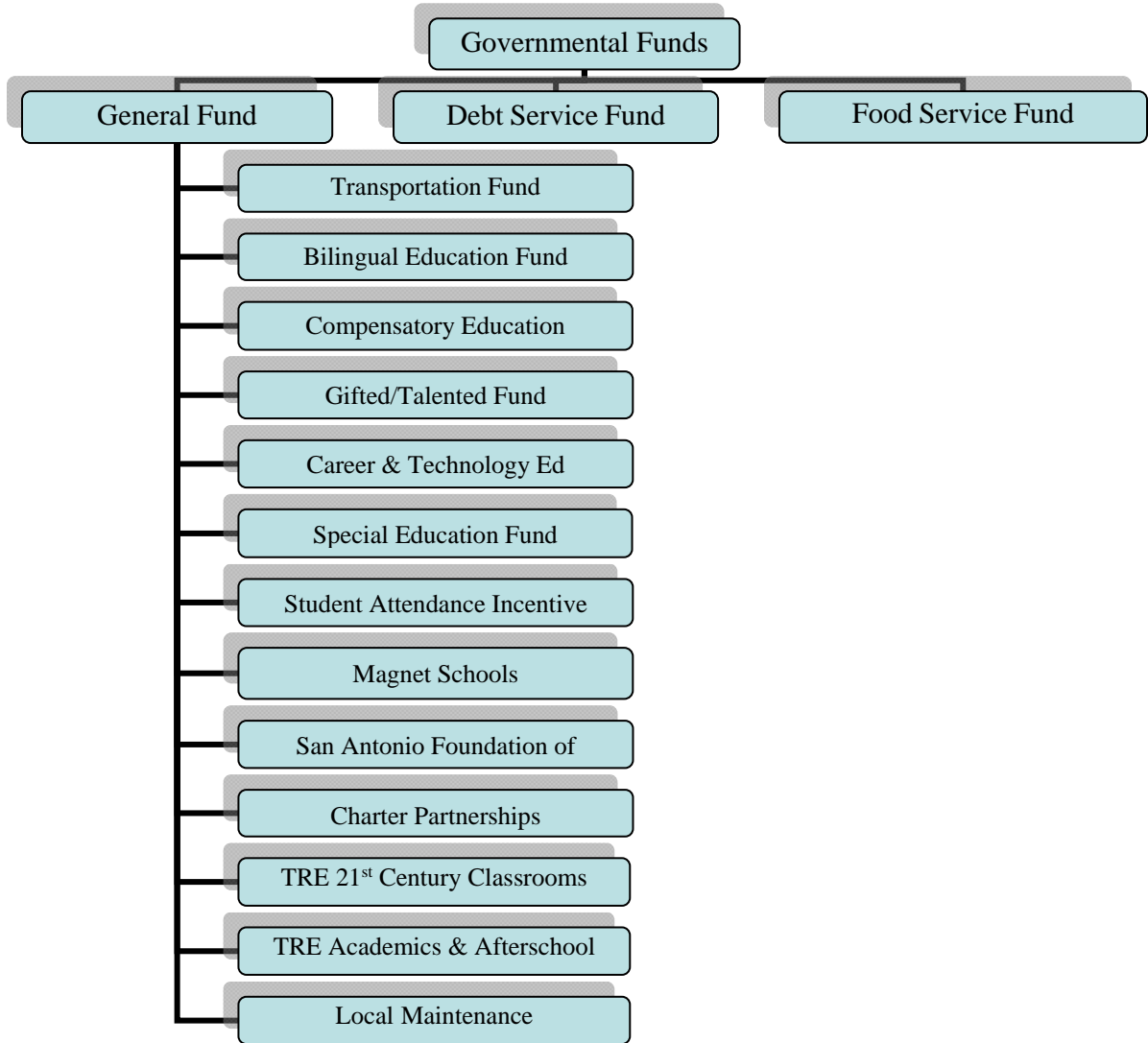
## **FIDUCIARY FUND**

The District is the trustee, or fiduciary, for money raised by student activities. The District accounts for these monies in a custodial capacity as an Agency Fund. These are not budgeted funds and the District cannot use them to support its operations. The District, however, is responsible for ensuring that the assets reported in these funds are used for their intended purpose. All of the District's Fiduciary activities are reported in the Comprehensive Annual Financial Report (CAFR) in Exhibit E-1.

## OFFICIAL DISTRICT BUDGET

Although the SAISD has a number of funds as shown in diagram 1, “All Funds,” the Texas Education Agency requires only the adoption of budgets shown in **diagram 2**. The Special Revenue and Capital Project Fund budgets are included in this document for information only.

**Diagram 2**



## BASIS OF ACCOUNTING CODE STRUCTURE

A major purpose of the Texas Education Agency’s Financial Accountability Resource Guide is to establish a standard school district fiscal accounting system. Although certain codes within the 20-digit account code structure may be used at local option, the sequence of the codes within the structure, the fund numbers and the chart of accounts, are to be uniformly used by the Texas school districts in accordance with Generally Accepted Accounting Principles.

## OVERVIEW OF ACCOUNT CODE STRUCTURE

- **Fund Code** – A mandatory 3-digit code is to be used for all financial transactions to identify the fund group and specific funds. The first digit refers to the fund group and the second and third digits specify the fund.
- **Function Code** – A mandatory 2-digit code that identifies the purpose of the transaction used when coding expenditures. The first digit identifies the major class and the second digit refers to the specific function within the area.
- **Object Code** – A mandatory 4-digit code identifying the nature and object of an account, or a transaction. The first of four digits identifies the type of account or transaction, the second digit identifies the major area, and the third and four digits provide further sub-classifications.
- **Sub Object** – A 2-digit code for optional use. It may be used at the discretion of the district to distinguish between different types of expenditures where separate accounting is desired.
- **Organization Code** – A mandatory 3-digit code identifying the organization. There are two distinct types of organization units: (1) A school/campus organization and (2) administrative or other unit which performs specific support responsibilities.
- **Fiscal Year Code** – A mandatory single digit code that identifies the fiscal year of the transaction or the project year of inception of a grant project.
- **Program Intent Code** – A 2-digit code used to designate the cost of instruction and other services provided to students.
- **Optional Code 3, 4 and 5** – These codes are used at the option of the district to further describe the transaction.

## FUND CODES

The following are the fund codes that the District used in the current school year budget.

### GENERAL FUND

The general fund is a governmental fund with budgetary control, which is used to show transactions resulting from operations of on-going organizations and activities from a variety of revenue sources for which fund balance is controlled by and retained for the use of the local education agency. The general fund utilizes the modified accrual basis of accounting and uses the classifications defined below to maintain separate revenue and expenditure accounts to assure the integrity of specific revenue purposes when required by law or rule.

Fund	Title	Fund	Title
162	Transportation	177	Magnet School
163	State Bilingual	194	San Antonio Foundation of Excellence
164	State Compensatory	196	Charter Partnerships
165	Gifted & Talented	197	TRE 21 <sup>st</sup> Century Classrooms
167	Career and Technology	198	TRE Academics & Afterschool
168	Special Education	199	Local Maintenance
173	Student Attendance Incentive		

## **SPECIAL REVENUE FUND**

### **(Federal Programs)**

This group of funds is used to account for federally funded special revenue funds. Member districts of shared services arrangements are to use fund codes 200 through 379 to account for the member district portion of a shared services arrangement.

### **(State Programs)**

State Programs in which the District is not acting as a fiscal agent for shared services arrangement are designated by fund codes 380 through 429.

### **(Local Programs)**

The District uses fund Codes 460 through 499 to account for local programs such as campus student activity funds or grants from local business or organizations that require that the funds be expended for a specific purpose.

## FUNCTION CODES

A function code identifies the purpose of an activity. Our school District uses all of the functions in the process of educating students or organizing the resources to educate students. For example, in order to provide the appropriate atmosphere for learning, our school District transports students to schools, teaches students, feeds students, and provides health services. Each of these activities is a function.

Function codes are grouped according to related activities in the following areas:

### **10-Instruction & Instructional-Related Services**

This function code series is used for expenditures that provide direct interaction between staff and students to achieve learning. Provide staff members with the appropriate resources to achieve appropriate learning outcome through either materials or development.

### **20-Instructional and School Leadership**

This function code series is used for expenditures that relate to the managing, directing, supervising and leadership of staff who are providing either instructional or instructional-related services. This function code series also includes the general management and leadership of a school campus.

### **30-Support Services-Student (Pupil)**

This function code series is used for expenditures/expenses that are used directly for non-instructional student activities or services, including administrative and supervisory costs that are non-general in nature and are incurred directly and exclusively for a non-instructional student activity or service.

### **40-Administrative Support Services**

This function code series is used for the overall general administrative support services of the school district.

### **50-Support Services-Non-Student Based**

This function code series is used for expenditures/expenses that are used for school district support services that are non-student based (as opposed to the function 30 series that includes costs directly related to providing services to students).

### **60-Ancillary Services**

This function code series is used for expenditures/expenses that are for school district support services supplemental to the operation of the school district.

### **70-Debt Service**

This function code series is used for expenditures/expenses for the payment of debt principal and interest.

### **80-Capital Outlay**

This function code series is used for expenditures/expenses that are for acquisitions, construction, or major renovations of school district facilities.

### **90-Intergovernmental Charges**

“Intergovernmental” is a classification that is appropriate when one governmental unit transfers resources to another. In particular, Chapter 41 purchase of WADA (Weighted Average Daily Attendance) and the transfer of students where one school district pays another school district for educating students are examples of intergovernmental charges.

Each of the above major function areas is further defined by detail function codes and described in the glossary.

## **OBJECT CODES**

An object code identifies the nature and object of an account, a transaction, or a source. When the first digit of an object code begins with the digit “5” it denotes Revenue. The three major categories of revenue sources are:

- 5700's Local Revenue
- 5800's State Revenue
- 5900's Federal Revenue

Additional information regarding our District's revenue can be found in the section titled District Revenue Sources.

When an object code begins with the digit “6” it identifies it as an expenditure account or transaction. There are six major expenditure classifications and are described on the next page.

<b>Major Object Code</b>	<b>Major Expenditure Classification</b>
6100	Payroll Costs
6200	Professional & Contracted Services
6300	Supplies & Materials
6400	Other Operating Costs
6500	Debt Service
6600	Capital Outlay

### **ORGANIZATION CODES**

There are two distinct types of organizational units in a school district. (1) A school/campus organization and (2) an administrative or other unit which performs specific support responsibilities. Campus organization codes are specified for each district in the Texas School Directory.

<b><u>Org. No.'s</u></b>	<b><u>Description</u></b>
001 - 028	High School Campuses
043 - 061	Middle School Campuses (Also org no. 177)
101 - 179	Elementary Campuses (Also org no. 210)
240 - 246	Early Childhood Education Centers
180 - 699	Special Campuses (Excludes 240-246)
701 - 743	Administrative Organizations
803 - 897	Instructional Support Organizations
920 - 960	Other Support Organizations
999	Undistributed District Wide Organization

### **FISCAL YEAR CODES**

The fiscal year code is a mandatory code to be used by all Texas school districts. The fifteenth digit of the budget code is the fiscal year. The fiscal year for the SAISD is July 1 through June 30. For the District's 2019-2020 fiscal year, the last digit of the school year would be represented by the digit "0".

## PROGRAM INTENT CODES (PIC)

A 2-digit code used to designate the intent of a program provided to students. These codes are used to account for the cost of instruction and other services that are directed toward a particular need of a specific set of students. The student group toward which the instructional or other service is directed determines the program intent code, not the demographic make up of the students served. In the case of state programs, state law may determine the intent and the permissible use of allotments.

PROGRAM INTENT CODE & DESCRIPTION	
11	Basic Educational Services
21	Gifted and Talented
22	Career and Technology
23	Services to Students with Disabilities (Sp. Ed.)
24	Accelerated Education (Compensatory Ed.)
25	Bilingual Education and Special Language Programs
26	Non-Disciplinary Alternative Education Program-AEP Services
28	Disciplinary Alternative Education Program-DAEP Basic Services
30	Title I, Part A, School Wide Activities, <u>and</u> State Compensatory Education Costs related to Title I School Wide on Campuses with 40% or more Educationally Disadvantaged Students
31	High School Allotment
32	Pre-Kindergarten
33	Special Education Pre-Kindergarten
34	State Compensatory Pre-Kindergarten
35	Bilingual Pre-Kindergarten
36	Early Education
37	Dyslexia
38	College, Career & Military Readiness
91	Athletics and Related Activities
99	Undistributed District Wide ( <i>Not for a specific program.</i> )



## **SIGNIFICANT FINANCIAL POLICIES AND PROCEDURES**

The following financial policies and procedures of the District influence the development of the annual budget.

### **BALANCED BUDGET**

The District's Board of Trustees is committed to having a balanced budget (revenue equals expenditures per fund) under normal circumstances. When budget enhancements require the District to adopt a budget that is not balanced, full disclosure of the circumstances surrounding the decision are itemized for all interested parties in budget reports, such as this one. Furthermore, plans for implementing cost saving strategies for future budgets are also discussed in the Executive Summary.

### **CASH MANAGEMENT**

The District's cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with original maturities of three months or less from date of acquisition.

The District's cash management goals are safety, liquidity, and maximize yield. Specifically, this is accomplished by:

- Ensuring proper collateralization of deposits
- Ensuring adequate balances to cover cash disbursements
- Maximizing interest earnings
- Minimizing bank charges

Cash balances are monitored daily by the District through on-line banking. Using this system allows the Director of Cash and Treasury Management to determine the best investment opportunities on an ongoing basis.

### **INVESTMENT POLICIES**

The Board of Trustees has adopted a written investment policy regarding the investment of its funds as defined in the Public Funds Investment Act of 1995. The main goal of the investment program is to ensure safety, as well as to maximize financial returns within current market conditions in accordance with the District's investment policy. Monitoring is performed quarterly as investment reports are submitted to the Board of Trustees for review.

At June 30, 2019 the District was invested in a sinking fund repurchase agreement, local government investment pools, and no load money market mutual funds.

### **DEBT ADMINISTRATION**

Debt Service is a major area of cost due to the District's construction program, which is primarily financed by the sale of voter authorized general obligation bonds. At June 30, 2019, the ratio of total net tax supported debt to net taxable assessed value for the District is 4.47%. Educational legislation has eliminated limits on outstanding debt. However, prior law limited debt to 10% of the assessed value, and the District is well below that level. With the exception of the Series 2015 Refunding Bonds, interest payments are payable in February and August of each year with principal payable in August of each year. The annual principal payments for the Series 2015 Refunding Bonds are payable in February of each year. On February 1<sup>st</sup> of each year, outstanding taxes become delinquent which permits the collection of a large majority of taxes levied before the long-term debt payments are due.

The Districts unlimited ad valorem tax-supported indebtedness has an underlying rating of “AA” and “F1+” by Fitch Ratings (“Fitch”) and “Aa2” and “P-1” by Moody’s Investors Service, Inc. (“Moody’s”). As of June 30, 2019, the District’s bond ratings on all unlimited ad valorem tax-supported indebtedness, by virtue of guarantee of the Permanent School Fund of the State of Texas were as follows:

	<u>Moody’s</u>	<u>Fitch</u>
General Obligation Bonds	Aaa	AAA

An explanation of the significance of such ratings may be obtained from Fitch and Moody’s.

## ENCUMBRANCES

Purchase orders, contracts, and other commitments are recorded in the general ledger in order to reserve that portion of the applicable appropriation. Once expenditure is recorded then the encumbrance is liquidated. Encumbrances outstanding at year-end are commitments that do not constitute expenditures or liabilities, but are reported as reservations of fund balances. Since all General Fund appropriations lapse at the end of each fiscal year, outstanding encumbrances approved by the Associate Superintendent of Finance, Business Services & Food Services are appropriately provided for in the subsequent fiscal year’s budget to provide for the liquidation of the prior commitments.

## FUND BALANCE

- General Fund – The Fund Balance of the General Fund provides for a contingency fund that will allow the District to maintain financial and program stability and flexibility. The Unreserved Undesignated Fund Balance needs to be sufficient to cover anticipated normal operating cash flow deficits. In addition, it should provide additional protection for possible budgeted revenue and expenditure variances.

A threshold of no less than 10% of the prior fiscal year’s Total Expenditures as a minimum Unreserved Undesignated Fund Balance is established to ensure that revenue and expenditure fluctuation do not place the District in jeopardy of dropping into a negative cash flow position.

- Food Service Fund – The fund balance for food service should not exceed three months of average Food Service operations expenditures. Average monthly food service expenditures are calculated by the prior year’s expenditures by ten months since the Food Service program only operates for ten months out of the year.
- Debt Service Fund – The District maintains a debt service fund balance for the payment of scheduled debt service payments. The Federal Tax Reform Act of 1986 requires issuers of tax-exempt debt to make payment to the U.S. Treasury for investment income received at yields that exceed the issuer’s tax exempt borrowing rates. The US Treasury requires payment for each issue every five years.
- Strategic Initiatives Fund – On June 28, 2012, the Board authorized a Local Special Revenue Fund to be established with proceeds of the 2011 Qualified School Construction Bond (QSCB) Federal Interest Subsidy. This amount was supplemented with the 2011-12 General Fund surplus to establish a reserve for future lawful expenditures. The QSCB Federal Interest Subsidy received in future years is the designated revenue source for this fund. Potential uses for the fund may be compensation, deferred facility maintenance, technology initiatives, instructional enhancements, and other District initiatives.

## **CAPITAL IMPROVEMENTS**

The District defines capital expenditures and projects as follows:

- Capital Expenditures—Any purchase of furniture, equipment, vehicles, land or permanent improvement having a per unit cost of \$5,000 or more and a useful life of more than one year is classified as a capital asset.
- Capital Project – An activity that does not occur routinely or annually, has a scheduled and definitive beginning and ending, and results in a capital improvement or acquisition. Funding for this activity is from local revenue sources.
- Capital Projects Bond Program – Major technology infrastructure and facility needs such as new construction, or upgrading existing facilities are funded through the sale of bonds. As part of a bond elections process, the District develops a framework of the projects to be addressed. These projects are determined through internal staff analysis and input from the community. Once the projects are identified, specific project budgets are established on a project basis.

## **RISK MANAGEMENT**

The District is self-funded with regard to the majority of health, dental and worker compensation benefits provided to employees and their dependents. Certain functions of these self-funded programs are overseen by external administrators whose primary function is to settle claims. The District's Risk Management office monitors activities performed by these external administrators. The District, in cooperation with the Workers Compensation Plan administrator, initiated an Accident Prevention Program. The program implements various risk control techniques to minimize accident-related losses.

## **PROPERTY TAXES**

Property taxes are levied by October 1 in conformity with Subtitle E, Texas Property Tax Code. Taxes are due upon receipt of the tax bill and are delinquent if not paid before February 1 of the year following the year in which imposed. On January 1 of each year, a tax lien attaches to the property to secure the payment of all taxes, penalties, and interest ultimately imposed. The Bexar Appraisal District (BAD) of Bexar County, Texas, establishes appraised values. Taxes are levied by the District's Board of Trustees based on the appraised values received from the BAD. Property tax rates, established in accordance with state law, are levied on real and personal property within the District's boundaries for use in financing general operating and debt service expenditures.

## **PROPERTY TAX EXEMPTIONS**

Senate Bill 1, enacted by the Eighty-fourth Texas Legislature, amended section 11.13 of the Tax Code. This amendment increased the amount of the homestead exemption from \$15,000 to \$25,000 beginning with the 2015 tax year. Due to this change, SAISD now grants the homestead exemption of \$25,000 from the market value of all individual residential homesteads, and an additional exemption of \$10,000 from the market value of the residence homestead of persons 65 or over or disabled. In November of 2016, the SAISD Board passed a resolution adopting an additional percentage-based residence homestead exemption effective for tax year 2017. This optional exemption will entitle the individual to a tax exemption of at least \$5,000, by an additional 0.01% exemption of the appraised value of a person's residence homestead in accordance with Section 11.13(n) of the Property Tax Code for the State of Texas.

## **TAX ABATEMENTS**

The District has a moratorium on tax abatements pending favorable legislative change that does not penalize the District in the loss of state aid.

## **TAX RATE ADOPTION**

The District has a July 1<sup>st</sup> fiscal year start date and because of this, the Board adopts the budget in advance of receiving the certified tax roll.

The important dates for 2019-2020 are as follows:

- The required legal notice was published on June 6, 2019.
- The Board of Trustees held the required public meeting on June 17, 2018.
- The acceptance of the Bexar Appraisal District 2019 Certified Tax roll was on August 19, 2019.
- The Board of Trustees adopted the tax rate on August 19, 2019.

Note that if the certified tax roll indicated a tax rate higher than was on the June published notice; the District would be required to publish a revised notice and hold an additional public hearing prior to the adoption of the higher rates.

## **INDEPENDENT AUDIT AND FINANCIAL REPORTING**

In accordance with Section 221.256, Texas Education Code, public school districts in Texas shall have their accounts audited annually by a firm of licensed certified public accountants. The audit shall be made on an organization-wide basis, and shall involve all fund types and account groups of the school district. In addition to meeting the requirements set for in State statutes, the audit is also designed to meet the requirements of the federal Single Audit Act of 1984 and the related provisions of OMB Circular A-133 “Audits of State, Local Governments, and Non-Profit Organizations.”

Once the audit is complete, an Annual Financial Report is prepared and submitted to the Texas Agency for review. The Annual Financial Reports is designed to meet the specific monitoring needs of the Texas Education Agency. Thus, a Comprehensive Annual Financial Report, conforming to the standards of both the Association of School Business Official International (ASBOI) and the Government Finance Officers Association (GFOA), is also prepared to better serve the needs of taxpayers and other financial statement users. Since 1989, the District has received the Excellence in Financial Reporting Awards from both the ASBOI and the GFOA.

## **BUDGET POLICIES AND DEVELOPMENT PROCEDURES**

Legal requirements for school district budgets are formulated by the State of Texas, the Texas Education Agency (TEA), and the local District. This section deals with these requirements for basic budget development, adoption, and submission.

### **STATEMENT OF TEXAS LAW**

Section 44.001 through 44.006 of the *Texas Education Code* establishes the legal basis for budget development in school districts. The following seven items summarize the legal requirements from the code:

- The superintendent is the budget officer for the district and prepares or causes the budget to be prepared.
- The District's preliminary budget must be prepared by the date set by the State Board of Education. Due to the mandated posting requirements for the public hearing, the preliminary budget is completed by this date.
- The fiscal year of a school district begins on July 1 or September 1 of each year, as determined by the board of trustees of the district.
- The president of the Board of Trustees must call a public meeting of the board members, giving a ten-day public notice in a newspaper, for the adoption of the District budget. Any taxpayer in the District may be present and participate in the meeting.
- No funds may be expended in any manner other than as provided for in the adopted budget. The board does have the authority to amend the budget or adopt a supplementary emergency budget to cover unforeseen expenditures.
- The budget must be prepared in accordance with generally accepted accounting principals (GAAP) and state guidelines.
- The budget must be legally adopted before the adoption of the tax rate.

### **TEXAS EDUCATION AGENCY (TEA) LEGAL REQUIREMENTS**

Additional requirements imposed by the TEA for school district budget preparation are as follows:

- The budget must be adopted by the Board of Trustees, inclusive of amendments, no later than June 30 (August 31 if the district uses a September 1 fiscal year start date).
- Minutes from the District's board meeting will be used to record budget adoption and amendments to the budget.
- Budgets for the General Fund, the Food Service Fund (whether accounted for in the General Fund, a Special Revenue Fund or an Enterprise Fund) and the Debt Service fund must be included in the official District budget (legal for fiscal year basis). This budget must be prepared and approved at least at the fund and function level to comply with the state's legal level of control mandates.

- The officially adopted District budget, as amended, must be filed with the TEA through the Public Education Information Management System (PEIMS) by the date prescribed in the annual system guidelines. Revenues, other sources, other uses, and fund balances must be reported by fund, object (at the fourth level), fiscal year, and amount. Expenditures must be reported by fund, function, object (at the second level), organization, fiscal year, program intent, and amount.
- A school district must amend the official budget before exceeding a functional expenditure category (i.e., instruction, administrations, etc.) in the total district budget. The Comprehensive Annual Financial Report (CAFR) should reflect the amended budget and actual amounts. The requirement for filing the amended budget with the TEA is satisfied when the school district files its Comprehensive Annual Financial Report.

## **DISTRICT BUDGET REQUIREMENTS**

In addition to state legal requirements, the San Antonio Independent School District Board of Trustees has established its own requirements for annual budget preparation through Board Policy CE (LOCAL) *Annual Operating Budget*.

**FISCAL YEAR**                      The District shall operate on a fiscal year beginning July 1 and ending June 30.

**BUDGET PLANNING**                      Budget planning shall be an integral part of overall program planning so that the budget effectively reflects the District's programs and activities and provides the resources to implement them. In the budget planning process, general educational goals, specific program goals, and alternatives for achieving program goals shall be considered, as well as input from the District- and campus-level planning and decision-making committees. Budget planning and evaluation are continuous processes and shall be a part of each month's activities.

**AVAILABILITY OF PROPOSED BUDGET**                      After it is presented to the Board and prior to adoption, a copy of the proposed budget shall be available upon request from the finance office or Superintendent. The Superintendent or designee shall be available to answer questions arising from inspection of the budget.

**BUDGET  
MEETING**

The annual public meeting to discuss the proposed budget and tax rate shall be conducted as follows:

1. The Board President shall request at the beginning of the meeting that all persons who desire to speak on the proposed budget and/or tax rate sign up on the sheet provided.
2. Prior to the beginning of the meeting, the Board may establish time limits for speakers.
3. Speakers shall confine their remarks to the appropriation of funds as contained in the proposed budget and/or the tax rate.
4. No officer or employee of the District shall be required to respond to questions from speakers at the meeting.

**AUTHORIZED  
EXPENDITURES**

The adopted budget provides authority to expend funds for the purposes indicated and in accordance with state law, Board policy, and the District's approved purchasing procedures. The expenditure of funds shall be under the direction of the Superintendent or designee who shall ensure that funds are expended in accordance with the adopted budget.

**BUDGET  
AMENDMENTS**

The budget shall be amended when a change is made to fund balance or functions.

**MONTHLY  
REPORTS TO  
BOARD**

A monthly statement showing budget appropriations, expenditures for the current month and for the year-to-date, together with a statement of receipts and the balances in the several funds, shall be presented to the Board.

## **BUDGET DEVELOPMENT PROCESS**

Parents, school personnel, employee union groups, and community members of the district under the direction of the Superintendent, Associate Superintendent of Financial Services, Business Operations and Food Service, Budget Office, and other staff of the District, develop the budget. All expenditure allocations are determined and based on projected revenue from State and local sources with the goals of adopting a balanced budget, maintaining an appropriate fund balance and combined tax rate.

Sometimes the balanced budget objective is met through the use of Fund Balance to pay for services that are needed. Such uses of Fund Balance must be in accordance with applicable state and local policies.

The budget process is comprised of several major phases: planning, coordination and preparation, review, adoption, implementation, submission, monitoring and evaluation.

### **PLANNING**

The budget process is a continuous cycle that begins in January with the planning phase during which a Budget Calendar is developed with the dates and activities to accomplish during a typical budget cycle. The calendar prepared for budget 2019-2020 is found at the end of this section. The budget process typically ends in December with the results of operations for the previous year presented in the District's Comprehensive Annual Financial Report (CAFR).

### **COORDINATION AND PREPARATION**

The preparation of the budget commences with student enrollment projections, the basis for significant budgetary decisions, including per pupil allocations to each campus, instructional staffing allocations, and other required service levels. Per pupil allocations are also important since it's an equitable way of distributing funds between campuses. These allocations are for equipment repairs, supplies and materials, student travel, professional development and other appropriate instructional costs. Principals are responsible for taking into consideration recommendations from their school's PTA, employee representatives, their school community, and business partners. Decisions concerning utilization of these allocations are made by the campus-based decision making teams.

The Associate Superintendent of Financial Services, Business Operations and Food Service prepares revenue projections for all funding. These projections are based on student enrollment projections, estimates of local tax revenue, State funding formulas, and other significant factors. The State funding formulas are extremely complex. The complexity is compounded by changes that the Legislature regularly makes when they meet every other year to consider changes to the State Funding formula and other issues.

Salaries and benefits comprise approximately 85% of the annual General Fund Operating budget. Therefore, the Board of Trustees gives careful consideration to pay increases and staffing allocations for both instructional and non-instructional positions. Personnel units are allocated to each campus based on projected student enrollment. The budget amounts are then developed for each position based on the average cost of employees currently filling each position.

Budgets for non-campus units are developed by each department head who is the budget manager for their organization's budget. The non-campus organizations utilize Budget Action Plans which break up the budget into discrete activities or operations. There are three possible levels of Budget Action Plans:



- Level I makes use of modified zero-based budgeting. It supports the current level of staffing and funding. Level I is required of all department heads. These are not ranked.
- Level II identifies new initiatives or District Enhancements. Level II is optional. These are ranked according to District priorities by the Superintendent's cabinet.
- Level III identifies programs for possible elimination. Level III is optional unless mandated by the Board of Trustees or the Superintendent.

These non-campus budgets are reviewed by the Superintendent's Executive Cabinet and focus on district priorities.

The Associate Superintendent of Financial Services, Business Operations and Food Service, and Budget Office staff develop the Debt Service Fund budget. This budget is constructed based primarily on tax base assumptions (for local revenue projections), State funding estimates, and required projected debt retirement obligations.

The Food Service Fund budget is prepared by the Senior Executive Director for the Child Nutrition Program and is then evaluated by the Associate Superintendent of Financial Services, Business Operations and Food Service.

## **REVIEW**

Following this development process, consolidated budgetary information is presented to the Board of Trustees in budget workshops and regular business meetings. This information is summarized in different presentations and line item detail is provided, as requested, through written and verbal supporting information.

## **ADOPTION**

The culmination of the budget process is reached when the proposed budget is adopted by the Board of Trustees. This year the public notice was published on June 6, 2019 followed by a public hearing and adoption of the 2019-2020 District Budget which took place at the Board meeting of June 17, 2019.

## **IMPLEMENTATION**

The district's adopted budget is interfaced with the Region 20 system approximately two working days prior to July 1<sup>st</sup>. Meanwhile, school campuses and departments are sent an electronic version of its respective operating budget for the new fiscal year. On July 1<sup>st</sup> all campuses, schools and departments, may begin the requisition process against the new budget.

## **MONITORING**

TEA monitors for compliance at the district level only. The monitoring is a legal requirement to ensure mandatory expenditure levels in certain areas. Performance monitoring of the budget is also conducted regularly. This includes such items as comparing the planned effectiveness of educational programs with actual student achievement results, reviewing a particular department's effectiveness at using allocated resources to achieve specified results, and reviewing a school or department budget against standard ratios to monitor unusual expenditure patterns.

Similarly, the District's administrators monitor the entire district budget by means of an interactive, on-line budgetary accounting and control system. The system provides many useful reports to assist finance/business personnel, internal auditors, and budget managers across the District in administering, monitoring, and controlling the implementation of the budget. The system also provides many checks on account balances to ensure that funds are not over expended at the budgetary line-item accounts. If sufficient funds are not available in the account, purchase orders and check requisitions cannot be generated. The Budget and Accounting Offices monitor comparison between budget and actual expenditures to maintain cost control and to ensure against overspending for payroll and related accounts.

On a monthly basis, management reviews financial projection reports generated by the Accounting and Planning & Budget Offices. This process of reviewing projected revenue and year-end expenditure levels, as well as current expenditure levels, provides an increased level of comfort in assuring budgetary compliance.

Relevant financial reports are submitted to the Board of Trustees on a monthly basis keeping the Board apprised of issues that might affect the district's performance.

## **EVALUATION**

The last step in the district's budget cycle is evaluation, where performance data gathered in the monitoring phase are assembled to evaluate individual departments as well as the District in its entirety. The results of the evaluation phase in the budgeting cycle impact the planning phase for the next budget year.

The three main areas of evaluation include schools and programs, stakeholders' satisfaction, and budgetary performance. Schools and programs are evaluated for student achievement using such tools as State of Texas Assessments of Academic Readiness (STAAR) tests, attendance rates, drop-out and graduation rates, SAT and ACT test results, etc. Stakeholders' satisfaction is measured through questionnaires, survey instruments, and indirect measures such as voter approval of bond elections, etc. Budgetary performance evaluation includes measures such as budget-to-actual or budget-to-projected actual comparisons of revenues, expenditures, cash flow, fund balances, and staffing levels.

Periodic evaluations or performance reports are issued to inform both district officials and the public of campus and district performance. The annual budget document will continue to serve as a primary vehicle for delivering evaluation results of the previous fiscal year and communicating the reasons for new or redirected budget allocations.

## **SUBMISSION**

The District budget must be submitted to TEA via the Public Education Information Management System (PEIMS) transmission process as of the snapshot date established in the annual instructions for the system. This submission is referred to as the Fall submission. During this submission TEA monitors the areas of staffing, student and budget data.

## **BUDGET ADMINISTRATION AND MANAGEMENT PROCESS**

Adoption of the official budget by the Board of Trustees is a major step in the budget process. Following adoption, the budget administration and management process begins. This process is the means of regulating expenditures throughout the fiscal year to ensure that the District does not exceed authorized amounts and that the resources are used for intended, proper and legal purposes.

### **EXPENDITURE CONTROLS**

Expenditure appropriations are allocated among approximately 176 organizations or cost centers i.e., campuses or departments. Each organization has a budget manager (principal or department head.) The budget manager is accountable for their organizations portion of the General Fund budget. Each budget manager is authorized to approve the expenditure of funds for their respective organization, provided that funds are expended in accordance with District purchasing procedures and legal requirements.

### **PURCHASE ORDER**

All purchases of tangible goods and services are processed through an automated purchasing/finance management system with the appropriate approval controls to ensure the availability of funds. Purchase requisitions are initially entered on-line at the campus or department level and are approved by the campus principal or department head. Once a purchase requisition is entered and the system verifies the availability of funds, an encumbrance amount is created in the account code(s) specified. An encumbrance is a commitment of a budgetary amount for open purchase orders for goods or services that have not yet been received. The purpose of the encumbrance is to ensure that obligations are recognized as soon as financial commitments are made in order to prevent inadvertent over expenditure of funds due to lack of information about future commitments. Purchase requisitions for Special Revenue Funds are approved by the appropriate Program Director. When the purchase requisition reaches the Materials Management/Purchasing Department, it is their job to verify compliance with legal purchasing requirements. Upon completion of the review, the purchase requisition is then converted into a Purchase Order and forwarded to the vendor.

When a campus or department receives goods or services, the receiving report must be signed by the principal or department head and sent to accounts payable. Upon receipt of an invoice, accounts payable verifies the receipt of goods, prepares a check to the vendor and closes the purchase order. A very limited number of expenses that cannot be processed on a Purchase Order can be submitted on AB-17 form. These requests, along with the appropriate supporting documentation, are forwarded to the finance department for verification, approval and payment.

### **BUDGET AMENDMENTS**

The budget (General Fund, Food Service Fund & Debt Service Fund) is legally adopted at the fund and function level. The Board of Trustees must, therefore, approve budget amendments that transfer funds between functions or funds. For example, appropriations for school administration (function 23) cannot be transferred to instruction (function 11) without Board approval. Additionally, any budget amendment that causes an **increase/decrease** in the fund or revenue would also require Board approval. These budget amendments are presented to the Board at its regular monthly meeting and are reflected in the official minutes.

However, for budget amendments that occur with the same expenditure function, these are reviewed and approved/disapproved by the Planning & Budget office.

## **FINAL AMENDED BUDGET**

At the last meeting of the fiscal year, the Budget office presents a formal final amended budget. It is a summary of all amendments to revenues and expenditures as well as to other resources and other uses. The final amended budget is approved by the Board of Trustees and recorded in the official minutes.

## **REPORTING TO THE TEXAS EDUCATION AGENCY (TEA)**

The District's actual expenditures budget must be submitted to TEA via the Public Education Information Management System (PEIMS) transmission process as of the date established in the annual instructions for the system. This PEIMS submission is referred to as the Mid Year Submission. This is a legal requirement to ensure mandatory expenditure levels in certain areas. In addition, amended budgets are reflected on the schedule comparing budget and actual results in the Annual Financial and Compliance Report. The requirement for filing the amended budget with the TEA is formally met when the District submits its Annual Financial and Compliance Report.



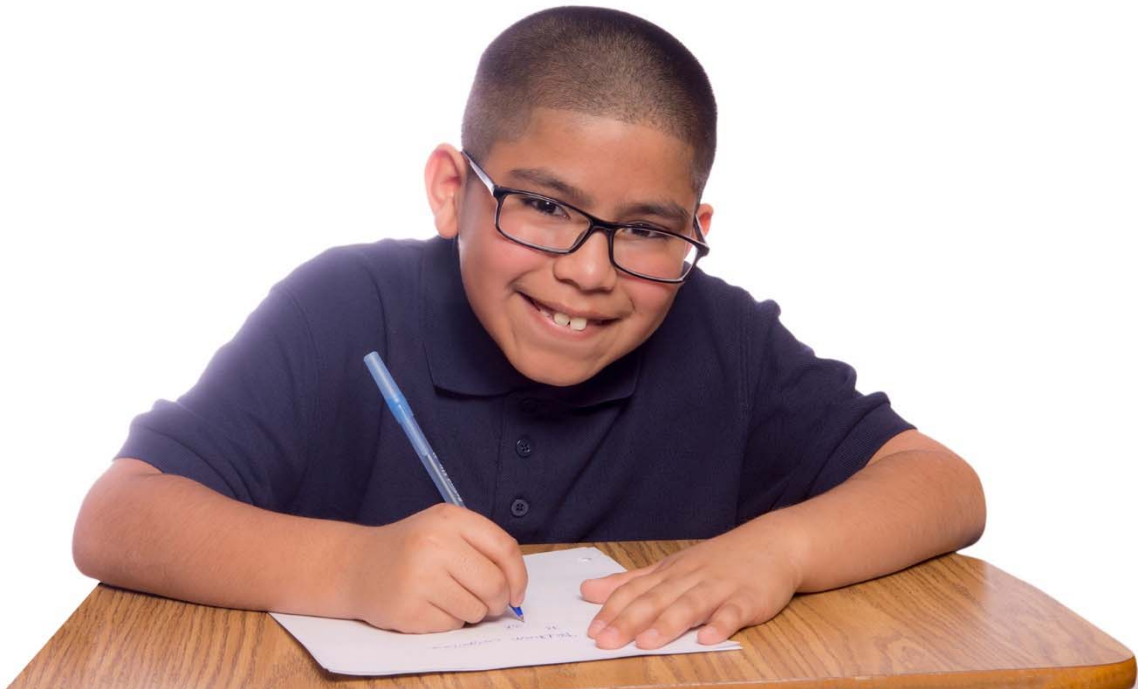
# BUDGET CALENDAR

## FOR FISCAL YEAR 2019-2020

Date	Activity
January - June	While District Budget Initiatives are being formulated and discussed, Budget Staff Compiles Preliminary Base-Level Budget and Staffing for 2019-2020
April 8, 2019	Board Work Session – Budget planning for 2019-2020
May 20, 2019	Board Work Session – Budget planning for 2019-2020
June 1, 2019	Board Work Session – Legislative recap and final budget work session
June 6, 2019	Publish Notice of Public Hearing in <ul style="list-style-type: none"> <li>✓ Local Newspaper</li> <li>✓ SAISD website</li> </ul>
June 17, 2019	Board Meeting- <ul style="list-style-type: none"> <li>✓ Public Hearing to Discuss Budget and Proposed Tax Rate</li> <li>✓ Approval of Final Amended Budget for 2018-2019</li> <li>✓ Adoption of Budget for 2019-2020</li> </ul>
July 1, 2019	Fiscal Year 2019-2020 officially begins
August 2019 through June 2020	Continue budget monitoring each month of the fiscal year
August 19, 2019	Adoption of Tax Rate for 2019-2020
October 25, 2019	PEIMS Snapshot Date
November 18, 2019	Board Approval of Comprehensive Annual Financial Report (CAFR) and Presentation by External Auditors
November 19, 2019 & November 26, 2019	Publish Notice of Public Hearing in local newspaper once a week for two weeks for State Financial Accountability Rating (School FIRST Rating)
November 21, 2019	PEIMS first submission for fall collection of Budget Data due to TEA
November 22, 2019	Submit the District Budget document to GFOA and ASBOI for submission to their Award Programs
December 9, 2019	Public Hearing to Discuss the District’s 2017-2018 State Financial Accountability Rating (School FIRST Rating)

FINANCIAL  
SECTION

# District's Governmental Funds



**GOVERNMENTAL FUNDS\***  
**SUMMARY OF REVENUES, EXPENDITURES, and CHANGES IN FUND BALANCES**  
**MULTI-YEAR COMPARISON FROM 2018 THROUGH 2020**

	General Operating Fund*			Food Service Fund			Special Revenue Fund (YTD Estimate)		
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020
<b>REVENUES</b>									
<b>Local Sources</b>									
Property Taxes	\$ 193,364,476	\$ 207,821,709	\$ 202,232,069	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Penalties, Interest & Other Related Inc	2,126,471	2,553,731	1,600,000	-	-	-	-	-	-
Investment Income	1,863,528	3,084,620	2,000,000	-	-	-	53	-	-
Food Sales	-	-	-	1,237,266	1,116,373	1,155,186	-	-	-
CoCurricular Activities	360,817	342,173	358,000	-	-	-	-	-	-
Other Local Sources	11,465,895	3,122,357	1,831,000	55,964	303,271	41,624	6,495,457	7,395,024	4,048,229
<b>Total Local Revenue</b>	<b>\$ 209,181,188</b>	<b>\$ 216,924,590</b>	<b>\$ 208,021,069</b>	<b>\$ 1,293,230</b>	<b>\$ 1,419,644</b>	<b>\$ 1,196,810</b>	<b>\$ 6,495,510</b>	<b>\$ 7,395,024</b>	<b>\$ 4,048,229</b>
<b>State Sources</b>									
Per Capita & Foundation School Prg	\$ 223,492,294	\$ 204,424,884	\$ 244,688,331	\$ -	\$ -	\$ -	\$ -	\$ 33,176	\$ -
TRS On-Behalf Payments	20,689,196	21,198,349	20,000,000	-	-	-	-	-	-
TEA State Program Revenue	2,882	34,228	34,126	-	-	-	6,874,177	2,318,732	745,964
Other State Sources	46,662	6,229	874	205,160	180,690	180,608	235,526	812,220	1,302,474
<b>Total State Revenues</b>	<b>\$ 244,231,034</b>	<b>\$ 225,663,690</b>	<b>\$ 264,723,331</b>	<b>\$ 205,160</b>	<b>\$ 180,690</b>	<b>\$ 180,608</b>	<b>\$ 7,109,703</b>	<b>\$ 3,164,129</b>	<b>\$ 2,048,438</b>
<b>Federal Sources</b>									
Fed Revenue Distributed by TEA	\$ 1,195,623	\$ 1,956,068	\$ 978,202	\$ -	\$ -	\$ -	\$ 53,669,648	\$ 59,112,712	\$ 66,549,775
Stimulus Funds	-	-	-	-	-	-	-	-	-
Education Jobs Fund	-	-	-	-	-	-	-	-	-
SHARS & MAC Reimbursement	10,642,236	13,157,245	10,500,000	-	-	-	-	-	-
Breakfast, Lunch, Snacks & Commodities	-	-	-	38,950,340	40,882,320	41,504,786	-	-	-
Other Federal Sources	1,047,090	1,555,331	1,516,798	4,796,881	5,933,380	6,418,534	27,132,035	21,007,886	20,841,722
<b>Total Federal Revenue</b>	<b>\$ 12,884,948</b>	<b>\$ 16,668,644</b>	<b>\$ 12,995,000</b>	<b>\$ 43,747,221</b>	<b>\$ 46,815,700</b>	<b>\$ 47,923,320</b>	<b>\$ 80,801,683</b>	<b>\$ 80,120,598</b>	<b>\$ 87,391,497</b>
<b>TOTAL ALL REVENUES</b>	<b>\$ 466,297,171</b>	<b>\$ 459,256,924</b>	<b>\$ 485,739,400</b>	<b>\$ 45,245,612</b>	<b>\$ 48,416,034</b>	<b>\$ 49,300,738</b>	<b>\$ 94,406,896</b>	<b>\$ 90,679,751</b>	<b>\$ 93,488,164</b>
<b>EXPENDITURES BY FUNCTION</b>									
Instruction	\$ 278,760,212	\$ 263,067,287	\$ 277,376,981	\$ -	\$ -	\$ -	\$ 49,553,318	\$ 43,945,753	\$ 42,130,115
Instructional Resources & Media Svcs.	5,779,422	5,721,667	5,393,766	-	-	-	701,205	\$ 618,466	\$ 699,586
Curriculum Develop. & Inst Staff Dev	13,539,419	12,030,609	13,625,040	-	-	-	19,154,162	21,057,793	22,943,155
Instructional Leadership	8,559,018	7,834,435	8,392,938	-	-	-	5,960,917	6,724,858	7,795,057
School Leadership	34,882,172	32,709,229	34,467,476	-	-	-	2,083,146	3,432,890	2,520,396
Guidance, Counseling & Evaluation Svcs	15,306,861	15,021,647	15,073,428	-	-	-	8,658,027	8,686,748	8,288,014



**GOVERNMENTAL FUNDS\***  
**SUMMARY OF REVENUES, EXPENDITURES, and CHANGES IN FUND BALANCES**  
**MULTI-YEAR COMPARISON FROM 2018 THROUGH 2020**

	General Operating Fund*			Food Service Fund			Special Revenue Fund (YTD Estimate)		
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020
Social Work Services	3,205,855	2,714,378	2,797,821	-	-	-	2,273,623	2,336,961	2,237,683
Health Services	9,083,458	8,694,684	9,332,524	-	-	-	459,548	764,479	261,334
Student (Pupil) Transportation	12,133,898	11,100,401	13,547,222	-	-	-	3,530	2,607,187	1,047,331
Food Services	273,750	274,497	299,796	42,969,399	42,535,686	46,412,730	75,755	75,978	39,871
Cocurricular /Extracurricular Activities	11,569,779	12,000,441	11,682,590	-	-	-	227,963	474,593	438,471
General Administration	15,443,625	16,495,172	16,995,917	8,296	7,014	10,000	1,224,768	488,671	259,860
Plant Maintenance & Operations	52,401,112	48,981,858	53,533,667	2,744,073	2,794,556	2,903,433	491,067	1,111,943	473,493
Security & Monitoring Services	6,078,397	6,579,074	6,431,486	-	-	-	24,709	62,767	72,919
Data Processing Services	9,660,302	9,468,168	10,578,005	-	-	-	263,738	1,290,607	376,059
Community Services	4,409,014	4,330,168	4,365,897	-	-	-	4,495,718	3,689,563	4,278,550
Debt Service-Principal on Long Term Debt	-	-	-	-	-	-	-	-	-
Debt Services-Interest on Long Term Debt	-	-	-	-	-	-	-	-	-
Debt Services-Bond Issuance Cost and Fees	-	-	-	-	-	-	-	-	-
Facilities Acquisition & Construction	3,876,908	163,315	478,116	-	-	-	348,821	10,876,993	1,203,681
Payments to Members SSA	-	-	-	-	-	-	627,680	412,605	306,890
Payments to JJAEP	93,737	46,597	32,802	-	-	-	-	-	-
Intergovernmental Payments	1,280,824	1,300,425	1,308,503	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 486,337,761</b>	<b>\$ 458,534,051</b>	<b>\$ 485,713,975</b>	<b>\$ 45,721,768</b>	<b>\$ 45,337,256</b>	<b>\$ 49,326,163</b>	<b>\$ 96,627,695</b>	<b>\$ 108,658,854</b>	<b>\$ 95,372,467</b>
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ (20,040,590)	\$ 722,873	\$ 25,425	\$ (476,157)	\$ 3,078,778	\$ (25,425)	\$ (2,220,799)	\$ (17,979,103)	\$ (1,884,302)
<b>OTHER FINANCING RESOURCES (USES)</b>									
Other Resources	\$ 31,893,236	\$ 22,713	\$ -	\$ 473,274	\$ 30,545	\$ 25,425	\$ -	\$ 2,114,927	\$ -
Other Uses	(10,973,274)	(30,545)	(25,425)	-	-	-	-	-	-
Fiscal year change adjustment	-	-	-	-	-	-	-	-	-
Total Other Financing Resources (Uses)	\$ 20,919,962	\$ (7,832)	\$ (25,425)	\$ 473,274	\$ 30,545	\$ 25,425	\$ -	\$ 2,114,927	\$ -
Estimated Change in Fund Balance	\$ 879,372	\$ 715,041	\$ -	\$ (2,882)	\$ 3,109,324	\$ -	\$ (2,220,799)	\$ (15,864,176)	\$ (1,884,302)
Estimated Beginning Fund Balance 7/1	97,777,807	98,657,179	99,372,221	8,994,817	8,991,935	12,101,259	29,920,578	27,699,779	11,835,603
Estimated Ending Fund Balance 6/30	<u>\$ 98,657,179</u>	<u>\$ 99,372,221</u>	<u>\$ 99,372,221</u>	<u>\$ 8,991,935</u>	<u>\$ 12,101,259</u>	<u>\$ 12,101,259</u>	<u>\$ 27,699,779</u>	<u>\$ 11,835,603</u>	<u>\$ 9,951,301</u>

**GOVERNMENTAL FUNDS\***  
**SUMMARY OF REVENUES, EXPENDITURES, and CHANGES IN FUND BALANCES**  
**MULTI-YEAR COMPARISON FROM 2018 THROUGH 2020**

	Debt Service Fund			Capital Projects Fund			Total Governmental Funds		
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020
<b>REVENUES</b>									
<b>Local Sources</b>									
Property Taxes	\$ 59,846,736	\$ 69,601,277	\$ 86,252,000	\$ -	\$ -	\$ -	\$ 253,211,213	\$ 277,422,986	\$ 288,484,069
Penalties, Interest & Other Related Inc	611,248	752,920	600,222	-	-	-	2,737,719	3,306,651	2,200,222
Investment Income	(427,338)	5,158,929	1,521,855	172,030	3,999,271	3,415,416	1,608,272	12,242,820	6,937,271
Food Sales	-	-	-	-	-	-	1,237,266	1,116,373	1,155,186
CoCurricular Activities	-	-	-	-	-	-	360,817	342,173	358,000
Other Local Sources	-	-	-	-	-	-	18,017,317	10,820,651	5,920,853
<b>Total Local Revenue</b>	<b>\$ 60,030,646</b>	<b>\$ 75,513,126</b>	<b>\$ 88,374,077</b>	<b>\$ 172,030</b>	<b>\$ 3,999,271</b>	<b>\$ 3,415,416</b>	<b>\$ 277,172,604</b>	<b>\$ 305,251,655</b>	<b>\$ 305,055,601</b>
<b>State Sources</b>									
Per Capita & Foundation School Prg	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	223,492,294	204,458,060	244,688,331
TRS On-Behalf Payments	-	-	-	-	-	-	20,689,196	21,198,349	20,000,000
TEA State Program Revenue	2,437,370	1,165,369	-	-	-	-	9,314,430	3,518,329	780,090
Other State Sources	-	-	-	-	-	-	487,349	999,139	1,483,956
<b>Total State Revenues</b>	<b>\$ 2,437,370</b>	<b>\$ 1,165,369</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 253,983,268</b>	<b>\$ 230,173,877</b>	<b>\$ 266,952,377</b>
<b>Federal Sources</b>									
Fed Revenue Distributed by TEA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	54,865,271	61,068,780	67,527,977
Stimulus Funds	-	-	-	-	-	-	-	-	-
Education Jobs Fund	-	-	-	-	-	-	-	-	-
SHARS & MAC Reimbursement	-	-	-	-	-	-	10,642,236	13,157,245	10,500,000
Breakfast, Lunch, Snacks & Commodities	-	-	-	-	-	-	38,950,340	40,882,320	41,504,786
Other Federal Sources	2,613,507	2,574,380	1,276,778	-	-	-	35,589,513	31,070,977	30,053,832
<b>Total Federal Revenue</b>	<b>\$ 2,613,507</b>	<b>\$ 2,574,380</b>	<b>\$ 1,276,778</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140,047,360</b>	<b>\$ 146,179,322</b>	<b>\$ 149,586,595</b>
<b>TOTAL ALL REVENUES</b>	<b>\$ 65,081,524</b>	<b>\$ 79,252,874</b>	<b>\$ 89,650,855</b>	<b>\$ 172,030</b>	<b>\$ 3,999,271</b>	<b>\$ 3,415,416</b>	<b>\$ 671,203,232</b>	<b>\$ 681,604,854</b>	<b>\$ 721,594,574</b>
<b>EXPENDITURES BY FUNCTION</b>									
Instruction	\$ -	\$ -	\$ -	\$ -	\$ 180,256	\$ -	328,313,530	307,193,296	319,507,096
Instructional Resources & Media Svcs.	-	-	-	-	-	-	6,480,627	6,340,133	6,093,352
Curriculum Develop. & Inst Staff Dev	-	-	-	-	-	-	32,693,581	33,088,402	36,568,195
Instructional Leadership	-	-	-	-	-	-	14,519,934	14,559,293	16,187,995
School Leadership	-	-	-	-	-	-	36,965,318	36,142,119	36,987,872
Guidance, Counseling & Evaluation Svcs	-	-	-	-	-	-	23,964,888	23,708,395	23,361,442

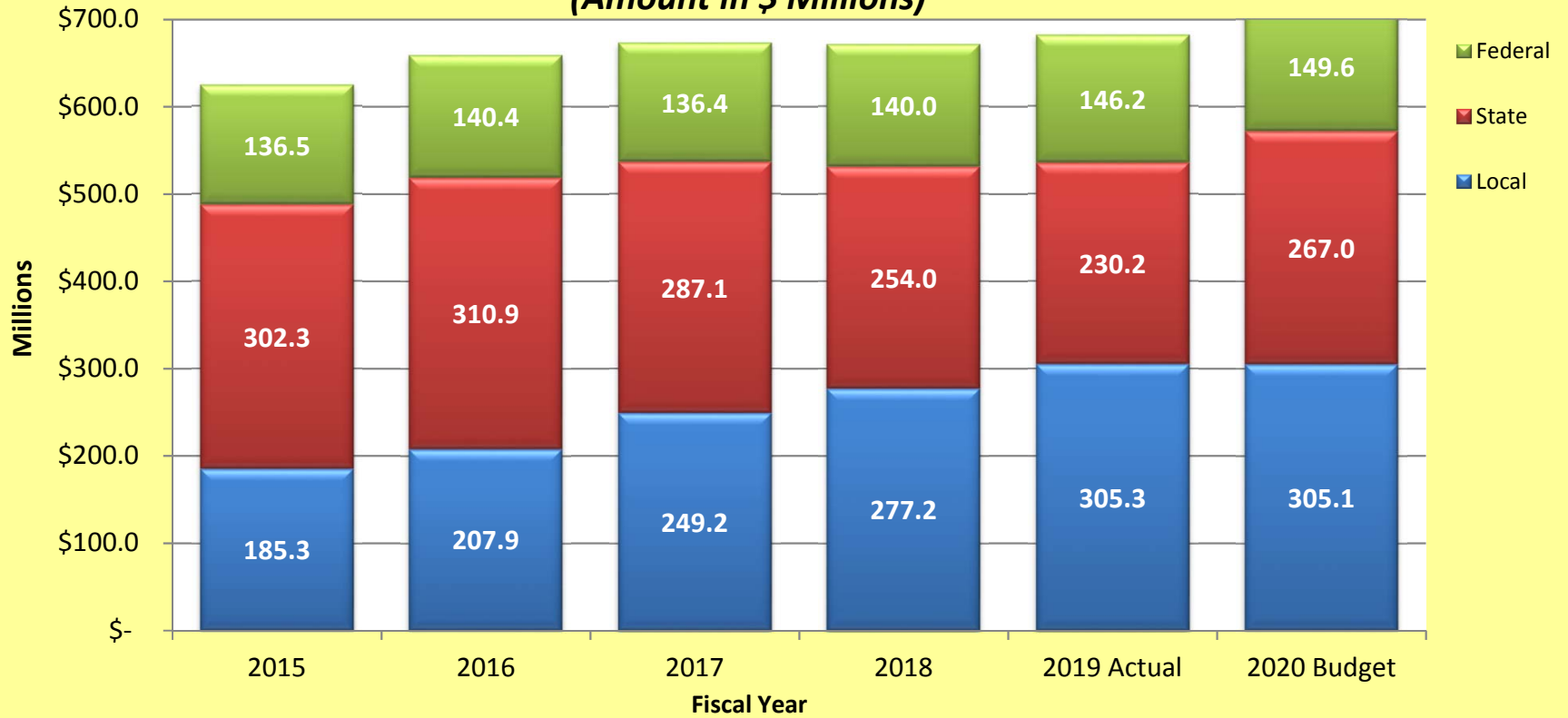
**GOVERNMENTAL FUNDS\***  
**SUMMARY OF REVENUES, EXPENDITURES, and CHANGES IN FUND BALANCES**  
**MULTI-YEAR COMPARISON FROM 2018 THROUGH 2020**

	Debt Service Fund			Capital Projects Fund			Total Governmental Funds		
	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020	Actual 2018	Actual 2019	Budget 2020
Social Work Services	-	-	-	-	-	-	5,479,479	5,051,338	5,035,504
Health Services	-	-	-	-	-	-	9,543,005	9,459,163	9,593,858
Student (Pupil) Transportation	-	-	-	-	-	-	12,137,427	13,707,587	14,594,553
Food Services	-	-	-	-	-	-	43,318,903	42,886,161	46,752,397
Cocurricular /Extracurricular Activities	-	-	-	-	-	-	11,797,742	12,475,033	12,121,061
General Administration	-	-	-	132,430	108,081	-	16,809,119	17,098,938	17,265,777
Plant Maintenance & Operations	-	-	-	291,896	59,302	-	55,928,148	52,947,659	56,910,593
Security & Monitoring Services	-	-	-	-	1,386	-	6,103,106	6,643,227	6,504,405
Data Processing Services	-	-	-	22,791	16,904	-	9,946,831	10,775,679	10,954,064
Community Services	-	-	-	-	-	-	8,904,732	8,019,731	8,644,447
Debt Service-Principal on Long Term Debt	29,630,000	75,501,403	82,947,326	-	-	-	29,630,000	75,501,403	82,947,326
Debt Services-Interest on Long Term Debt	34,650,215	-	-	-	-	-	34,650,215	-	-
Debt Services-Bond Issuance Cost and Fees	368,222	-	-	-	1,368,361	-	368,222	1,368,361	-
Facilities Acquisition & Construction	-	-	-	11,793,241	57,341,900	90,000,000	16,018,971	68,382,208	91,681,797
Payments to Members SSA	-	-	-	-	-	-	627,680	412,605	306,890
Payments to JJAEP	-	-	-	-	-	-	93,737	46,597	32,802
Intergovernmental Payments	-	-	-	-	-	-	1,280,824	1,300,425	1,308,503
<b>TOTAL EXPENDITURES</b>	<b>\$ 64,648,437</b>	<b>\$ 75,501,403</b>	<b>\$ 82,947,326</b>	<b>\$ 12,240,358</b>	<b>\$ 59,076,190</b>	<b>\$ 90,000,000</b>	<b>\$ 705,576,019</b>	<b>\$ 747,107,754</b>	<b>\$ 803,359,931</b>
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 433,087	\$ 3,751,470	\$ 6,703,529	\$ (12,068,328)	\$ (55,076,919)	\$ (86,584,584)	\$ (34,372,787)	\$ (65,502,901)	\$ (81,765,357)
<b>OTHER FINANCING RESOURCES (USES)</b>									
Other Resources	\$ 46,837,252	\$ 46,009,546	\$ -	\$ 31,893,236	\$ 201,368,361	\$ 75,000,000	111,096,998	249,546,092	75,025,425
Other Uses	(46,484,403)	(45,710,000)	-	-	(2,114,927)	-	(57,457,677)	(47,855,472)	(25,425)
Fiscal year change adjustment	-	-	-	-	-	-	-	-	-
Total Other Financing Resources (Uses)	\$ 352,849	\$ 299,546	\$ -	\$ 31,893,236	\$ 199,253,434	\$ 75,000,000	\$ 53,639,322	\$ 201,690,620	\$ 75,000,000
Estimated Change in Fund Balance	\$ 785,936	\$ 4,051,016	\$ 6,703,529	\$ 19,824,908	\$ 144,176,515	\$ (11,584,584)	\$ 19,266,534	\$ 136,187,719	\$ (6,765,357)
Estimated Beginning Fund Balance 7/1	87,240,312	88,026,248	92,077,264	25,743,923	45,568,831	189,745,346	249,677,436	268,943,971	405,131,690
Estimated Ending Fund Balance 6/30	<u>\$ 88,026,248</u>	<u>\$ 92,077,264</u>	<u>\$ 98,780,793</u>	<u>\$ 45,568,831</u>	<u>\$ 189,745,346</u>	<u>\$ 178,160,762</u>	<u>\$ 268,943,971</u>	<u>\$ 405,131,690</u>	<u>\$ 398,366,333</u>

**San Antonio Independent School District**  
**GOVERNMENTAL FUNDS BY REVENUE SOURCES**

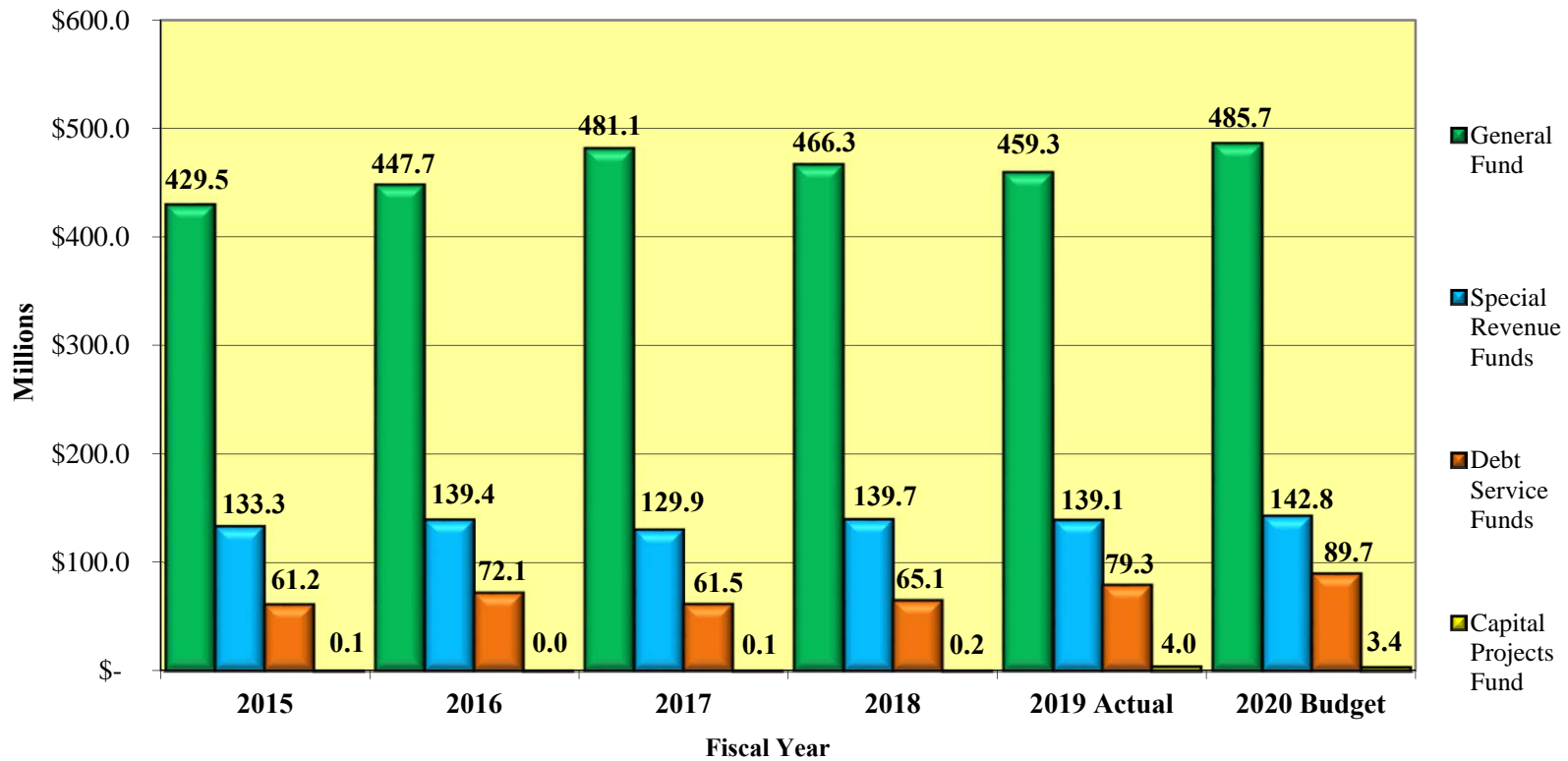
Fiscal Year	Audited 2015	Audited 2016	Audited 2017	Audited 2018	Actual 2019	Budget 2020	Increase (Decrease)	Percent Change
<b><u>SOURCE</u></b>								
<b>Revenue from Local</b>								
Property Taxes	\$ 175,412,184	\$ 193,742,102	\$ 236,670,645	\$ 253,211,213	\$ 277,422,986	\$ 288,484,069	\$ 11,061,083	3.99%
Penalties & Interest	2,252,454	2,215,400	2,534,199	2,737,719	3,306,651	2,200,222	(1,106,429)	-33.46%
Investments	635,971	5,008,867	(1,592,300)	1,608,272	12,242,820	6,937,271	(5,305,549)	-43.34%
Other Local	6,996,473	6,958,200	11,579,317	19,615,400	12,279,198	7,434,039	(4,845,158)	-39.46%
Total Local	\$ 185,297,082	\$ 207,924,569	\$ 249,191,862	\$ 277,172,604	\$ 305,251,655	\$ 305,055,601	\$ (196,053)	-0.06%
<b>Revenue from State</b>								
FSP and Per Capita	\$ 263,824,791	\$ 266,257,961	\$ 255,627,385	\$ 223,492,294	\$ 204,458,060	\$ 244,688,331	\$ 40,230,271	19.68%
TRS "On Behalf"	18,037,649	18,589,121	19,623,256	20,689,196	21,198,349	20,000,000	(1,198,349)	-5.65%
TEA State Pgm EDA/IFA	18,655,758	24,829,697	10,808,863	9,314,430	3,518,329	780,090	(2,738,238)	-77.83%
Other State	1,825,093	1,178,801	1,007,571	487,349	999,139	1,483,956	484,816	48.52%
Total State	\$ 302,343,291	\$ 310,855,580	\$ 287,067,074	\$ 253,983,268	\$ 230,173,877	\$ 266,952,377	\$ 36,778,500	15.98%
<b>Revenue from Federal</b>								
Nat'l Breakfast & Lunch								
Snacks & Commodities	\$ 41,266,836	\$ 41,864,866	\$ 40,088,736	\$ 38,950,340	\$ 40,882,320	\$ 41,504,786	\$ 622,466	1.52%
Stimulus Funds	-	-	-	-	-	-	-	-
Education Jobs Fund	-	-	-	-	-	-	-	-
SHARS & MAC	9,212,339	10,075,569	10,706,626	10,642,236	13,157,245	10,500,000	(2,657,245)	-20.20%
Other Federal	86,058,766	88,494,085	85,573,009	90,454,784	92,139,757	97,581,809	5,442,052	5.91%
Total Federal	\$ 136,537,941	\$ 140,434,519	\$ 136,368,372	\$ 140,047,360	\$ 146,179,322	\$ 149,586,595	\$ 2,784,807	1.91%
<b>TOTAL</b>	\$ 624,178,314	\$ 659,214,669	\$ 672,627,307	\$ 671,203,232	\$ 681,604,854	\$ 721,594,574	\$ 39,367,254	5.78%

## Governmental Funds By Revenue Sources (Amount in \$ Millions)



## GOVERNMENTAL FUNDS BY REVENUE FUND TYPE

Fund Type	Audited 2015	Audited 2016	Audited 2017	Audited 2018	Actual 2019	Budget 2020	Increase (Decrease)	Percent Change
General Fund	\$ 429,537,848	\$ 447,666,346	\$ 481,053,336	\$ 466,297,171	\$ 459,256,924	\$ 485,739,400	\$ (14,756,166)	-3.30%
Special Revenue	133,287,804	139,414,116	129,949,340	139,652,508	139,095,785	142,788,902	\$ 9,703,168	6.96%
Debt Service	61,211,852	72,085,548	61,475,980	65,081,524	79,252,874	89,650,855	\$ 3,605,543	5.00%
Capital Projects	140,809	48,659	148,651	172,030	3,999,271	3,415,416	\$ 23,379	48.05%
<b>Total Revenues</b>	<b>\$ 624,178,313</b>	<b>\$ 659,214,669</b>	<b>\$ 672,627,307</b>	<b>\$ 671,203,232</b>	<b>\$ 681,604,854</b>	<b>\$ 721,594,574</b>	<b>\$ (1,424,076)</b>	<b>-0.22%</b>

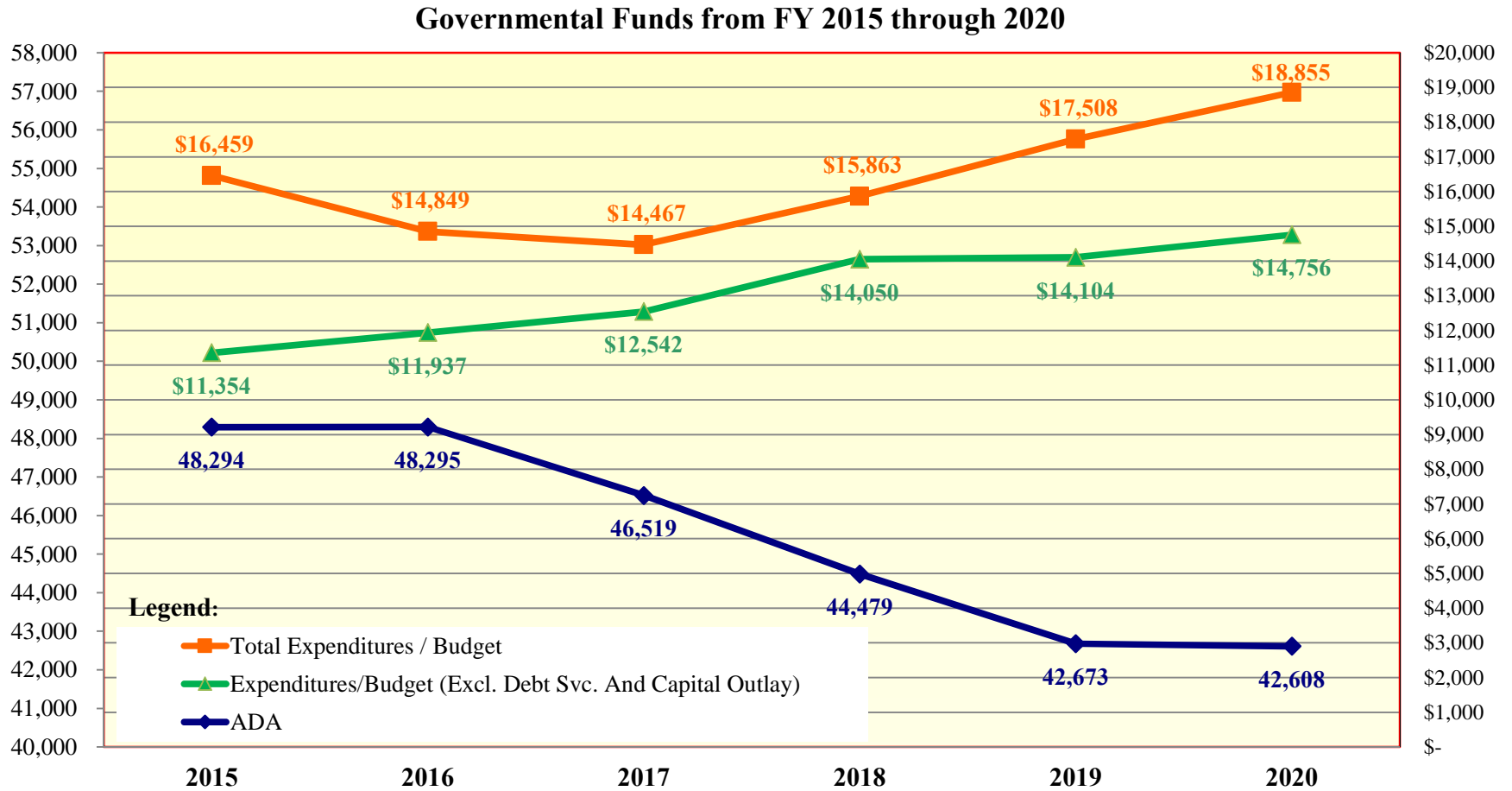


**GOVERNMENTAL FUNDS EXPENDITURES PER STUDENT  
BY MAJOR FUNCTION AND AVERAGE DAILY ATTENDANCE**

	Audited 2014	Audited 2015	Audited 2016	Audited 2017	Audited 2018	Actual 2019	Budget 2020
Refined Average Daily Attendance	48,468	48,294	48,295	46,519	44,479	42,673	42,608
<i>Total for All govt Funds</i>	\$ 15,718	\$ 16,459	\$ 14,849	\$ 14,467	\$ 15,863	\$ 17,508	\$ 18,855
<b>Major Function</b>							
Instr & Instr Related Svcs	\$ 6,448	\$ 6,512	\$ 6,997	\$ 7,171	\$ 8,262	\$ 8,123	\$ 8,500
Instr & School Leadership	872	903	961	1,047	1,158	1,188	1,248
Support Services-Student	1,953	2,050	2,081	2,202	2,389	2,514	2,616
Administrative Supp Svcs	259	291	295	350	378	401	405
Support Svcs-Nonstudent Based	1,362	1,421	1,423	1,572	1,618	1,649	1,745
Ancillary Services	142	137	144	164	200	188	203
Debt Service	1,013	1,249	1,526	1,310	1,453	1,801	1,947
Capital Outlay	3,624	3,856	1,386	615	360	1,602	2,152
Inter-governmental Charges	44	39	37	36	45	41	39
	\$ 15,718	\$ 16,459	\$ 14,849	\$ 14,467	\$ 15,863	\$ 17,508	\$ 18,855

## Governmental Funds Expenditures per Average Daily Attendance

The graph below compares the District's expenditures with Total Refined Average Daily Attendance (ADA). The reader will notice that the gap is increasing due to the 2016 bond program spending ramping up. The green lines shows expenditures without Debt Service and Capital Outlay expenditures since these fluctuate with bond-funded building programs.

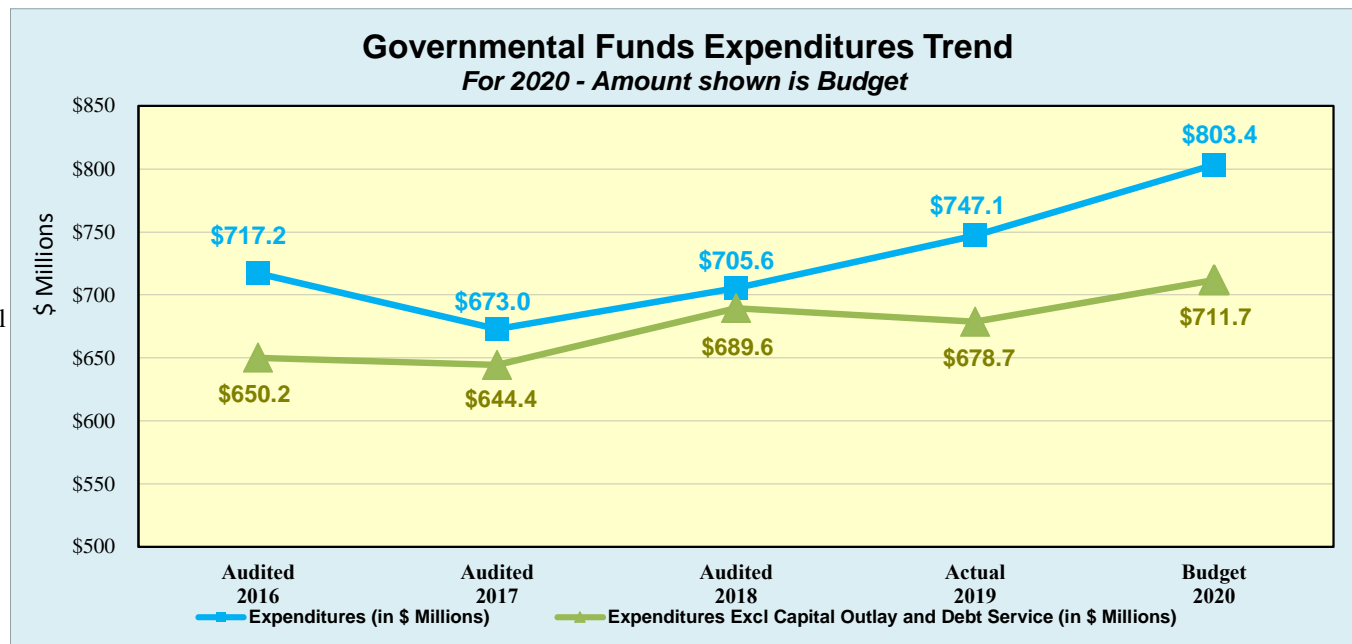




## GOVERNMENTAL FUNDS EXPENDITURES AND BUDGET BY MAJOR FUNCTION

Major Function	Audited	Audited	Audited	Actual	Budget	Budget	Increase	Percent
	2016	2017	2018	2019	2019	2020	(Decrease) In Budgets	Change
Instr & Instr Related Svcs	\$ 337,926,587	\$ 333,587,941	\$ 367,487,738	\$ 346,621,831	\$ 354,930,262	\$ 362,168,643	\$ 7,238,381	2.04%
Instr & School Leadership	46,387,559	48,699,138	51,485,252	50,701,412	49,060,914	53,175,867	4,114,954	8.39%
Support Services-Student	100,495,904	102,423,628	106,241,444	107,287,678	106,976,984	111,458,815	4,481,831	4.19%
Administrative Supp Svcs	14,258,864	16,275,464	16,809,119	17,098,938	17,268,463	17,265,777	(2,686)	-0.02%
Support Svcs-Nonstudent Based	68,707,839	73,147,301	71,978,085	70,366,564	67,790,300	74,369,063	6,578,763	9.70%
Ancillary Services	6,976,506	7,645,143	8,904,732	8,019,731	7,611,078	8,644,447	1,033,370	13.58%
Debt Service	73,690,543	60,934,701	64,648,437	76,869,764	78,328,000	82,947,326	4,619,326	5.90%
Capital Outlay	66,944,315	28,606,920	16,018,971	68,382,208	74,002,007	91,681,797	17,679,791	23.89%
Inter-governmental Charges	1,767,648	1,667,166	2,002,241	1,759,627	1,767,562	1,648,195	(119,367)	-6.75%
	<b>\$ 717,155,764</b>	<b>\$ 672,987,403</b>	<b>\$ 705,576,019</b>	<b>\$ 747,107,754</b>	<b>\$ 757,735,569</b>	<b>\$ 803,359,931</b>	<b>\$ 45,624,362</b>	<b>6.02%</b>

The blue line represents total expenditures for all governmental funds, including capital projects. Due to the Bond 2010 funded projects, spending in fiscal year 2016 is significantly higher than operating expenditures excluding capital projects. Fiscal year 2017 shows a decline as construction projects come to a close, and fiscal year 2019 and 2020 reflect the Bond 2016 construction projects underway. The green line represents total governmental expenditures excluding capital projects which shows a more normalized trend of district expenditures across the five years.



# District's Operating Budget



**SUMMARY OF ESTIMATED REVENUES, EXPENDITURES & OTHER RESOURCES (USES)  
BUDGET FOR FISCAL YEAR 2019-2020**

	Operating Fund	Food Service Fund	Debt Service Fund	Cap. Proj. & Special Revenue Funds	Total All Funds
<b>ESTIMATED REVENUES</b>					
5700 Local Sources	\$ 208,021,069	\$ 1,196,810	\$ 88,374,077	\$ 7,463,645	\$ 305,055,601
5800 State Sources	264,723,331	180,608	-	2,048,438	266,952,377
5900 Federal Sources	12,995,000	47,923,320	1,276,778	87,391,497	149,586,595
<b>Total Revenues</b>	<b>\$ 485,739,400</b>	<b>\$ 49,300,738</b>	<b>\$ 89,650,855</b>	<b>\$ 96,903,581</b>	<b>\$ 721,594,574</b>

**APPROPRIATED EXPENDITURES**

**11 Instruction**

6100 Payroll	\$ 262,604,900	\$ -	\$ -	\$ 33,849,014	\$ 296,453,914
6200 Contracted Svc	2,656,741	-	-	803,282	3,460,023
6300 Supplies	10,637,090	-	-	9,677,695	20,314,785
6400 Other Costs	1,478,250	-	-	486,323	1,964,573
6600 Capital Outlay	-	-	-	(2,686,199)	(2,686,199)
<b>Total Fnc 11</b>	<b>\$ 277,376,981</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,130,115</b>	<b>\$ 319,507,096</b>

**12 Instructional Resources & Media**

6100 Payroll	\$ 4,163,320	\$ -	\$ -	\$ 904,520	\$ 5,067,840
6200 Contracted Svc	2,500	-	-	107	2,607
6300 Supplies	1,227,946	-	-	59,465	1,287,411
6400 Other Costs	-	-	-	2,983	2,983
6600 Capital Outlay	-	-	-	(267,489)	(267,489)
<b>Total Fnc 12</b>	<b>\$ 5,393,766</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 699,586</b>	<b>\$ 6,093,352</b>

**13 Curriculum Development & Instructional Staff Development**

6100 Payroll	\$ 8,219,465	\$ -	\$ -	\$ 15,549,768	\$ 23,769,233
6200 Contracted Svc	2,673,516	-	-	2,757,764	5,431,280
6300 Supplies	1,933,145	-	-	889,886	2,823,031
6400 Other Costs	798,914	-	-	618,507	1,417,421
6600 Capital Outlay	-	-	-	3,127,230	3,127,230
<b>Total Fnc 13</b>	<b>\$ 13,625,040</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,943,155</b>	<b>\$ 36,568,195</b>

**21 Instructional Leadership**

6100 Payroll	\$ 7,600,942	\$ -	\$ -	\$ 4,722,452	\$ 12,323,394
6200 Contracted Svc	232,056	-	-	908,218	1,140,274
6300 Supplies	414,745	-	-	67,713	482,458
6400 Other Costs	145,195	-	-	115,305	260,500
6600 Capital Outlay	-	-	-	1,981,369	1,981,369
<b>Total Fnc 21</b>	<b>\$ 8,392,938</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,795,057</b>	<b>\$ 16,187,995</b>

**23 School Leadership**

6100 Payroll	\$ 34,044,134	\$ -	\$ -	\$ 975,401	\$ 35,019,535
6200 Contracted Svc	168,320	-	-	320,502	488,822
6300 Supplies	170,795	-	-	265,968	436,763
6400 Other Costs	84,227	-	-	172,618	256,845
6600 Capital Outlay	-	-	-	785,907	785,907
<b>Total Fnc 23</b>	<b>\$ 34,467,476</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,520,396</b>	<b>\$ 36,987,872</b>

**SUMMARY OF ESTIMATED REVENUES, EXPENDITURES & OTHER RESOURCES (USES)  
BUDGET FOR FISCAL YEAR 2019-2020**

	Operating Fund	Food Service Fund	Debt Service Fund	Cap. Proj. & Special Revenue Funds	Total All Funds
<b>31 Guidance, Counseling &amp; Evaluation Services</b>					
6100 Payroll	\$ 12,884,186	\$ -	\$ -	\$ 5,606,556	\$ 18,490,742
6200 Contracted Svc	309,608	-	-	177,527	487,135
6300 Supplies	1,798,566	-	-	622,258	2,420,824
6400 Other Costs	81,068	-	-	44,649	125,717
6600 Capital Outlay	-	-	-	1,837,024	1,837,024
Total Fnc 31	\$ 15,073,428	\$ -	\$ -	\$ 8,288,014	\$ 23,361,442
<b>32 Social Work Services</b>					
6100 Payroll	\$ 1,951,440	\$ -	\$ -	\$ 846,983	\$ 2,798,423
6200 Contracted Svc	812,180	-	-	1,250,367	2,062,547
6300 Supplies	28,001	-	-	14,900	42,901
6400 Other Costs	6,200	-	-	45,300	51,500
6600 Capital Outlay	-	-	-	80,133	80,133
Total Fnc 32	\$ 2,797,821	\$ -	\$ -	\$ 2,237,683	\$ 5,035,504
<b>33 Health Services</b>					
6100 Payroll	\$ 8,625,901	\$ -	\$ -	\$ -	\$ 8,625,901
6200 Contracted Svc	471,087	-	-	15,003	486,090
6300 Supplies	222,131	-	-	40,427	262,558
6400 Other Costs	13,405	-	-	499	13,904
6600 Capital Outlay	-	-	-	205,405	205,405
Total Fnc 33	\$ 9,332,524	\$ -	\$ -	\$ 261,334	\$ 9,593,858
<b>34 Student Transportation</b>					
6100 Payroll	\$ 11,655,289	\$ -	\$ -	\$ -	\$ 11,655,289
6200 Contracted Svc	274,848	-	-	-	274,848
6300 Supplies	1,298,013	-	-	2,470	1,300,483
6400 Other Costs	(830,928)	-	-	15,739	(815,189)
6600 Capital Outlay	1,150,000	-	-	1,029,122	2,179,122
Total Fnc 34	\$ 13,547,222	\$ -	\$ -	\$ 1,047,331	\$ 14,594,553
<b>35 Food Services</b>					
6100 Payroll	\$ 298,796	\$ 19,136,042	\$ -	\$ -	\$ 19,434,838
6200 Contracted Svc	-	857,655	-	-	857,655
6300 Supplies	-	24,922,237	-	-	24,922,237
6400 Other Costs	1,000	175,761	-	-	176,761
6600 Capital Outlay	-	1,321,035	-	39,871	1,360,906
Total Fnc 35	\$ 299,796	\$ 46,412,730	\$ -	\$ 39,871	\$ 46,752,397
<b>36 Extracurricular Activities</b>					
6100 Payroll	\$ 6,131,998	\$ -	\$ -	\$ 841	\$ 6,132,839
6200 Contracted Svc	2,259,391	-	-	56,683	2,316,074
6300 Supplies	2,115,972	-	-	229,894	2,345,866
6400 Other Costs	1,175,229	-	-	56,668	1,231,897
6600 Capital Outlay	-	-	-	94,385	94,385
Total Fnc 36	\$ 11,682,590	\$ -	\$ -	\$ 438,471	\$ 12,121,061

**SUMMARY OF ESTIMATED REVENUES, EXPENDITURES & OTHER RESOURCES (USES)  
BUDGET FOR FISCAL YEAR 2019-2020**

	Operating Fund	Food Service Fund	Debt Service Fund	Cap. Proj. & Special Revenue Funds	Total All Funds
<b>41 General Administration</b>					
6100 Payroll	\$ 12,809,640	\$ -	\$ -	\$ 193,886	\$ 13,003,526.00
6200 Contracted Svc	\$ 2,520,129	10,000	-	50,828	2,580,957
6300 Supplies	\$ 767,189	-	-	1,501	768,690
6400 Other Costs	\$ 878,843	-	-	2,201	881,044
6600 Capital Outlay	\$ 20,116	-	-	11,444	31,560
Total Fnc 41	\$ 16,995,917	\$ 10,000	\$ -	\$ 259,860	\$ 17,265,777
<b>51 Plant Maintenance &amp; Operations</b>					
6100 Payroll	\$ 29,864,263	\$ 2,154,220	\$ -	\$ 32,842	\$ 32,051,325
6200 Contracted Svc	17,427,427	749,213	-	166,387	18,343,027
6300 Supplies	3,705,590	-	-	35,437	3,741,027
6400 Other Costs	2,036,387	-	-	-	2,036,387
6600 Capital Outlay	500,000	-	-	238,827	738,827
Total Fnc 51	\$ 53,533,667	\$ 2,903,433	\$ -	\$ 473,493	\$ 56,910,593
<b>52 Security &amp; Monitoring</b>					
6100 Payroll	\$ 5,231,739	\$ -	\$ -	\$ 7,861	\$ 5,239,600
6200 Contracted Svc	914,982	-	-	4,219	919,201
6300 Supplies	272,350	-	-	13,553	285,903
6400 Other Costs	12,415	-	-	735	13,150
6600 Capital Outlay	-	-	-	46,551	46,551
Total Fnc 52	\$ 6,431,486	\$ -	\$ -	\$ 72,919	\$ 6,504,405
<b>53 Data Processing Services</b>					
6100 Payroll	\$ 3,400,740	\$ -	\$ -	\$ 30,295	\$ 3,431,035
6200 Contracted Svc	2,969,646	-	-	-	2,969,646
6300 Supplies	3,966,792	-	-	-	3,966,792
6400 Other Costs	123,732	-	-	-	123,732
6600 Capital Outlay	117,095	-	-	345,764	462,859
Total Fnc 53	\$ 10,578,005	\$ -	\$ -	\$ 376,059	\$ 10,954,064
<b>61 Community Services</b>					
6100 Payroll	\$ 3,658,128	\$ -	\$ -	\$ 579,614	\$ 4,237,742
6200 Contracted Svc	466,043	-	-	1,766,328	2,232,371
6300 Supplies	76,527	-	-	179,957	256,484
6400 Other Costs	165,199	-	-	204,585	369,784
6600 Capital Outlay	-	-	-	1,548,066	1,548,066
Total Fnc 61	\$ 4,365,897	\$ -	\$ -	\$ 4,278,550	\$ 8,644,447
<b>71 Debt Services</b>					
6500 Debt Service	\$ -	\$ -	\$ 82,947,326	\$ -	\$ 82,947,326
Total Fnc 71	\$ -	\$ -	\$ 82,947,326	\$ -	\$ 82,947,326

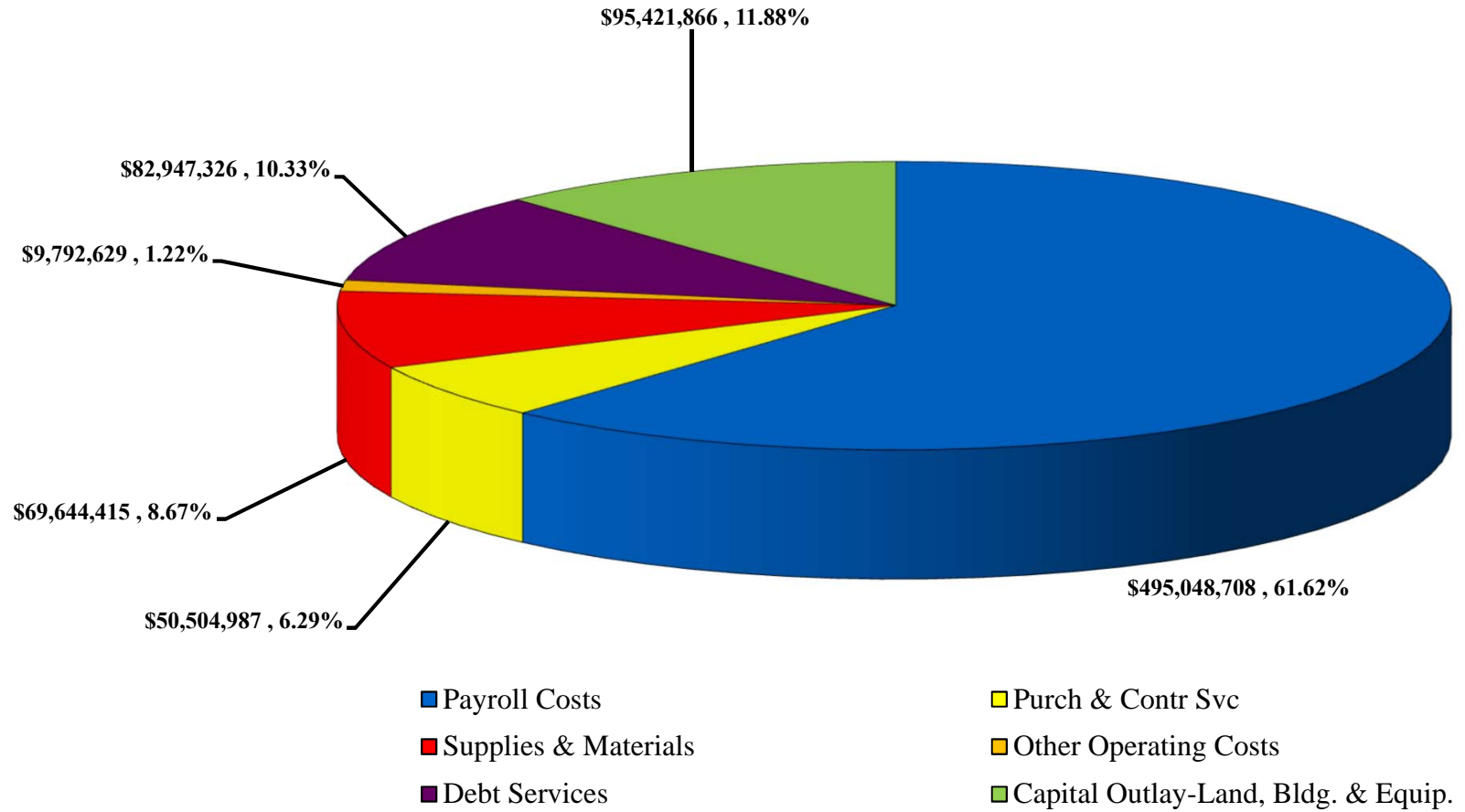
**SUMMARY OF ESTIMATED REVENUES, EXPENDITURES & OTHER RESOURCES (USES)  
BUDGET FOR FISCAL YEAR 2019-2020**

	Operating Fund	Food Service Fund	Debt Service Fund	Cap. Proj. & Special Revenue Funds	Total All Funds
<b>81 Facilities Acquisition &amp; Construction</b>					
6100 Payroll	\$ (27,857)	\$ -	\$ -	\$ 2,793	\$ (25,064)
6200 Contracted Svc	479,510	-	-	344,139	823,649
6300 Supplies	25,463	-	-	11,411	36,874
6400 Other Costs	-	-	-	-	-
6600 Capital Outlay	1,000	-	-	90,845,338	90,846,338
Total Fnc 81	\$ 478,116	\$ -	\$ -	\$ 91,203,681	\$ 91,681,797
<b>93 Payments to SSA Members</b>					
6100 Payroll	\$ -	\$ -	\$ -	\$ -	\$ -
6200 Contracted Svc	-	-	-	-	-
6300 Supplies	-	-	-	-	-
6400 Other Costs	-	-	-	300,000	300,000
6600 Capital Outlay	-	-	-	6,890	6,890
Total Fnc 93	\$ -	\$ -	\$ -	\$ 306,890	\$ 306,890
<b>95 Payments to JJAEP</b>					
6100 Payroll	\$ (17,198)	\$ -	\$ -	\$ -	\$ (17,198)
6200 Contracted Svc	50,000	-	-	-	50,000
6300 Supplies	-	-	-	-	-
6400 Other Costs	-	-	-	-	-
6600 Capital Outlay	-	-	-	-	-
Total Fnc 95	\$ 32,802	\$ -	\$ -	\$ -	\$ 32,802
<b>99 Intergovernmental Funds</b>					
6100 Payroll	\$ (5,497)	\$ -	\$ -	\$ -	\$ (5,497)
6200 Contracted Svc	1,314,000	-	-	-	1,314,000
6300 Supplies	-	-	-	-	-
6400 Other Costs	-	-	-	-	-
6600 Capital Outlay	-	-	-	-	-
Total Fnc 99	\$ 1,308,503	\$ -	\$ -	\$ -	\$ 1,308,503
<b>Total All Expenditures</b>	<b>\$ 485,713,975</b>	<b>\$ 49,326,163</b>	<b>\$ 82,947,326</b>	<b>\$ 185,372,467</b>	<b>\$ 803,359,931</b>
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 25,425	\$ (25,425)	\$ 6,703,529	\$ (88,468,886)	\$ (81,765,357)
<b>OTHER FINANCING RESOURCES (USES)</b>					
7900 Other Resources	\$ -	\$ 25,425	\$ -	\$ 75,000,000	\$ 75,025,425
8900 Other Uses	(25,425)	-	-	-	(25,425)
<b>Total Other Financing Resources</b>	<b>\$ (25,425)</b>	<b>\$ 25,425</b>	<b>\$ -</b>	<b>\$ 75,000,000</b>	<b>\$ 75,000,000</b>
Excess (Deficiency) of Revenues and Other Resources Over (Under) Expenditures and Other Uses	\$ -	\$ -	\$ 6,703,529	\$ (13,468,886)	\$ (6,765,357)
<b>From/ (To) Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (6,703,529)</b>	<b>\$ 13,468,886</b>	<b>\$ 6,765,357</b>
Net Difference	\$ -	\$ -	\$ -	\$ -	\$ -

**Appropriations by Major Object & Program Intent Code  
Budget For Fiscal Year 2019-2020**

Prog. Intent Code (PIC)	Description	6100 Payroll Costs	6200 Purchased, Contracted Services	6300 Supplies & Materials	6400 Other Operating Costs	6500 Debt Services	6600 Capital Outlay- Land, Bldg., Equip.	Total by Program Intent Code	Percentage of Total PIC	Prog. Intent Code (PIC)
11	Basic Education Services	\$ 192,267,265	\$ (506,509)	\$ 14,340,530	\$ 1,193,972	\$ -	\$ 66,546	\$ 207,361,804	25.81%	11
21	Gifted and Talented	2,987,411	199,177	396,425	74,238	-	-	3,657,251	0.46%	21
22	Career & Tech	10,232,045	347,156	872,453	146,967	-	43,663	11,642,284	1.45%	22
23	Students w/Disabilities	57,560,493	3,133,775	1,713,008	651,405	-	517,901	63,576,582	7.91%	23
24	Accelerated Education	12,898,059	4,061,203	1,898,695	780,834	-	-	19,638,791	2.44%	24
25	Bilingual Educ. & ESL	3,067,773	400,970	610,606	311,268	-	-	4,390,616	0.55%	25
26	Alternative Ed Pgm Basic Svcs	4,195,578	859,600	33,055	16,400	-	-	5,104,633	0.64%	26
28	Disciplinary Alternative Ed. Pgm Basic Svcs	2,528,130	-	28,032	4,800	-	-	2,560,962	0.32%	28
30	Title-I School wide Related to SCE	23,131,794	2,836,331	7,362,173	1,104,644	-	-	34,434,942	4.29%	30
31	High School Allotment	114,730	-	-	500	-	-	115,230	0.01%	31
32	Pre-Kindergarten	21,494,771	186,216	827,749	237,545	-	-	22,746,282	2.83%	32
33	Pre-K Special Ed	3,875,096	6,225	101,988	16,608	-	-	3,999,917	0.50%	33
34	Pre-K SCE	1,416,215	-	17,761	-	-	-	1,433,976	0.18%	34
35	Pre-K Bilingual	402,266	-	-	-	-	-	402,266	0.05%	35
91	Athletics & Related Activ.	5,689,467	808,888	1,189,112	562,431	-	-	8,249,899	1.03%	91
99	Undistributed (Generic)	153,187,617	38,171,955	40,252,826	4,691,017	82,947,326	94,793,756	414,044,497	51.54%	99
	<b>Total by Major Class Object</b>	<b>\$ 495,048,709</b>	<b>\$ 50,504,987</b>	<b>\$ 69,644,415</b>	<b>\$ 9,792,629</b>	<b>\$ 82,947,326</b>	<b>\$ 95,421,866</b>	<b>\$ 803,359,930</b>	<b>100.00%</b>	
	<b>Percentage of Total Object</b>	<b>61.62%</b>	<b>6.29%</b>	<b>8.67%</b>	<b>1.22%</b>	<b>10.33%</b>	<b>11.88%</b>	<b>100.00%</b>		

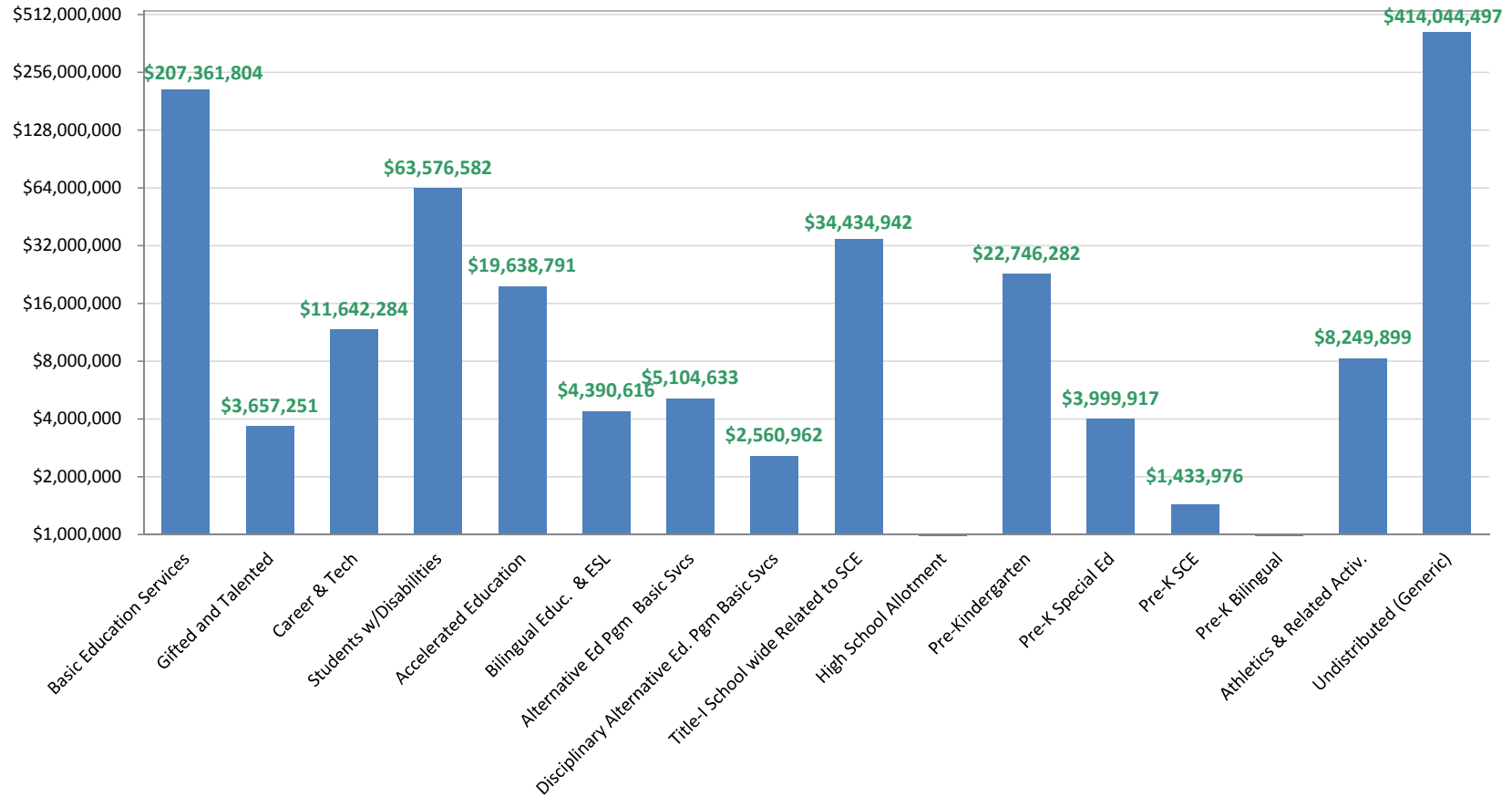
## 2019-2020 Budget by Major Object Code Total Appropriations in Dollars and Percent





# 2019-2020 Budget By Program Intent Code

(Note use of non-linear (logarithmic) scale for illustration purposes - due to large range in values)



## Program Intent Code and Description

11- Basic Education Services  
 21- Gifted and Talented  
 22- Career & Technology  
 23- Students w/Disabilities  
 24- Accelerated Education

25- Bilingual Educ. & ESL  
 26- Alternative Ed Pgm Basic Svcs  
 28- Disciplinary Alternative Ed. Pgm Basic Svcs  
 30- Title-I School wide Related to SCE  
 31- High School Allotment

32- Pre-Kindergarten  
 33- Pre-Kindergarten- Special Education  
 34- Pre-Kindergarten- Compensatory  
 35- Pre-Kindergarten- Bilingual Education  
 91- Athletics & Related Activities  
 99- Undistributed (Generic)

NOTE: Scale is logarithmic to better illustrate funding differences due to the outlier data point for Program Intent Code 99.

## Estimated Revenue All Funds 2019-2020

ESTIMATED REVENUE	<b><i>TEA REQUIRED*</i></b>			Info. Only Special Revenue Fund**	Total All Funds
	Operating Fund	Food Service Fund	Debt Service Fund		
Local Revenue	\$ 208,021,069	\$ 1,196,810	\$ 88,374,077	\$ 7,463,645	\$ 305,055,601
State Revenue	264,723,331	180,608	0	2,048,438	266,952,377
Federal Revenue	12,995,000	47,923,320	1,276,778	87,391,497	149,586,595
<b>TOTAL EST. REVENUE</b>	<b>\$ 485,739,400</b>	<b>\$ 49,300,738</b>	<b>\$ 89,650,855</b>	<b>\$ 96,903,581</b>	<b>\$ 721,594,574</b>

\* TEA (Texas Education Agency) requires the District to adopt an annual budget for these designated funds.

\*\* For information only. The Special Revenue Fund includes Federal and State funds such as Title I and other grants and entitlements.

TEA does not require the District to include these funds in the annual budget to be adopted. The totals here represent those in the Finance System as of 09/30/2019.

# Appropriations Budget 2019-2020

ESTIMATED EXPENDITURES	<b>TEA REQUIRED*</b>			Info. Only Special Revenue Fund**	Total All Funds
	Operating Fund	Child Nutrition Fund	Debt Service Fund		
Instruction	\$ 277,376,981	\$ -	\$ -	\$ 42,130,115	\$ 319,507,096
Instructional Resources & Media	5,393,766	-	-	699,586	6,093,352
Curriculum & Prof. Development	13,625,040	-	-	22,943,155	36,568,195
Instructional Administration	8,392,938	-	-	7,795,057	16,187,995
School Leadership	34,467,476	-	-	2,520,396	36,987,872
Guidance & Counseling	15,073,428	-	-	8,288,014	23,361,442
Social Work Services	2,797,821	-	-	2,237,683	5,035,504
Health Services	9,332,524	-	-	261,334	9,593,858
Student Transportation	13,547,222	-	-	1,047,331	14,594,553
Food Services	299,796	46,412,730	-	39,871	46,752,397
Extracurricular	11,682,590	-	-	438,471	12,121,061
General Administration	16,995,917	10,000	-	259,860	17,265,777
Facilities Maintenance and Operations	53,533,667	2,903,433	-	473,493	56,910,593
Security & Monitoring	6,431,486	-	-	72,919	6,504,405
Data Processing	10,578,005	-	-	376,059	10,954,064
Community Services	4,365,897	-	-	4,278,550	8,644,447
Debt Services	-	-	82,947,326	-	82,947,326
Facilities Acq. & Constr.	478,116	-	-	91,203,681	91,681,797
Payments to Members SSA	-	-	-	306,890	306,890
Payments to JJAEP	32,802	-	-	-	32,802
Intergovernmental Payments	1,308,503	-	-	-	1,308,503
<b>TOTAL EST. EXPENDITURES</b>	<b>\$ 485,713,975</b>	<b>\$ 49,326,163</b>	<b>\$ 82,947,326</b>	<b>\$ 185,372,467</b>	<b>\$ 803,359,931</b>
Total Other Uses	\$ 25,425.00	\$ -	\$ -	\$ -	\$ 25,425
<b>Total Expenditures</b>	<b>\$ 485,739,400</b>	<b>\$ 49,326,163</b>	<b>\$ 82,947,326</b>	<b>\$ 185,372,467</b>	<b>\$ 803,385,356</b>

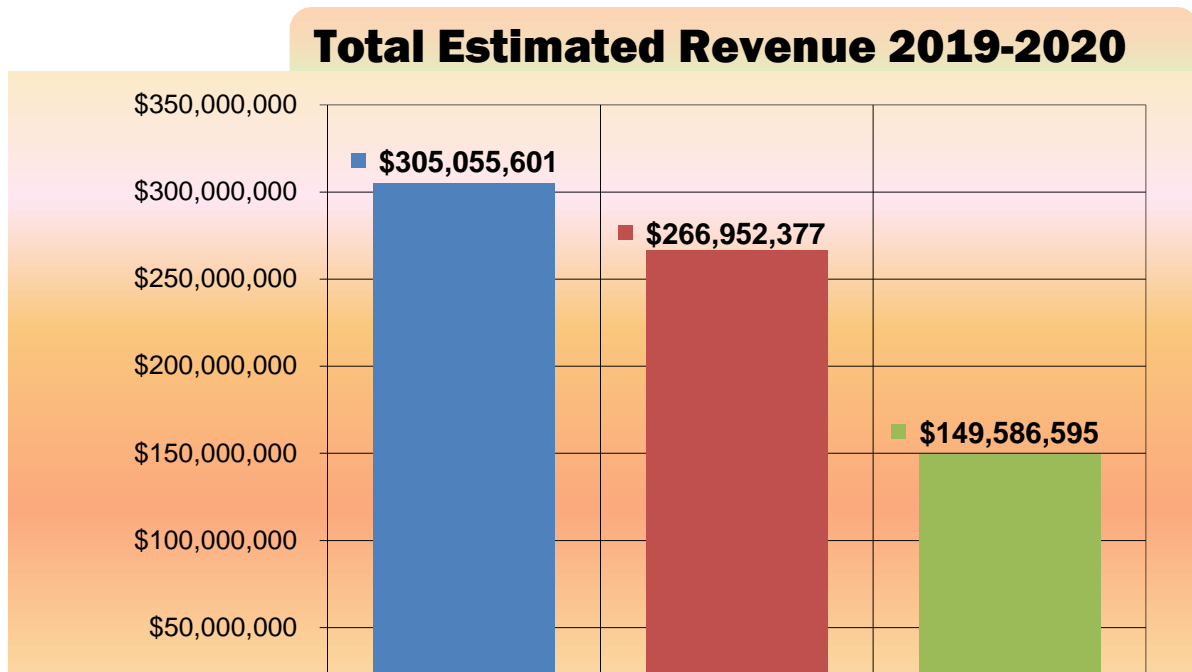
\* TEA (Texas Education Agency) requires the District to adopt an annual budget for these designated funds.

\*\* For information only. The Special Revenue Fund includes Federal and State funds such as Title I and other grants and entitlements. TEA does not require the District to include these funds in the annual budget to be adopted. The totals here represent those in the Finance System as of 09/30/19.

# Total Estimated Revenue For All Funds by Source for 2019-2020

Source	Description	Amount	Total	Percent of Total
<b>Local Revenue</b>				
	Property Taxes M & O	\$ 202,232,069		
	Property Taxes Debt Service	86,252,000		
	Food Service (Meals/Misc.)	2,000,000		
	Investment Interest, & Other Fees	5,415,416		
	Other	9,156,116		
	Total Local Revenue	\$ 305,055,601	\$ 305,055,601	42.28%
<b>State Revenue</b>				
	Foundation Fund	\$ 244,688,331		
	TRS on Behalf	20,000,000		
	Debt Service (Bond)	-		
	Special Revenue	2,264,046		
	Total State Revenue	\$ 266,952,377	\$ 266,952,377	36.99%
<b>Federal Revenue</b>				
	Food Service	\$ 47,923,320		
	Special Revenue	87,391,497		
	Other Federal	14,271,778		
	Total Federal Revenue	\$ 149,586,595	\$ 149,586,595	20.73%
<b>Total Estimated Revenue</b>		\$ 721,594,574		100.00%

\*M&O Tax Rate of \$1.17



## Summary of Estimated Revenues by Fund 2019-2020

FUND	DESCRIPTION	AMOUNT	TOTAL
<i>Operating Fund</i>			
199	Local Maintenance	\$ 485,739,400	

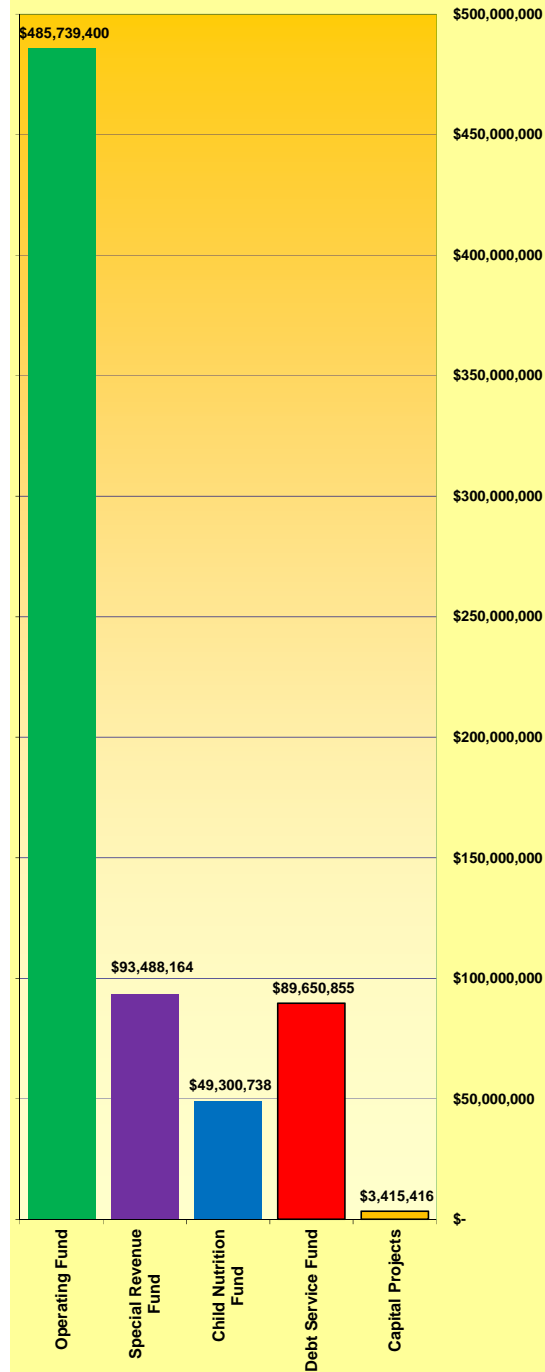
**General Fund Total**

**\$ 485,739,400**

*Special Revenue Fund*

204	ESEA, Title IV, Part A - Safe & Drug Free Schools	\$ 376,400
205	Head Start	6,705,426
206	ESEA, Title X, Part C-Ed for the Homeless Children & Youth	297,097
207	School Transformation Planning - Lamar & Bowden	32,602
208	School Transformation Planning - YWLA & Page	1,989,778
209	School Transformation Implementation - Lowell MS	205,450
210	School Transformation Implementation - Poe MS	191,527
211	ESEA, Title I, Part A - Improving Basic Programs	23,737,671
215	ESEA, Title I, Part D - Delinquent Programs	361,380
216	ESEA, Title IV, Part A Student Support	2,436,755
217	School Redesign Grant - Page MS	769,562
218	SAISD GT Visual Arts and Leadership	346,761
219	Transformation Zone Planning Grant	6,577,555
220	Adult Education (ABE) - Federal	777,947
221	English Literacy & Civics Education Grant	31,455
223	Temporary Assistance for Needy Families (TANF)	88,570
224	IDEA - Part B, Formula	10,347,433
225	IDEA Part B, Preschool	300,155
226	IDEA - Part B - Discretionary Deaf	95,879
229	PTECH & ICIA Planning Grant	2,294
243	Carl Perkins Reserve	28,560
244	Career & Technical - Basic Grant	839,470
245	Title I 1003 (A) Priority & Focus School Grant	57,577
255	ESEA, Title II, Part A - Teacher & Principal Training	2,613,954
256	Principal Preparation Grant	688,462
257	IDRA - Turnaround School Leadership Program	600,000
258	Public Charter Schools - Davis MS	968,523
259	Public Charter Schools - Connell MS	705,954
260	Public Charter Schools - Young Men's Leadership Academy	727,194
261	Public Charter Schools - St. Philip's ECHS	794,777
262	Public Charter Schools - Ogden Residency Lab	836,058
263	Title III, Part A- LEP	1,057,622
265	Draw the Line, Respect the Line - Teen Pregnancy Prev.	1,672,724
271	Diplomas Now Grant	95,390
274	Gear Up	1,872,476
276	Teacher Incentive Fund (TIF)	10,530,075
280	Texas Title I Priority Schools - Miller ES	1,408,220
283	Texas Title I Priority Schools - Rodriguez ES	315,261
284	Texas Title I Priority Schools - Stewart ES	2,021,843
287	ESEA - Consolidated Administrative Fund	3,823,810
288	Clean Green Yellow School Bus Machine - US EPA	11,297
289	Wheatley Community School	44,630
381	Adult Basic Education (ABE) - State	100,965
386	ESC-20 Regional Day School for the Deaf	2,841
389	E-RATE Classroom Connectivity Grant	350,000
410	State Textbook Fund	162,537
420	Urban Schools Agriculture Grant	3,566
426	Texas Clean Fleet Program #1 TCEQ	531,255
427	TEA Math & Literacy	2,100
428	Texas Clean Fleet Program #2 TCEQ	486,570
429	PTECH & ICIA Planning Grant	40,540
459	Service to Students with Autism (Northside ISD)	175,254
461	Locally Funded Special Revenue Funds	147,252
472	PTECH / ICIA Success Grant	190,787
476	City Education Partners - Ogden ES	287,500
478	After School Challenge	387,655
480	Pre-K For SA	605,031
482	Counselor's Grant - College Readiness	1,544,205
484	Davis MS Afterschool Tutoring	20,000
485	Law Enforcement Officer Standards and Ed.	4,865
488	Great Schools Network Initiative	245,622
489	Walton Foundation Network Principals Initiative	3,218
490	Network Principals Initiative	250,000
494	Campus Transition (Carroll & YWLA Primary)	200,000
495	City Education Partners	250,000
496	City Education Partners	72,150
497	Project Lead the Way - Ball Academy	5,357
498	Project Lead the Way - Sam Houston HS	23,322
499	Project Lead the Way - CAST Med	10,000

### Summary by Fund Group



**Total Special Revenue Fund (Excluding Child Nutrition)\***

**\$ 93,488,164**

240	Child Nutrition Fund	\$ 49,300,738
511	Debt Service Fund	\$ 89,650,855
6XX	Capital Projects	\$ 3,415,416

**Total Estimated Resources**

**\$ 721,594,574**

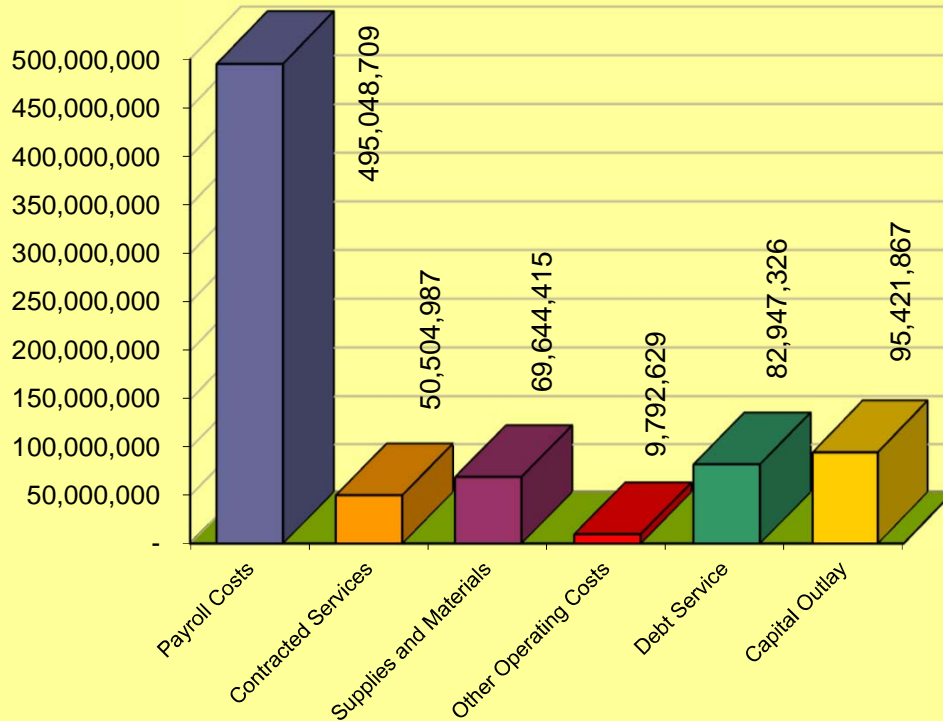
Special Revenue changes as grants and amounts change during the year.

# Total Estimated Expenditures 2019-2020

The estimated SAISD expenditures for all funds are as follows:

<u>EXPENDITURE TYPE</u>	<u>BUDGET 2019-20</u>	<u>PERCENT OF TOTAL</u>
Payroll Costs	495,048,709	61.62%
Contracted Services	50,504,987	6.29%
Supplies and Materials	69,644,415	8.67%
Other Operating Costs	9,792,629	1.22%
Debt Service	82,947,326	10.33%
Capital Outlay	95,421,867	11.88%
<b>TOTAL BUDGET</b>	<b>\$ 803,359,931</b>	<b>100.00%</b>

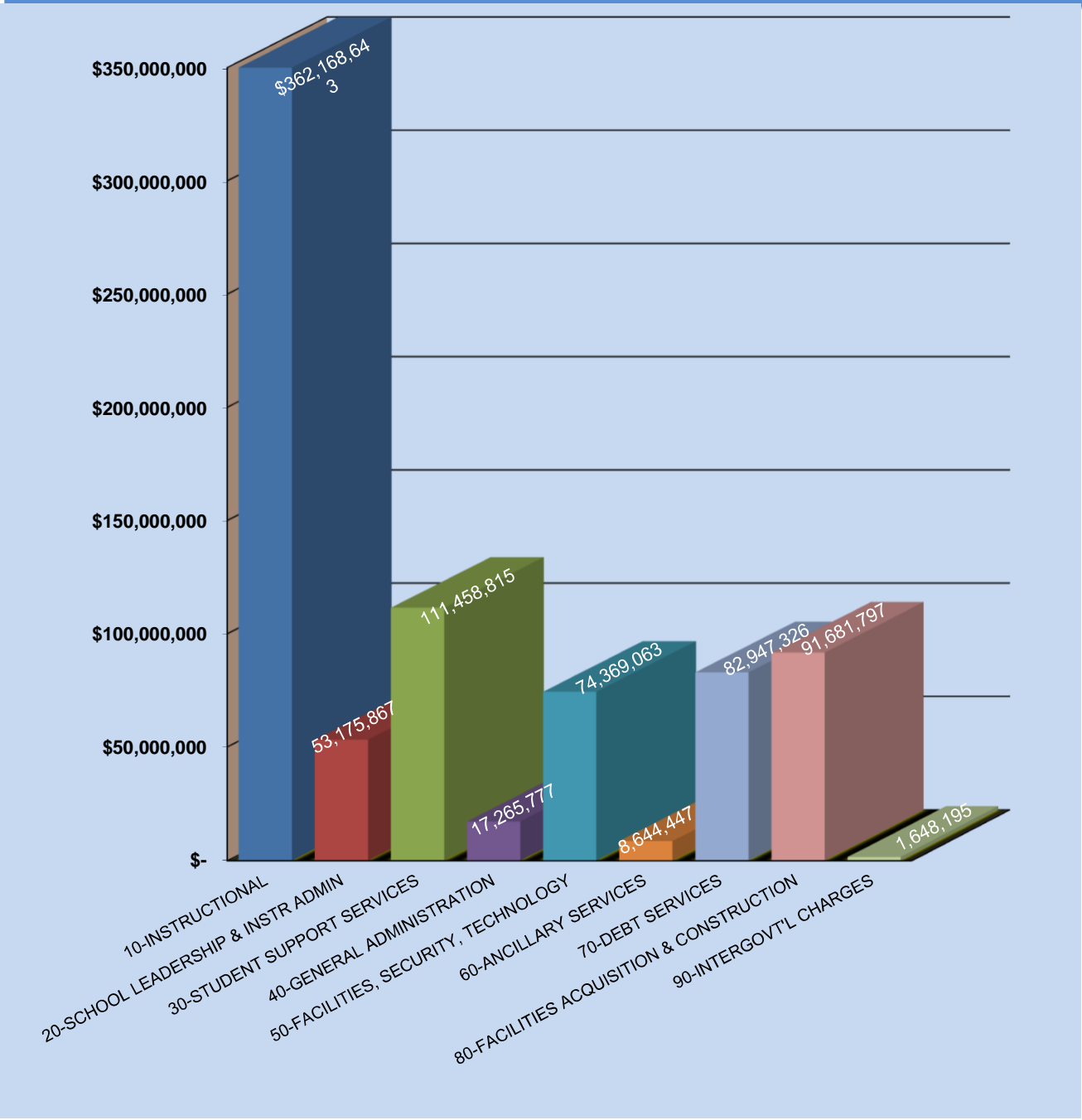
## Total Estimated Expenditures



## Estimated Expenditures by Function and Fund Type for All Funds

DESCRIPTION	General Fund	Food Service	Debt Service	Special Revenue & Construction Funds	Function Total	Major Function Total
11-Instruction	\$ 277,376,981	\$ -	\$ -	\$ 42,130,115	\$ 319,507,096	
12-Inst. Resources & Media Svc	5,393,766	-	-	699,586	6,093,352	
13-Curriculum & Inst Staff Dev.	13,625,040	-	-	22,943,155	36,568,195	
10-INSTRUCTIONAL						\$ 362,168,643
21-Instructional Administration	8,392,938	-	-	7,795,057	16,187,995	
23-School Administration	34,467,476	-	-	2,520,396	36,987,872	
20-SCHOOL LEADERSHIP & INSTR ADMIN						53,175,867
31-Guidance & Counseling Svc.	15,073,428	-	-	8,288,014	23,361,442	
32-Attendance & Social Work	2,797,821	-	-	2,237,683	5,035,504	
33-Health Services	9,332,524	-	-	261,334	9,593,858	
34-Pupil Transportation	13,547,222	-	-	1,047,331	14,594,553	
35-Food Services	299,796	46,412,730	-	39,871	46,752,397	
36-Extracurricular Activities	11,682,590	-	-	438,471	12,121,061	
30-STUDENT SUPPORT SERVICES						111,458,815
41-General Administration	16,995,917	10,000	-	259,860	17,265,777	
40-GENERAL ADMINISTRATION						17,265,777
51-Facilities Maintenance and Operations	53,533,667	2,903,433	-	473,493	56,910,593	
52-Security & Monitoring	6,431,486	-	-	72,919	6,504,405	
53-Data Processing	10,578,005	-	-	376,059	10,954,064	
50-FACILITIES, SECURITY, TECHNOLOGY						74,369,063
61-Community Services	4,365,897	-	-	4,278,550	8,644,447	
60-ANCILLARY SERVICES						8,644,447
71-Debt Service	-	-	82,947,326	-	82,947,326	
70-DEBT SERVICES						82,947,326
81-Facilities Acquisition & Construction	478,116	-	-	91,203,681	91,681,797	
80-FACILITIES ACQUISITION & CONSTRUCTION						91,681,797
93-Payments to members SSA	-	-	-	306,890	306,890	
95-Payments to JJAEP	32,802	-	-	-	32,802	
99-Intergovernmental Payments	1,308,503	-	-	-	1,308,503	
90-INTERGOV'TL CHARGES						1,648,195
Function Total	<u>\$ 485,713,975</u>	<u>\$ 49,326,163</u>	<u>\$ 82,947,326</u>	<u>\$ 185,372,467</u>	<u>\$ 803,359,931</u>	<u>\$ 803,359,931</u>

## Estimated Expenditures by Function - All Funds





# General Fund



## **GENERAL FUND**

This fund group accounts for all financial resources of the District, except for those required to be accounted for in another fund type. The major sources of revenue include local property taxes; State of Texas Foundation School Program revenues, interest earnings, athletic event revenue, tuition, and revenue from the rental of district property. Expenditures include payroll costs, contracted services, supplies, capital outlay, and other costs necessary for the daily operations of the district.

Additionally, our District breaks down the Operating Fund into locally defined sub-funds which is at the option of the district. This includes the Transportation Fund, State Bilingual Fund, State Compensatory Fund, Gifted/Talented Fund, Career & Technology Fund, Special Education Fund, Magnet Schools Fund and Local Maintenance Fund. For additional information regarding the various sub-funds, refer to the Glossary of Funds.

**San Antonio Independent School District**  
**GENERAL FUND REVENUE SOURCES**  
**LAST TEN FISCAL YEARS**

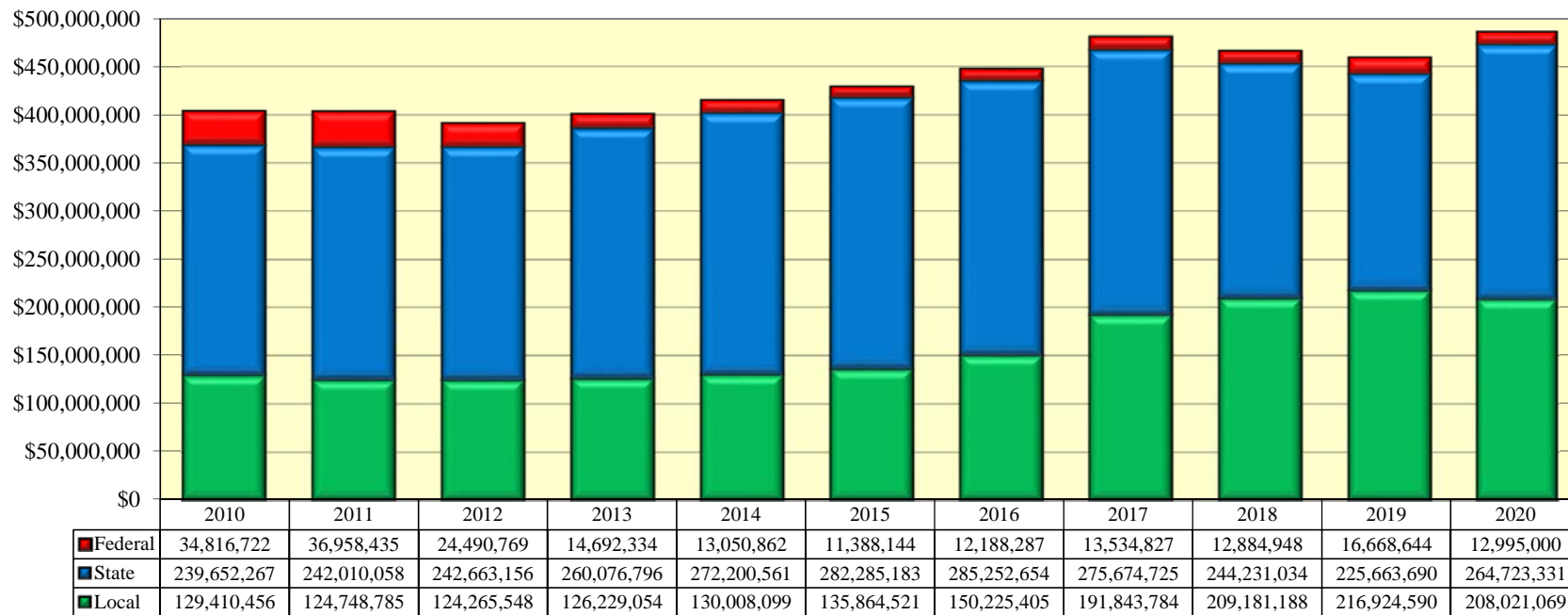
Fiscal Year	Audited 2010	Audited 2011	Adj. Final 2012*	Audited 2013	Audited 2014	Audited 2015	Audited 2016	Audited 2017	Audited 2018	Actual 2019	Budget 2020	% of Total
<b>SOURCE</b>												
Revenue from Local, Intermediate, and Out-of-State												
Property Taxes	\$ 123,737,538	\$ 120,724,696	\$ 120,179,138	\$ 122,397,675	\$ 126,392,299	\$ 132,056,661	\$ 145,808,448	\$ 183,047,585	\$ 193,364,476	\$ 207,821,709	\$ 202,232,069	41.63%
Tuition	117,740	52,047	52,047	52,047	42,683	48,090	35,173	67,926	217,323	396,677	40,000	0.01%
Other	5,555,178	3,972,042	4,034,363	3,779,332	3,573,117	3,759,770	4,381,784	8,728,273	15,599,389	8,706,204	5,749,000	1.18%
<b>Total Local</b>	<b>\$ 129,410,456</b>	<b>\$ 124,748,785</b>	<b>\$ 124,265,548</b>	<b>\$ 126,229,054</b>	<b>\$ 130,008,099</b>	<b>\$ 135,864,521</b>	<b>\$ 150,225,405</b>	<b>\$ 191,843,784</b>	<b>\$ 209,181,188</b>	<b>\$ 216,924,590</b>	<b>\$ 208,021,069</b>	<b>42.83%</b>
Revenue from State												
FSP and Per Capita	\$ 222,129,005	\$ 223,814,533	\$ 225,370,502	\$ 243,136,187	\$ 254,099,913	\$ 263,824,791	\$ 266,257,961	\$ 255,627,385	\$ 223,492,294	\$ 204,424,884	\$ 244,688,331	50.37%
TRS "On Behalf"	17,442,431	18,006,802	17,081,314	16,916,289	17,729,926	18,037,649	18,589,121	19,623,256	20,689,196	21,198,349	20,000,000	4.12%
Other	80,831	188,723	211,340	24,320	370,722	422,743	405,572	424,084	49,544	40,457	35,000	0.01%
<b>Total State</b>	<b>\$ 239,652,267</b>	<b>\$ 242,010,058</b>	<b>\$ 242,663,156</b>	<b>\$ 260,076,796</b>	<b>\$ 272,200,561</b>	<b>\$ 282,285,183</b>	<b>\$ 285,252,654</b>	<b>\$ 275,674,725</b>	<b>\$ 244,231,034</b>	<b>\$ 225,663,690</b>	<b>\$ 264,723,331</b>	<b>54.50%</b>
Revenue from Federal												
Fed Rev from TEA	\$ 1,734,483	\$ 1,691,036	\$ 1,332,147	\$ 1,420,842	\$ 1,100,005	\$ 1,226,020	\$ 1,289,079	\$ 1,240,584	\$ 1,195,623	\$ 1,956,068	\$ 978,202	0.20%
Stimulus Funds	22,191,510	21,820,355	-	-	-	-	-	-	-	-	-	0.00%
EduJobs Funds	-	-	9,456,384	-	-	-	-	-	-	-	-	0.00%
SHARS & MAC	9,988,687	12,470,119	11,638,634	12,377,916	11,112,107	9,212,339	10,075,569	10,706,626	10,642,236	13,157,245	10,500,000	2.16%
Other	902,042	976,925	2,063,604	893,576	838,749	949,785	823,639	1,587,616	1,047,090	1,555,331	1,516,798	0.31%
<b>Total Federal</b>	<b>\$ 34,816,722</b>	<b>\$ 36,958,435</b>	<b>\$ 24,490,769</b>	<b>\$ 14,692,334</b>	<b>\$ 13,050,862</b>	<b>\$ 11,388,144</b>	<b>\$ 12,188,287</b>	<b>\$ 13,534,827</b>	<b>\$ 12,884,948</b>	<b>\$ 16,668,644</b>	<b>\$ 12,995,000</b>	<b>2.68%</b>
<b>TOTAL</b>	<b>\$ 403,879,445</b>	<b>\$ 403,717,278</b>	<b>\$ 391,419,473</b>	<b>\$ 400,998,184</b>	<b>\$ 415,259,522</b>	<b>\$ 429,537,848</b>	<b>\$ 447,666,346</b>	<b>\$ 481,053,336</b>	<b>\$ 466,297,171</b>	<b>\$ 459,256,924</b>	<b>\$ 485,739,400</b>	<b>100.00%</b>

General Fund includes SFSF for Audited 2010 and Actual 2011. For 2012, Education Jobs Fund is included for comparative purposes.

\* FY 2012 is adjusted due to fiscal year change to reflect 12 months.



## GENERAL FUND REVENUE TRENDS LAST TEN FISCAL YEARS & CURRENT YEAR BUDGET



**San Antonio Independent School District**  
**GENERAL FUND EXPENDITURES BY MAJOR FUNCTION**  
**LAST TEN FISCAL YEARS**

Fiscal Year	Audited 2010	Audited 2011	Adj. Final 2012*	Audited 2013	Audited 2014	Audited 2015	Audited 2016	Audited 2017	Audited 2018	Actual 2019	% Change
<b>FUNCTION</b>											
Instr & Instr Related Svcs	\$ 244,449,867	\$ 248,829,135	\$ 242,300,888	\$ 245,256,316	\$ 254,219,763	\$ 256,939,783	\$ 271,165,635	\$ 273,921,003	\$ 298,079,053	\$ 280,819,563	-5.79%
Instr & School Leadership	28,454,426	28,821,157	27,662,334	29,984,737	31,756,687	34,270,219	36,687,217	41,654,876	43,441,189	40,543,664	-6.67%
Support Services-Student	43,974,532	44,228,801	42,735,813	44,062,701	45,875,560	46,769,262	49,230,610	50,692,602	51,573,600	49,806,047	-3.43%
Administrative Supp Svcs	12,684,089	12,341,947	11,703,273	11,428,148	12,491,953	13,977,639	14,205,243	15,846,680	15,443,625	16,495,172	6.81%
Support Svcs-Nonstudent Based	60,079,242	58,275,505	56,491,635	57,670,790	63,683,211	64,531,162	64,900,124	69,075,508	68,139,811	65,029,100	-4.57%
Ancillary Services	1,600,239	1,711,344	1,770,666	1,735,232	1,734,161	1,482,918	1,400,650	1,676,047	4,409,014	4,330,168	-1.79%
Debt Service	-	6,900	-	-	351,362	18,000	23,500	-	-	-	N/A
Capital Outlay	3,113,446	594,408	1,311,341	889,344	872,492	607,945	737,590	6,132,557	3,876,908	163,315	-95.79%
Inter-governmental Charges	979,528	890,080	885,094	943,097	1,791,268	965,721	991,487	1,082,426	1,374,561	1,347,022	-2.00%
<b>TOTAL</b>	<b>\$ 395,335,369</b>	<b>\$ 395,699,276</b>	<b>\$ 384,861,044</b>	<b>\$ 391,970,365</b>	<b>\$ 412,776,456</b>	<b>\$ 419,562,648</b>	<b>\$ 439,342,056</b>	<b>\$ 460,081,700</b>	<b>\$ 486,337,761</b>	<b>\$ 458,534,051</b>	<b>-5.72%</b>

Audited 2010 and Audited 2011 include State Fiscal Stabilization Funds.

Actual 2012 includes Education Jobs Fund.

\* FY 2012 is adjusted due to fiscal year change to reflect 12 months.

**San Antonio Independent School District**  
**GENERAL FUND EXPENDITURES BY MAJOR FUNCTION PER AVERAGE DAILY ATTENDANCE**  
**LAST TEN FISCAL YEARS**

Fiscal Year	Audited 2010	Audited 2011	Adj. Final 2012*	Audited 2013	Audited 2014	Audited 2015	Audited 2016	Audited 2017	Audited 2018	Actual 2019	% Change
<b>Average Daily Attendance</b>	48,830	48,849	48,793	48,770	48,468	48,294	48,295	46,519	44,479	42,673	-4.06%
<b>Function</b>											
Instr & Instr Related Svcs	\$ 5,006	\$ 5,094	\$ 4,966	\$ 5,029	\$ 5,245	\$ 5,320	\$ 5,615	\$ 5,888	\$ 6,408	\$ 6,037	-5.79%
Instr & School Leadership	583	590	567	615	655	710	760	895	934	872	-6.67%
Support Services-Student	901	905	876	903	947	968	1,019	1,090	1,109	1,071	-3.43%
Administrative Supp Svcs	260	253	240	234	258	289	294	341	332	355	6.81%
Support Svcs-Nonstudent Based	1,230	1,193	1,158	1,183	1,314	1,336	1,344	1,485	1,465	1,398	-4.57%
Ancillary Services	33	36	36	36	36	31	29	36	95	93	-1.79%
Debt Service	-	0	-	-	7	0	0	-	-	-	N/A
Capital Outlay	64	12	27	18	18	13	15	132	83	4	-95.79%
Inter-governmental Charges	20	18	18	19	37	20	21	23	30	29	-2.00%
<b>TOTAL</b>	<b>\$ 8,096</b>	<b>\$ 8,102</b>	<b>\$ 7,888</b>	<b>\$ 8,037</b>	<b>\$ 8,516</b>	<b>\$ 8,688</b>	<b>\$ 9,097</b>	<b>\$ 9,890</b>	<b>\$ 10,455</b>	<b>\$ 9,857</b>	<b>-5.72%</b>

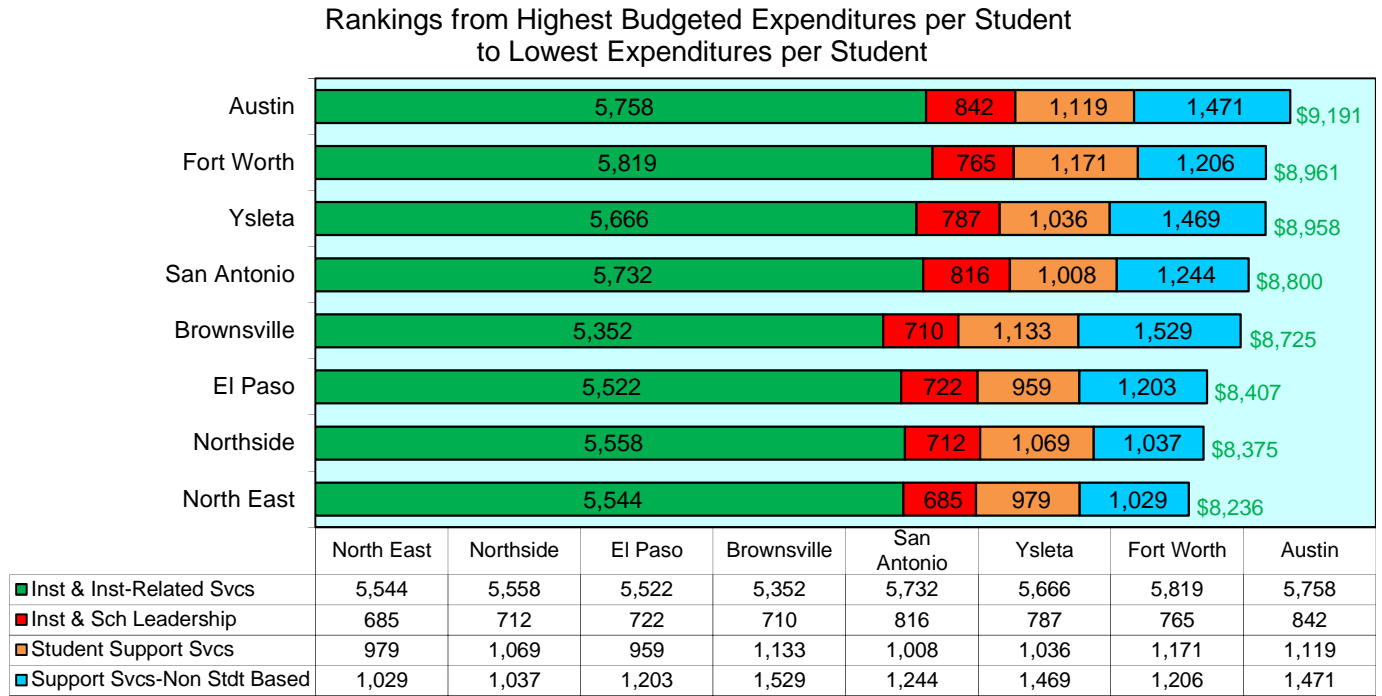
*Audited 2010 and Audited 2011 include State Fiscal Stabilization Funds.*

*Actual 2012 includes Education Jobs Fund.*

*\* FY 2012 is adjusted due to fiscal year change to reflect 12 months.*

## COMPARISON OF BUDGETED PER PUPIL EXPENDITURES

The cost of educating children varies between school districts throughout the state of Texas. The following graph shows that from the urban school districts represented in this analysis, average per pupil expenditures were \$8,394. The district with the highest per pupil expenditures was Austin ISD while the district with lowest was North East ISD. Only expenditures for object code 6100 through 6400's for the General Fund are represented in the per pupil comparison. Excludes Administration (Function 41) and Governmental and Community Services (Function 61)



Source: 2018-2019 TEA BUDGETED FINANCIAL DATA

**GENERAL FUND  
PAYROLL EXPENDITURES AND BUDGET COMPARISON BY FUNCTION**

Description	Audited 2012-2013	Audited 2013-2014	Audited 2014-15	Audited 2015-16	Audited 2016-17	Audited 2017-18	Actual 2018-19	Budget 2019-20	Increase (Decrease)
Instruction	\$ 224,615,817	229,051,618	\$ 231,253,435	\$ 238,643,256	\$ 244,572,530	\$ 258,703,138	\$ 244,305,958	\$ 262,604,900	\$ 18,298,942
Instructional Resources & Media Svcs.	5,270,914	5,322,459	5,388,020	5,707,718	5,460,470	4,797,776	4,815,621	4,163,320	(652,301)
Curriculum Develop. & Inst Staff Dev	2,449,971	3,509,112	4,321,542	4,337,494	6,407,293	8,792,667	9,326,087	8,219,465	(1,106,622)
Instructional Leadership	5,466,589	5,495,082	6,094,075	7,475,869	6,871,048	7,774,433	7,285,732	7,600,942	315,210
School Leadership	23,537,838	25,249,231	27,182,923	28,235,794	33,650,809	34,363,776	32,385,487	34,044,134	1,658,647
Guidance, Counseling & Evaluation Svcs	14,066,668	13,904,882	13,961,625	13,824,120	14,003,458	13,338,107	13,223,303	12,884,186	(339,117)
Social Work Services	1,761,518	1,870,566	1,963,360	2,170,715	2,101,153	2,431,499	1,821,139	1,951,440	130,301
Health Services	6,270,904	6,504,637	7,003,305	7,387,260	8,003,251	8,358,886	8,153,146	8,625,901	472,755
Student (Pupil) Transportation	8,394,146	8,784,672	8,778,668	8,968,588	9,950,055	11,156,428	10,334,649	11,655,289	1,320,640
Food Services	185,708	273,423	224,551	216,454	144,738	273,750	274,497	298,796	24,299
Cocurricular /Extracurricular Activities	6,573,161	6,704,871	6,993,123	7,117,971	7,405,592	7,737,336	8,229,819	6,131,998	(2,097,821)
General Administration	8,747,035	9,530,232	10,402,876	10,553,598	11,267,729	11,729,711	12,021,025	12,809,640	788,615
Plant Maintenance & Operations	26,410,824	26,840,664	25,993,533	26,147,052	27,494,290	27,777,229	27,343,592	29,864,263	2,520,671
Security & Monitoring Services	5,153,331	5,202,406	5,449,143	5,261,528	5,466,850	5,519,046	5,339,737	5,231,739	(107,998)
Data Processing Services	4,115,563	4,435,477	4,425,521	5,044,071	5,536,362	5,861,945	6,277,521	3,400,740	(2,876,781)
Community Services	1,054,785	1,030,140	825,537	885,312	1,051,557	3,657,852	3,646,700	3,607,576	(39,124)
Facilities Acquisition & Construction	64,445	59,718	359,462	542,053	542,442	205,101	144,276	-	(144,276)
<b>TOTAL EXPENDITURES</b>	<b>\$ 344,139,217</b>	<b>\$ 353,769,190</b>	<b>\$ 360,620,698</b>	<b>\$ 372,518,852</b>	<b>\$ 389,929,627</b>	<b>\$ 412,478,681</b>	<b>\$ 394,928,290</b>	<b>\$ 413,094,329</b>	<b>\$ 18,166,039</b>
Percentage Expenditure Increase/ (Decrease) Over Prior Year	2.11%	2.80%	1.94%	3.30%	4.67%	5.78%	-4.25%	4.60%	



**GENERAL FUND  
PAYROLL EXPENDITURES & BUDGET COMPARISON BY OBJECT CODE**

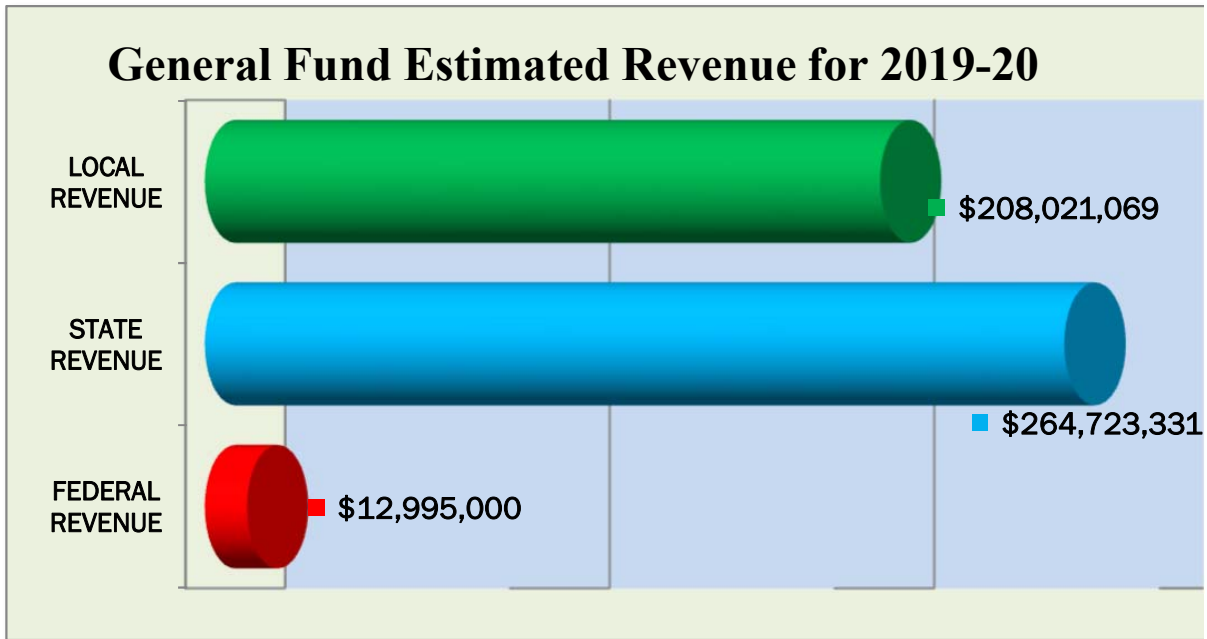
Object Code	Description	Audited 2012-2013	Audited 2013-2014	Audited 2014-2015	Audited 2015-2016	Audited 2016-2017	Audited 2017-2018	Actual 2018-2019	Budget 2019-2020	Increase (Decrease)
6112	Substitute-Tchr, Lib., Nurse	5,031,498	\$ 4,939,952	\$ 5,130,032	\$ 5,005,500	\$ 5,168,693	\$ 5,080,042	\$ 5,157,009	\$ 4,587,826	\$ (569,183)
6116	Professional-One Time Suppl	-	246,000.00	312,000.00	553,500.00	615,500	51,500	42,500	39,750	(2,750)
6118	Extra Duty/Suppl Pay Prof.	4,011,163	3,786,744	4,208,763	4,805,918	5,847,800	5,276,444	4,597,958	6,658,957	2,060,999
6119	Professional Salaries	208,928,722	214,789,029	219,901,933	227,462,889	236,654,781	250,937,515	238,795,043	243,040,944	4,245,901
6121	Over Time	1,371,103	1,399,551	1,504,487	1,673,680	2,336,001	2,004,452	2,203,719	922,809	(1,280,910)
6122	Substitute-Tchr Asst, Paraprof.	821,405	879,983	785,208	816,759	1,186,500	1,275,489	1,155,220	948,755	(206,465)
6124	Part Time Extra Duty Paraprof.	1,375,667	1,366,646	1,879,078	1,683,739	2,024,970	2,274,393	1,723,065	1,979,433	256,368
6126	Paraprof-One Time Supplement	-	349,000	15,500	30,500	39,595	30,000	61,350	22,000	(39,350)
6129	Paraprof/Classified Salaries	49,879,352	50,866,138	49,838,135	50,239,030	52,855,113	57,667,513	54,753,052	61,619,637	6,866,585
6139	Employee Allowances	493,738	468,803	501,048	566,116	712,971	795,946	800,620	895,300	94,680
6141	Social Security	20,197,011	20,794,653	21,256,089	21,803,596	22,826,363	24,112,577	23,220,600	24,645,178	1,424,578
6142	Health/Dental/Life Ins	26,659,647	27,354,325	27,906,564	28,735,753	30,028,980	30,901,726	30,233,638	34,018,898	3,785,260
6143	Workers' Compensation	2,666,686	2,426,612	2,591,486	3,267,378	2,414,689	2,740,555	2,425,181	3,171,751	746,570
6144	TRS On-Behalf Payment	16,916,289	17,729,926	18,037,649	18,589,121	19,623,256	20,689,196	21,198,350	19,500,001	(1,698,349)
6145	Unemployment Taxes	125,923	127,909	124,961	80,159	90,333	106,519	348,921	320,901	(28,020)
6146	Teacher Retirement System	4,747,230	5,721,485	5,945,378	6,193,633	6,791,799	7,789,470	7,606,176	10,222,189	2,616,013
6149	Other Fringes/Leave Buyback Plan	913,783	522,434	682,388	1,011,580	712,284	745,344	605,890	500,000	(105,890)
<b>TOTAL EXPENDITURES</b>		<b>\$ 344,139,217</b>	<b>\$ 353,769,190</b>	<b>\$ 360,620,699</b>	<b>\$ 372,518,852</b>	<b>\$ 389,929,627</b>	<b>\$ 412,478,681</b>	<b>\$ 394,928,291</b>	<b>\$ 413,094,329</b>	<b>\$ 18,166,038</b>
Percentage Expenditure Increase/ Decrease (-) Over Prior Year		2.11%	2.80%	1.94%	3.30%	4.67%	5.78%	-4.25%	4.60%	

**GENERAL FUND  
REVENUES AND EXPENDITURES FIVE-YEAR COMPARISON  
BUDGET YEAR 2019-2020**

	2015-16 AUDITED	2016-17 AUDITED	2017-18 AUDITED	2018-19 ACTUAL	2019-20 BUDGET
<b>REVENUES</b>					
5700 Local Sources	\$ 150,225,405	\$ 191,843,784	\$ 209,181,188	\$ 216,924,590	\$ 208,021,069
5800 State Sources	285,252,654	275,674,725	244,231,034	225,663,690	264,723,331
5900 Federal Sources	12,188,287	13,534,827	12,884,948	16,668,644	12,995,000
<b>Total Revenues</b>	<b>\$ 447,666,346</b>	<b>\$ 481,053,336</b>	<b>\$ 466,297,171</b>	<b>\$ 459,256,924</b>	<b>\$ 485,739,400</b>
<b>EXPENDITURES BY FUNCTION</b>					
11 Instruction	\$ 258,820,558	\$ 258,285,364	\$ 278,760,212	\$ 263,067,287	\$ 277,376,981
12 Instructional Resources & Media Svcs.	6,649,755	6,329,734	5,779,422	5,721,667	5,393,766
13 Curriculum Develop. & Inst Staff Dev	5,695,322	9,305,904	13,539,419	12,030,609	13,625,040
21 Instructional Leadership	8,122,633	7,609,255	8,559,018	7,834,435	8,392,938
23 School Leadership	28,564,583	34,045,622	34,882,172	32,709,229	34,467,476
31 Guidance, Counseling & Evaluation Svcs	15,005,006	15,979,612	15,306,861	15,021,647	15,073,428
32 Social Work Services	3,692,538	3,812,609	3,205,855	2,714,378	2,797,821
33 Health Services	8,050,657	8,510,298	9,083,458	8,694,684	9,332,524
34 Student ( Pupil) Transportation	11,434,902	10,746,156	12,133,898	11,100,401	13,547,222
35 Food Services	216,873	144,738	273,750	274,497	299,796
36 Cocurricular /Extracurricular Activities	10,830,635	11,499,189	11,569,779	12,000,441	11,682,590
41 General Administration	14,205,243	15,846,680	15,443,625	16,495,172	16,995,917
51 Plant Maintenance & Operations	48,279,712	52,094,107	52,401,112	48,981,858	53,533,667
52 Security & Monitoring Services	5,947,971	5,936,753	6,078,397	6,579,074	6,431,486
53 Data Processing Services	10,672,441	11,044,647	9,660,302	9,468,168	10,578,005
61 Community Services	1,400,650	1,676,047	4,409,014	4,330,168	4,365,897
71 Debt Services	23,500	-	-	-	-
81 Facilities Acquisition & Construction	737,590	6,132,557	3,876,908	163,315	478,116
93 Payments to Members SSA	-	-	-	-	-
95 Payments to JJAEP	4,076	8,151	93,737	46,597	32,802
99 Intergovernmental Payments	987,411	1,074,275	1,280,824	1,300,425	1,308,503
<b>Total Expenditures</b>	<b>\$ 439,342,056</b>	<b>\$ 460,081,700</b>	<b>\$ 486,337,761</b>	<b>\$ 458,534,051</b>	<b>\$ 485,713,975</b>
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 8,324,290	\$ 20,971,636	\$ (20,040,590)	\$ 722,873	\$ 25,425
<b>OTHER FINANCING RESOURCES (USES)</b>					
7900 Other Resources	\$ 70,673	\$ 3,994,896	\$ 31,893,236	\$ 22,713	\$ -
8900 Other Uses	(4,162,701)	(401,934)	(10,973,274)	(30,545)	(25,425)
Fiscal Year Change Adjustment	-	-	-	-	-
<b>Total Other Financing Resources (Uses)</b>	<b>\$ (4,092,028)</b>	<b>\$ 3,592,962</b>	<b>\$ 20,919,962</b>	<b>\$ (7,832)</b>	<b>\$ (25,425)</b>
Estimated Change in Fund Balance	\$ 4,232,262	\$ 24,564,598	\$ 879,372	\$ 715,042	\$ -
Estimated Beginning Fund Balance 7/1	68,980,947	73,213,209	97,777,807	98,657,179	99,372,221
Estimated Ending Fund Balance 6/30	<u>\$ 73,213,209</u>	<u>\$ 97,777,807</u>	<u>\$ 98,657,179</u>	<u>\$ 99,372,221</u>	<u>\$ 99,372,221</u>

# General Fund Estimated Revenue

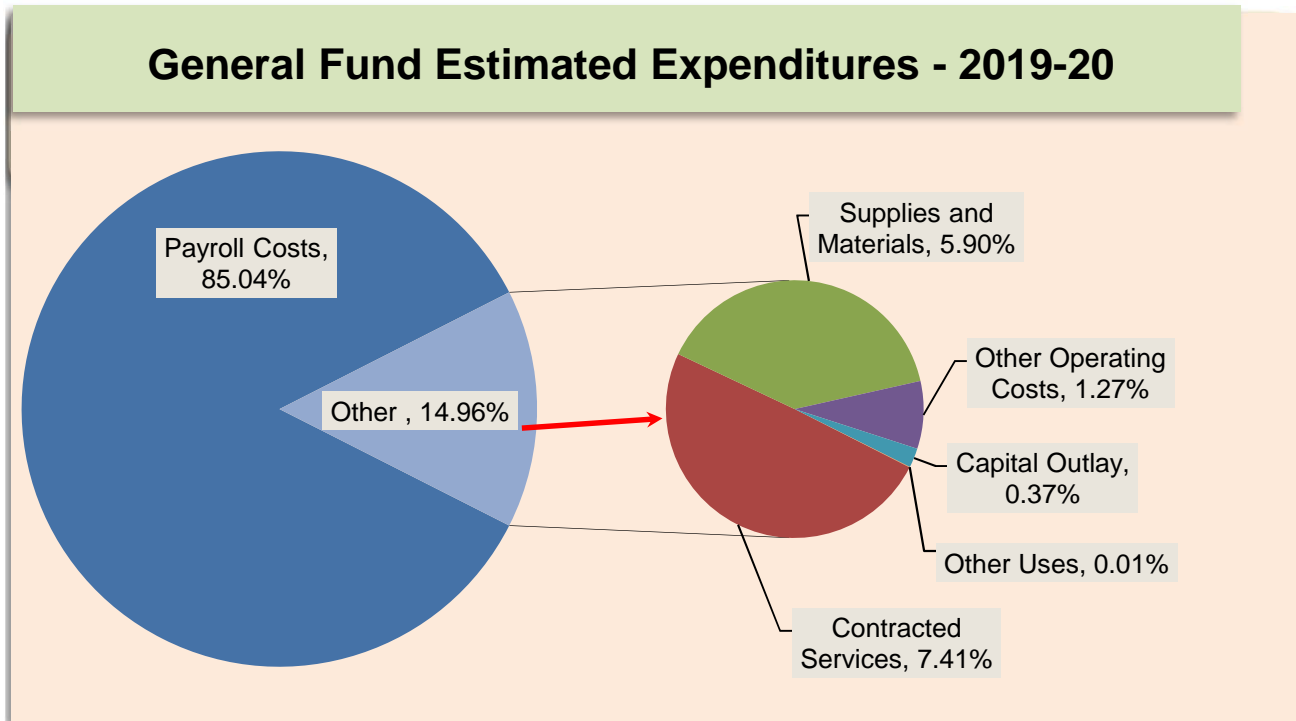
REVENUE TYPE	ACTUAL 2018-2019	PERCENT OF TOTAL	BUDGET 2019-2020	PERCENT OF TOTAL
<b>LOCAL REVENUE</b>				
Local Taxes	\$ 207,821,709	45.25%	\$ 202,232,069	41.63%
Other Local	9,102,881	1.98%	5,789,000	1.19%
Estimated Total Local Revenue	216,924,590	47.23%	208,021,069	42.83%
<b>STATE REVENUE</b>				
State Foundation	204,424,884	44.51%	244,688,331	50.37%
TRS On Behalf	21,198,349	4.62%	20,000,000	4.12%
Other State Revenue	40,457	0.01%	35,000	0.01%
Estimated Total State Revenue	225,663,690	49.13%	264,723,331	54.50%
SHARS and Other Federal Revenue	16,668,644	3.63%	12,995,000	2.68%
<b>FEDERAL REVENUE</b>	16,668,644	3.63%	12,995,000	2.68%
<b>TOTAL ESTIMATED REVENUE</b>	459,256,924	100.00%	485,739,400	100.00%
<b>OTHER RESOURCES</b>	22,713	0.00%	-	0.00%
<b>TOTAL ESTIMATED REVENUE &amp; OTHER RESOURCES</b>	<b>\$ 459,279,637</b>	<b>100.00%</b>	<b>\$ 485,739,400</b>	<b>100.00%</b>



# General Fund Estimated Expenditures

EXPENDITURE TYPE	ACTUAL 2018-19	PERCENT OF TOTAL	BUDGET 2019-20	PERCENT OF TOTAL
Payroll Costs	\$ 394,928,290	86.12%	\$ 413,094,329	85.04%
Contracted Services	40,357,444	8.80%	36,001,984	7.41%
Supplies and Materials	18,896,455	4.12%	28,660,315	5.90%
Other Operating Costs	4,164,468	0.91%	6,169,136	1.27%
Debt Service	-	0.00%	-	0.00%
Capital Outlay	187,393	0.04%	1,788,211	0.37%
Other Uses	30,545	0.01%	25,425.00	0.01%
<b>TOTAL BUDGET</b>	<b>\$ 458,564,596</b>	<b>100.00%</b>	<b>\$ 485,739,400</b>	<b>100.00%</b>

Non-Payroll



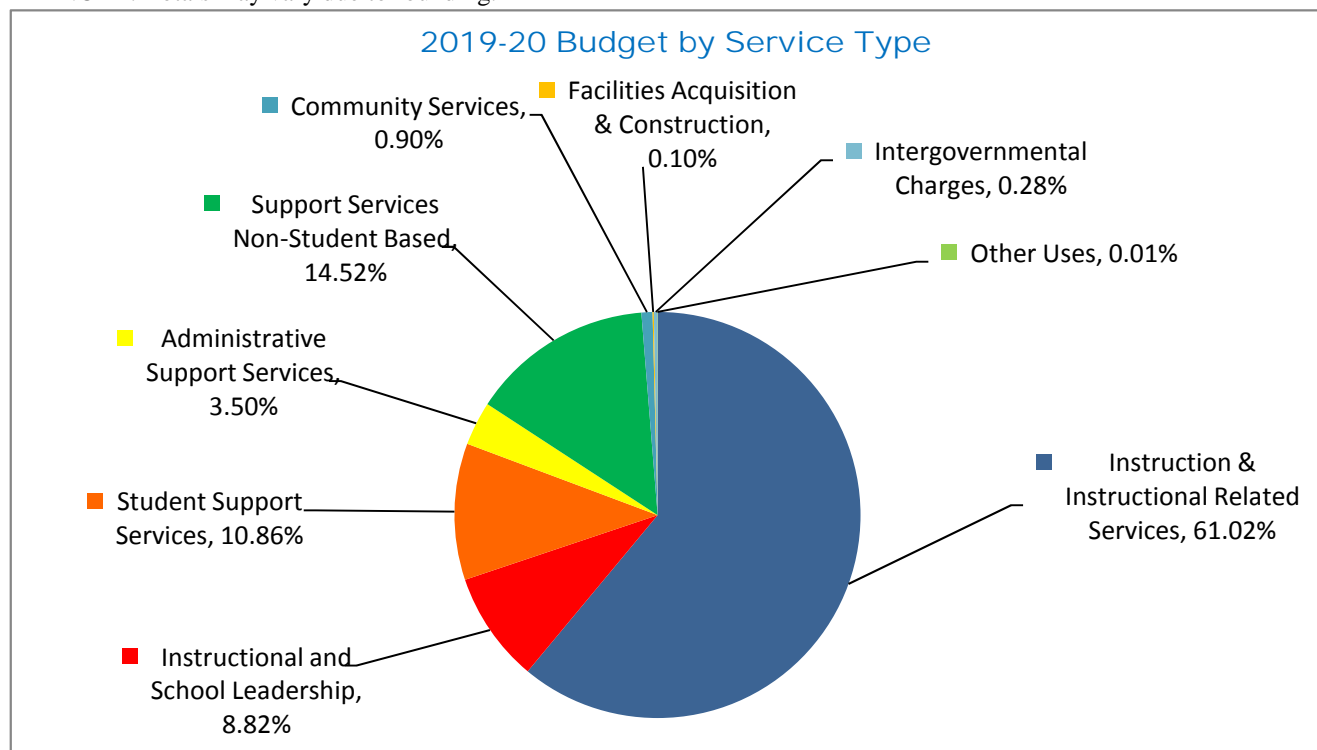
# General Fund Function Comparison

FUNCTION	ACTUAL 2018-2019	PERCENT OF TOTAL	BUDGET 2019-20	PERCENT OF TOTAL
Instruction	\$ 263,067,287	57.37%	\$ 277,376,981	57.10%
Instructional Resource & Media Services	5,721,667	1.25%	5,393,766	1.11%
Curr. and Instructional Staff Dev.	12,030,609	2.62%	13,625,040	2.81%
Instructional Leadership	7,834,435	1.71%	8,392,938	1.73%
School Leadership	32,709,229	7.13%	34,467,476	7.10%
Guidance and Counseling	15,021,647	3.28%	15,073,428	3.10%
Social Worker Services	2,714,378	0.59%	2,797,821	0.58%
Health Services	8,694,684	1.90%	9,332,524	1.92%
Student (Pupil) Transportation	11,100,401	2.42%	13,547,222	2.79%
Food Services	274,497	0.06%	299,796	0.06%
Extracurricular Activities	12,000,441	2.62%	11,682,590	2.41%
General Administration	16,495,172	3.60%	16,995,917	3.50%
Facilities Maintenance & Operations	48,981,858	10.68%	53,533,667	11.02%
Security & Monitoring Services	6,579,074	1.43%	6,431,486	1.32%
Data Processing Services	9,468,168	2.06%	10,578,005	2.18%
Community Services	4,330,168	0.94%	4,365,897	0.90%
Debt Service	-	0.00%	-	0.00%
Facilities Acquisition & Construction	163,315	0.04%	478,116	0.10%
Payments to Juv. Justice Alt. Ed. Prog. (JJAEP)	46,597	0.01%	32,802	0.01%
Intergovernmental Payments	1,300,425	0.28%	1,308,503	0.27%
Other Uses	30,545	0.01%	25,425	0.01%
TOTAL ACTUAL / BUDGET	\$ 458,564,596	100.00%	\$ 485,739,400	100.00%

# General Fund by Type of Service

TYPE OF SERVICE	ACTUAL 2018-2019	PERCENT OF TOTAL	BUDGET 2019-2020	PERCENT OF TOTAL**
Instruction & Instructional Related Services	\$ 280,819,563	61.24%	\$ 296,395,787	61.02%
Instructional and School Leadership	40,543,664	8.84%	42,860,414	8.82%
Student Support Services	49,806,047	10.86%	52,733,381	10.86%
Administrative Support Services	16,495,172	3.60%	16,995,917	3.50%
Support Services Non-Student Based	65,029,100	14.18%	70,543,158	14.52%
Community Services	4,330,168	0.94%	4,365,897	0.90%
Debt Service	-	0.00%	-	0.00%
Facilities Acquisition & Construction	163,315	0.04%	478,116	0.10%
Intergovernmental Charges	1,347,022	0.29%	1,341,305	0.28%
Other Uses	30,545	0.01%	25,425	0.01%
<b>TOTAL BUDGET</b>	<b>\$ 458,564,596</b>	<b>100.00%</b>	<b>\$ 485,739,400</b>	<b>100.00%</b>

\*\* NOTE: Totals may vary due to rounding.

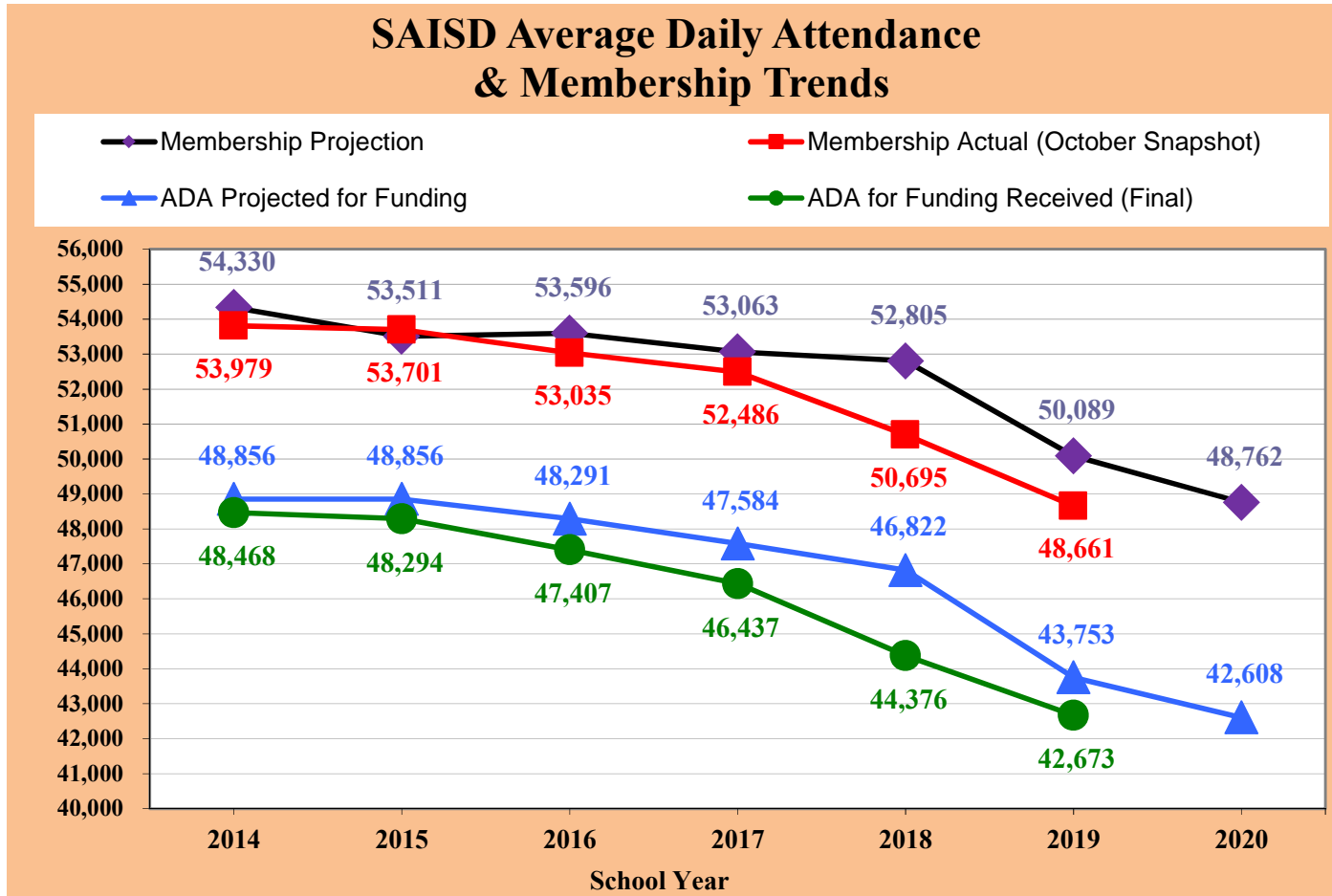


## General Fund Budget by Program Intent and Major Object Code 2019-2020

P.I.C.	Description	61XX Payroll Costs	62XX Purch./Contr. Services	63XX Supplies & Materials	64XX Other Oper. Expenses	65XX Debt Services	66XX Cap. Outlay Land, Bldg, Eqp.	Total By Program Intent Code
11	Basic Educ Services	185,400,741	\$ (626,113)	\$ 6,740,004	\$ 1,063,941	\$ -	\$ -	\$ 192,578,573
21	Gifted and Talented	2,856,588	34,700	367,002	52,200	-	-	3,310,490
22	Career and Tech (VOC)	9,637,767	162,302	674,339	93,795	-	-	10,568,203
23	Student w/Disabilities (Sp Ed)	50,041,624	1,849,351	519,802	94,400	-	150,000	52,655,177
24	Accelerated Ed (Compensation)	567,033	88,800	733,502	3,310	-	-	1,392,645
25	Bilingual Ed & ESL	2,387,319	134,706	90,160	249,414	-	-	2,861,599
26	Non-Disciplinary AEP Services	4,195,578	859,600	33,055	16,400	-	-	5,104,633
28	DAEP Basic Services	2,528,130	-	28,032	4,800	-	-	2,560,962
30	T-1 Schoolwide Related	7,282,464	1,619,367	3,816,864	274,250	-	-	12,992,945
31	High School Allotment	114,730	0	-	500	-	-	115,230
32	Prekindergarten (Pre-K)	11,404,459	123,281	512,869	206,027	-	-	12,246,636
33	Prekindergarten (Pre-K)	3,671,499	-	-	-	-	-	3,671,499
34	Prekindergarten (Pre-K)	1,416,215	-	17,761	-	-	-	1,433,976
35	Prekindergarten (Pre-K)	141,601	-	-	-	-	-	141,601
91	Athletics & Related Acti.	5,689,192	771,635	1,009,790	542,060	-	-	8,012,677
99	Undistributed (Generic)	125,759,389	30,984,355	14,117,135	3,568,039	-	1,638,211	176,067,129
Major Class Object Total		\$ 413,094,329	\$ 36,001,984	\$ 28,660,315	\$ 6,169,136	\$ -	\$ 1,788,211	\$ 485,713,975
% of Total		85.05%	7.41%	5.90%	1.27%	0.00%	0.37%	100.00%

## ADA and Student Membership Impact on State Funding

This graph depicts both membership and attendance statistics since 2014. Positive factors influencing both components are the growing local economy and expansion of innovative specialty schools within the District. Adverse factors influencing membership and attendance are attributed to increased competition from charter schools and private schools.





## CHANGES IN FUND BALANCE - GENERAL FUND

The General Fund Balance is expected to increase slightly for 2018-19 to \$99.4 Million. Currently less than 11% of the 2018-19 projected fund balance is non-spendable, restricted, committed or assigned while 89% (\$88.8 Million) is unassigned. The projected fund balance represents well more than two months of annual operating expenditures, or approximately 20.5% of annual budgeted expenditures.

The table below depicts designation changes in fund balance to the General Fund from fiscal year 2016 through present.

	<b>Audited 2015-2016</b>	<b>Audited 2016-2017</b>	<b>Audited 2017-2018</b>	<b>Projected 2018-2019</b>
<b>Non-Spendable</b>	1,400,000	1,237,573	1,105,156	965,420
<b>Restricted</b>	270,000	300,000	248,017	249,535
<b>Committed</b>	7,250,000	11,250,000	7,231,172	7,231,172
<b>Assigned</b>	2,000,000	2,000,000	2,079,317	2,079,317
<b>Unassigned</b>	62,293,209	82,990,234	87,993,518	88,846,777
<b>TOTAL</b>	<b>\$ 73,213,209</b>	<b>\$ 97,777,807</b>	<b>\$ 98,657,180</b>	<b>\$ 99,372,221</b>

**Non-Spendable-** Amounts not in spendable form or that are legally or contractually earmarked for a specific use.

**Restricted-** Amounts that have been legally separated for a specific purpose by law or external funding source.

**Committed-** Amounts that can only be set aside for a specific purpose by the District's highest level of decision-making authority, the Board, through formal action by adopting a resolution.

**Assigned-** Amounts that do not require Board approval but are intended to be used for a specific purpose as established by the District's fund balance policy.

**Unassigned-** Residual amount in the general fund that is available to finance operating expenditures.

# Campus Local Operating Budget



**GENERAL FUND BY MAJOR OBJECT CODE & CAMPUS  
BUDGET 2019-2020**

Org. No.	Campus Name	Membership Projection	Payroll Costs	Purchased & Contracted Services	Supplies & Materials	Other Operating Costs	Capital Outlay	Total Budget
<i>High Schools</i>								
001	Brackenridge	1,614	\$ 9,892,251	\$ 64,599	\$ 209,846	\$ 39,890	\$ -	\$ 10,206,586
002	Burbank	1,224	8,281,686	30,054	209,923	43,215	-	8,564,878
003	Edison	1,540	9,272,143	30,023	212,377	40,349	-	9,554,892
004	Tech	409	2,757,838	32,774	160,047	24,484	-	2,975,143
005	Highlands	1,416	9,546,497	83,977	194,426	37,446	-	9,862,346
006	Houston	1,003	7,501,705	53,525	183,873	67,970	-	7,807,073
007	Jefferson	1,575	10,017,133	36,900	196,576	35,454	-	10,286,063
008	Lanier	1,593	9,993,755	58,560	181,178	44,560	-	10,278,053
022	Travis Early College	398	1,933,140	1,592	28,970	14,889	-	1,978,591
025	St. Philips Early College	347	1,496,102	181,388	26,669	5,858	-	1,710,017
026	Advanced Learning	937	5,334,450	2,467	47,480	7,183	-	5,391,580
027	CAST Tech	395	1,981,228	1,580	18,590	5,930	-	2,007,328
028	CAST Med	150	947,919	600	18,319	2,439	-	969,277
	<b>Subtotal</b>	<b>12,601</b>	<b>\$ 78,955,847</b>	<b>\$ 578,039</b>	<b>\$ 1,688,274</b>	<b>\$ 369,667</b>	<b>\$ -</b>	<b>\$ 81,591,827</b>
<i>Alternative High Schools</i>								
010	Estrada	151	\$ 2,354,950		\$ 19,132	\$ 18,300	\$ -	\$ 2,392,382
020	Juvenile Justice	9	-	-	-	-	-	-
024	Cooper Academy	348	2,616,330	10,000	13,142	21,050	-	2,660,522
	<b>Subtotal</b>	<b>508</b>	<b>\$ 4,971,280</b>	<b>\$ 10,000</b>	<b>\$ 32,274</b>	<b>\$ 39,350</b>	<b>\$ -</b>	<b>\$ 5,052,904</b>
<i>Middle Schools</i>								
023	Young Women's	569	\$ 2,953,097	\$ 1,578	\$ 47,773	\$ 11,240	\$ -	\$ 3,013,688
043	Davis	599	4,471,998	67,602	40,554	3,631	-	4,583,785
047	Harris	772	4,386,478	68,339	53,343	4,478	-	4,512,638
050	Longfellow	931	5,522,371	68,568	60,488	5,258	-	5,656,685
051	Lowell	364	2,908,854	28,124	28,764	2,479	-	2,968,221
054	Poe	250	2,540,330	66,590	24,587	1,582	-	2,633,089
055	Rhodes	640	3,986,570	67,536	47,355	3,831	-	4,105,292
057	Rogers	419	3,227,793	28,393	34,695	2,499	-	3,293,380
059	Whittier	734	4,166,486	68,031	52,012	5,792	-	4,292,321
061	Tafolla	477	3,245,440	66,423	36,361	2,543	-	3,350,767
	<b>Subtotal</b>	<b>5,755</b>	<b>\$ 37,409,417</b>	<b>\$ 531,184</b>	<b>\$ 425,932</b>	<b>\$ 43,333</b>	<b>\$ -</b>	<b>\$ 38,409,866</b>
<i>Alternative Middle Schools</i>								
064	Pickett Center	24	\$ 13,683	\$ 2,000,000			\$ -	\$ 2,013,683
	<b>Subtotal</b>	<b>24</b>	<b>\$ 13,683</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,013,683</b>
<i>Elementary Schools</i>								
101	Arnold	604	\$ 3,551,541	\$ 1,412	\$ 31,785	\$ 3,984	\$ -	\$ 3,588,722
103	Ball	572	3,773,518	1,727	27,867	3,371	-	3,806,483
105	Baskin	423	2,324,346	1,122	20,048	751	-	2,346,267
106	Beacon Hill	475	2,812,374	1,520	23,067	3,077	-	2,840,038
107	Bonham	602	3,489,356	1,758	29,226	3,504	-	3,523,844
110	J.T. Brackenridge	662	3,539,263	1,718	34,565	4,706	-	3,580,252
112	Briscoe	421	2,399,706	27,109	21,595	2,497	-	2,450,907
114	Cameron	346	2,456,365	60,117	17,514	898	-	2,534,894
116	Collins Garden	484	2,640,139	1,290	24,260	2,580	-	2,668,269
117	Cotton	455	2,782,904	1,132	22,433	2,768	-	2,809,237
118	Crockett	613	3,598,480	1,518	30,258	3,292	-	3,633,548
119	Douglass	349	2,418,354	1,259	17,820	991	-	2,438,424
120	YWLA Primary at Page	176	1,376,508	512	9,375	429	-	1,386,824

\* Head Start Campus

**GENERAL FUND BY MAJOR OBJECT CODE & CAMPUS  
BUDGET 2019-2020**

Org. No.	Campus Name	Membership Projection	Payroll Costs	Purchased & Contracted Services	Supplies & Materials	Other Operating Costs	Capital Outlay	Total Budget
121	DeZavala	586	3,386,545	1,450	31,660	4,196	-	3,423,851
123	Fenwick	477	3,097,408	1,223	23,730	2,689	-	3,125,050
124	Forbes	254	2,042,700	823	13,176	780	-	2,057,479
125	Foster	563	3,332,615	1,426	28,380	2,798	-	3,365,219
126	Franklin	441	2,593,410	1,187	22,301	2,274	-	2,619,172
127	Gates	207	1,962,930	746	11,300	568	-	1,975,544
129	Graebner	742	3,806,901	1,770	37,799	3,895	-	3,850,365
131	Green	240	2,167,636	848	12,440	823	-	2,181,747
132	Herff	380	2,509,056	1,286	20,080	2,728	-	2,533,150
134	Highlands Hills	636	3,148,785	1,640	31,232	2,777	-	3,184,434
135	Highland Park	439	2,633,709	1,138	21,603	2,724	-	2,659,174
136	Hillcrest	428	2,728,106	1,173	22,049	2,257	-	2,753,585
137	Hirsch	745	3,920,654	1,793	38,079	2,803	-	3,963,329
138	Irving Dual Language	275	1,887,203	548	16,633	3,153	-	1,907,537
139	Huppertz	351	2,036,232	847	19,244	1,637	-	2,057,960
141	Japhet	979	5,080,181	2,316	45,546	4,405	-	5,132,448
142	King	287	2,409,462	27,086	20,696	1,451	-	2,458,695
143	Kelly	243	1,872,012	659	12,684	517	-	1,885,872
144	King	783	4,304,873	1,849	41,306	4,637	-	4,352,665
146	Lamar	417	2,833,472	1,153	20,516	2,349	-	2,857,490
147	Bowden	496	3,093,528	1,371	25,614	4,101	-	3,124,614
148	Madison	488	2,668,255	1,152	26,257	3,892	-	2,699,556
149	Margil	633	3,998,680	1,913	32,739	3,529	-	4,036,861
150	Maverick	555	2,983,625	1,305	29,485	4,112	-	3,018,527
153	Miller	250	1,932,098	672	13,730	2,026	-	1,948,526
155	Neal	508	2,684,534	1,132	28,300	4,454	-	2,718,420
157	Ogden	730	4,157,018	2,196	35,873	2,206	-	4,197,293
158	Pershing	463	2,709,591	27,425	23,638	2,722	-	2,763,376
160	Riverside Park	452	2,794,963	1,115	22,015	2,975	-	2,821,068
161	Rogers	691	3,819,842	2,158	33,665	3,613	-	3,859,278
162	Barkley/Ruiz	507	2,954,217	1,316	25,275	1,084	-	2,981,892
163	Twain Dual Language Academy	466	2,858,289	1,150	22,867	2,557	-	2,884,863
164	Schenck	591	3,165,665	27,280	31,647	4,790	-	3,229,382
165	Smith	331	2,196,097	863	17,260	2,250	-	2,216,470
166	Steele Montessori Academy	198	1,949,094	501	10,384	457	-	1,960,436
168	Stewart	374	263,257	965	13,276	915	-	278,413
169	Storm	322	2,589,532	854	16,606	764	-	2,607,756
172	Washington	355	2,055,559	1,023	18,246	2,525	-	2,077,353
174	Wilson	417	2,594,622	1,113	21,153	2,243	-	2,619,131
175	Woodlawn	575	3,401,261	2,006	27,753	3,704	-	3,434,724
176	Woodlawn Hills	451	2,404,200	1,187	23,249	2,537	-	2,431,173
177	Young Men's	395	2,866,448	1,001	28,630	2,935	-	2,899,014
179	Hawthorne	720	4,020,460	2,117	32,944	2,716	-	4,058,237
210	Mission	541	3,316,915	1,336	25,421	2,060	-	3,345,732
<b>Subtotal</b>		<b>27,164</b>	<b>\$ 162,394,494</b>	<b>\$ 236,306</b>	<b>\$ 1,386,294</b>	<b>\$ 147,476</b>	<b>\$ -</b>	<b>\$ 164,164,570</b>

\* Head Start Campus

**GENERAL FUND BY MAJOR OBJECT CODE & CAMPUS  
BUDGET 2019-2020**

Org. No.	Campus Name	Membership Projection	Payroll Costs	Purchased & Contracted Services	Supplies & Materials	Other Operating Costs	Capital Outlay	Total Budget
<i>Alternative Elementary/Satellite Schools</i>								
180	Gonzales	9	\$ 285,532	\$ -	\$ 9,400	\$ 1,500	\$ -	\$ 296,432
182	Healy Murphy	174	574,569	-	4,000	-	-	578,569
184	Santa Rosa Child Hosp	3	96,016	-	64	-	-	96,080
186	Seidel Learning Center	12	31,802	-	496	-	-	32,298
195	Juvenile Detention Ctr	90	1,179,292	-	4,000	-	-	1,183,292
201	Children's Shelter of S.A.	29	120,408	-	736	-	-	121,144
202	Healy Murphy Pre-K	36	123,194	-	912	-	-	124,106
	<b>Subtotal</b>	<b>353</b>	<b>\$ 2,410,813</b>	<b>\$ -</b>	<b>\$ 19,608</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ 2,431,921</b>
<i>Early Childhood Centers</i>								
* 240	Carroll Early Childhood	531	\$ 2,261,710	\$ 602	\$ 35,130	\$ 8,860	\$ -	\$ 2,306,302
* 241	Carvajal Early Childhood	527	2,673,923	924	31,197	6,437	-	2,712,481
* 242	Knox Early Childhood	281	983,839	-	21,821	7,260	-	1,012,920
* 244	Tynan Early Childhood	241	969,025	-	18,559	6,439	-	994,023
* 245	Nelson Early Childhood	211	794,650	-	16,078	5,824	-	816,552
* 246	Gonzalez Early Childhood	113	799,849	164	5,101	1,897	-	807,011
	<b>Subtotal</b>	<b>1,904</b>	<b>\$ 8,482,996</b>	<b>\$ 1,690</b>	<b>\$ 127,886</b>	<b>\$ 36,717</b>	<b>\$ -</b>	<b>\$ 8,649,289</b>
	<b>Total for Schools</b>	<b>48,309</b>	<b>\$ 294,638,530</b>	<b>\$ 3,357,219</b>	<b>\$ 3,680,268</b>	<b>\$ 638,043</b>	<b>\$ -</b>	<b>\$ 302,314,060</b>

\* Head Start Campus

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

### REGULAR EDUCATION

Total Budget     \$ 192,569,132

F U N C T I O N S	MAJOR GROUP						
	Instruction	\$ 102,835,282	\$ 18,434,963	\$ 44,177,025	\$ 30,025	\$ 27,086,509	\$ 5,328
	Percentage	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Instructional/School Leadership	-	-	-	-	-	-
	Percentage	-	-	-	-	-	-
	Support Services-Students	-	-	-	-	-	-
	Percentage	-	-	-	-	-	-
	Administrative Support Services	-	-	-	-	-	-
	Percentage	-	-	-	-	-	-
	Support Services-Non Student Based	-	-	-	-	-	-
Percentage	-	-	-	-	-	-	
Other Services	-	-	-	-	-	-	
Percentage	-	-	-	-	-	-	
<b>Total Budget</b>	<b>\$ 102,835,282</b>	<b>\$ 18,434,963</b>	<b>\$ 44,177,025</b>	<b>\$ 30,025</b>	<b>\$ 27,086,509</b>	<b>\$ 5,328</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

### GIFTED & TALENTED

Total Budget     \$    3,310,490

FUNCTIONS	MAJOR GROUP						
	Instruction	\$ -	\$ 52	\$ -	\$ -	\$ 2,975,422	\$ -
	Percentage		100.00%			89.88%	
	Instructional/School Leadership	-	-	-	-	-	-
	Percentage						
	Support Services-Students	-	-	-	-	328,916	-
	Percentage					9.94%	
	Administrative Support Services	-	-	-	-	-	-
	Percentage						
Support Services-Non Student Based	-	-	-	-	6,100	-	
Percentage					0.18%		
Other Services	-	-	-	-	-	-	
Percentage							
<b>Total Budget</b>	<b>\$ -</b>	<b>\$ 52</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,310,438</b>	<b>\$ -</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

**San Antonio Independent School District  
BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL**

**CAREER &  
TECHNOLOGY**

Total Budget     \$   10,568,203

<b>F U N C T I O N S</b>	<b>MAJOR GROUP</b>						
	Instruction	\$ 1,500	\$ -	\$ 8,221,418	\$ 73,307	\$ 499,632	\$ -
	Percentage	100.00%		88.62%	65.83%	42.42%	
	Instructional/School Leadership	-	-	-	-	447,866	-
	Percentage					38.027%	
	Support Services-Students	-	-	1,004,339	38,043	230,254	-
	Percentage			10.83%	34.17%	19.55%	
	Administrative Support Services	-	-	-	-	-	-
	Percentage						
	Support Services-Non Student Based	-	-	51,844	-	-	-
Percentage			0.56%				
Other Services	-	-	-	-	-	-	
Percentage							
<b>Total Budget</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ 9,277,601</b>	<b>\$ 111,350</b>	<b>\$ 1,177,752</b>	<b>\$ -</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.



**San Antonio Independent School District  
BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL**

**SPECIAL  
EDUCATION**

Total Budget \$ 52,655,177

FUNCTIONS	MAJOR GROUP						
	Instruction	\$ 16,917,144	\$ 5,941,824	\$ 9,523,744	\$ 1,791,789	\$ 9,559,934	\$ -
	Percentage	99.60%	100.00%	100.00%	96.74%	52.21%	
	Instructional/School Leadership	68,026	-	-	31,802	1,559,565	-
	Percentage	0.40%			1.72%	8.52%	
	Support Services-Students	-	-	-	28,632	7,185,517	41,000
	Percentage				1.55%	39.24%	100.00%
	Administrative Support Services	-	-	-	-	-	-
	Percentage						
	Support Services-Non Student Based	-	-	-	-	5,600	-
Percentage					0.03%		
Other Services	-	-	-	-	600	-	
Percentage					0.00%		
<b>Total Budget</b>	<b>\$ 16,985,170</b>	<b>\$ 5,941,824</b>	<b>\$ 9,523,744</b>	<b>\$ 1,852,223</b>	<b>\$ 18,311,216</b>	<b>\$ 41,000</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

### ACCELERATED EDUCATION

Total Budget     \$    1,392,645

FUNCTIONS	MAJOR GROUP						
	Instruction	\$ -	\$ -	\$ -	\$ -	\$ 985,980	\$ -
	Percentage					70.80%	
	Instructional/School Leadership	-	-	-	-	147,953	-
	Percentage					10.62%	
	Support Services-Students	-	-	-	-	258,712	-
	Percentage					18.58%	
	Administrative Support Services	-	-	-	-	-	-
	Percentage						
Support Services-Non Student Based	-	-	-	-	-	-	
Percentage							
Other Services	-	-	-	-	-	-	
Percentage							
<b>Total Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,392,645</b>	<b>\$ -</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

### BILINGUAL/ESL

Total Budget     \$    2,861,599

FUNCTIONS	MAJOR GROUP						
	Instruction	\$ 848,433	\$ 27,756	\$ 42,245	\$ 1,642	\$ 1,710,730	\$ -
	Percentage	100.00%	100.00%	100.00%	100.00%	88.11%	
	Instructional/School Leadership	-	-	-	-	164,250	-
	Percentage					8.46%	
	Support Services-Students	-	-	-	-	51,656	-
	Percentage					2.66%	
	Administrative Support Services	-	-	-	-	-	-
	Percentage						
Support Services-Non Student Based	-	-	-	-	1,155	-	
Percentage					0.06%		
Other Services	-	-	-	-	13,732	-	
Percentage					0.71%		
<b>Total Budget</b>	<b>\$ 848,433</b>	<b>\$ 27,756</b>	<b>\$ 42,245</b>	<b>\$ 1,642</b>	<b>\$ 1,941,523</b>	<b>\$ -</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

**AEP &  
DAEP**

Total Budget     \$    7,665,595

FUNCTIONS	MAJOR GROUP						
	Instruction	\$    293,232	\$      3,894	\$           -	\$    5,054,770	\$    91,776	\$           -
	Percentage	98.92%	100.00%		74.17%	16.69%	
	Instructional/School Leadership	3,200	-	-	1,076,621	5,500	-
	Percentage	1.08%			15.80%	1.00%	
	Support Services-Students	-	-	-	545,825	80,640	-
	Percentage				8.01%	14.66%	
	Administrative Support Services	-	-	-		-	-
	Percentage						
	Support Services-Non Student Based	-	-	-	138,010	-	-
Percentage				2.03%			
Other Services	-	-	-		372,127	-	
Percentage					67.65%		
<b>TOTAL BUDGET</b>	<b>\$    296,432</b>	<b>\$      3,894</b>	<b>\$           -</b>	<b>\$    6,815,226</b>	<b>\$    550,043</b>	<b>\$           -</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
CAMPUS LEVEL							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

### TITLE I SCHOOL WIDE

Total Budget     \$   12,992,945

FUNCTIONS	MAJOR GROUP						
	Instruction	\$   1,849,230	\$   1,781,365	\$   2,624,182	\$            64	\$   4,795,555	\$            -
	Percentage	96.52%	86.95%	88.41%	100.00%	80.25%	
	Instructional/School Leadership	-		-	-	1,000	-
	Percentage					0.02%	
	Support Services-Students	66,588	267,447	343,884		1,179,487	84,143
	Percentage		13.05%	11.59%		19.74%	100.00%
	Administrative Support Services	-	-	-	-	-	-
	Percentage						
Support Services-Non Student Based	-	-	-	-		-	
Percentage							
Other Services	-	-	-	-		-	
Percentage							
<b>Total Budget</b>	<b>\$   1,915,818</b>	<b>\$   2,048,812</b>	<b>\$   2,968,066</b>	<b>\$            64</b>	<b>\$   5,976,042</b>	<b>\$   84,143</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

### HIGH SCHOOL ALLOTMENT

Total Budget     \$     115,230

F U N C T I O N S	<b>MAJOR GROUP</b>						
	Instruction	\$ -		\$ 2,190	\$ -		\$ -
	Percentage			100.00%			
	Instructional/School Leadership	-		-	-	113,040	-
	Percentage					100.00%	
	Support Services-Students	-		-	-		-
	Percentage						
	Administrative Support Services	-	-	-	-	-	-
	Percentage						
	Support Services-Non Student Based	-	-	-	-		-
Percentage							
Other Services	-	-	-	-		-	
Percentage							
<b>Total Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,190</b>	<b>\$ -</b>	<b>\$ 113,040</b>	<b>\$ -</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
CAMPUS LEVEL							

\* Provides student support at all grade levels.

**San Antonio Independent School District  
BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL**

**PRE K**

Total Budget     \$ 17,493,712

<b>F U N C T I O N S</b>	<b>MAJOR GROUP</b>						
	Instruction	\$ 14,209,285	\$ -	\$ 184,399	\$ 149,466	\$ 883,672	\$ -
	Percentage	91.69%		99.91%	100.00%	53.13%	
	Instructional/School Leadership	1,084,702	-	146	-	291,199	-
	Percentage	7.00%		0.08%		17.51%	
	Support Services-Students	138,546	-	20	-	384,216	-
	Percentage	0.89%		0.01%		23.10%	
	Administrative Support Services	-	-	-	-	84,085	-
	Percentage					5.06%	
	Support Services-Non Student Based	1,584	-	-	-	-	-
Percentage	0.01%						
Other Services	62,199	-	-	-	20,193	-	
Percentage	0.40%				1.21%		
<b>Total Budget</b>	<b>\$ 15,496,316</b>	<b>\$ -</b>	<b>\$ 184,565</b>	<b>\$ 149,466</b>	<b>\$ 1,663,365</b>	<b>\$ -</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

### ATHLETICS RELATED ACTIVITIES

Total Budget     \$    8,012,677

F U N C T I O N S	<b>MAJOR GROUP</b>						
	Instruction Percentage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Instructional/School Leadership Percentage	-	-	-	-	-	-
	Support Services-Students Percentage	572,282 100.00%	701,467 100.00%	3,192,756 100.00%	-	3,546,172 100.00%	-
	Administrative Support Services Percentage	-	-	-	-	-	-
	Support Services-Non Student Based Percentage	-	-	-	-	-	-
	Other Services Percentage	-	-	-	-	-	-
	<b>Total Budget</b>	<b>\$ 572,282</b>	<b>\$ 701,467</b>	<b>\$ 3,192,756</b>	<b>\$ -</b>	<b>\$ 3,546,172</b>	<b>\$ -</b>
		Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *
		CAMPUS LEVEL					

\* Provides student support at all grade levels.



## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

**UNDISTRIBUTED**

Total Budget     \$ 176,076,570

FUNCTIONS	MAJOR GROUP						
	Instruction	\$ 4,027,719	\$ 1,011,811	\$ 1,572,129	\$ 810	\$ 6,168,554	\$ -
	Percentage	9.38%	10.56%	7.30%	0.33%	7.16%	
	Instructional/School Leadership	17,414,913	3,350,729	9,566,173	116,535	7,417,194	
	Percentage	40.55%	34.96%	44.40%	48.14%	8.61%	
	Support Services-Students	10,167,683	3,050,018	5,184,989	4,485	13,056,140	999,524
	Percentage	23.68%	31.82%	24.07%	1.85%	15.15%	6.41%
	Administrative Support Services	-	-	-	-	6,387,873	10,523,959
	Percentage					7.41%	67.50%
	Support Services-Non Student Based	9,811,713	1,879,465	4,567,653	78,536	51,933,217	2,068,281
Percentage	22.85%	19.61%	21.20%	32.44%	60.27%	13.27%	
Other Services	1,522,600	291,800	653,515	41,714	1,207,320	1,999,518	
Percentage	3.55%	3.04%	3.03%	17.23%	1.40%	12.82%	
<b>TOTAL BUDGET</b>	<b>\$ 42,944,628</b>	<b>\$ 9,583,823</b>	<b>\$ 21,544,459</b>	<b>\$ 242,080</b>	<b>\$ 86,170,298</b>	<b>\$ 15,591,282</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND CAMPUS LEVEL

### DISTRICT SUMMARY

Total Budget     \$ 485,713,975

FUNCTIONS	MAJOR GROUP						
	Instruction	\$ 140,981,825	\$ 27,201,665	\$ 66,347,332	\$ 7,101,873	\$ 54,757,764	\$ 5,328
	Percentage	77.51%	74.03%	72.98%	77.18%	36.21%	0.03%
	Instructional/School Leadership	18,570,841	3,350,729	9,566,319	1,224,958	10,147,567	-
	Percentage	10.21%	9.12%	10.52%	13.31%	6.71%	-
	Support Services-Students	10,945,099	4,018,932	9,725,988	616,985	26,301,710	1,124,667
	Percentage	6.02%	10.94%	10.70%	6.70%	17.39%	7.15%
	Administrative Support Services	-	-	-	-	6,471,958	10,523,959
	Percentage					4.28%	66.94%
	Support Services-Non Student Based	9,813,297	1,879,465	4,619,497	216,546	51,946,072	2,068,281
Percentage	5.40%	5.12%	5.08%	2.35%	34.35%	13.16%	
Other Services	1,584,799	291,800	653,515	41,714	1,613,972	1,999,518	
Percentage	0.87%	0.79%	0.72%	0.45%	1.07%	12.72%	
<b>TOTAL BUDGET</b>	<b>\$ 181,895,861</b>	<b>\$ 36,742,591</b>	<b>\$ 90,912,651</b>	<b>\$ 9,202,076</b>	<b>\$ 151,239,043</b>	<b>\$ 15,721,753</b>	
	Elementary Schools	Middle Schools	High Schools	Non-Traditional Schools	District Wide *	Other - Departments *	
<b>CAMPUS LEVEL</b>							

\* Provides student support at all grade levels.

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND PROGRAM

													ELEMENTARY SCHOOLS	
													Total Budget	181,895,861
<b>F U N C T I O N S</b>	<b>MAJOR GROUP</b>													
	Instructional	\$ 102,835,282	\$ -	\$ 1,500	\$ 16,917,144	\$ -	\$ 848,433	\$ 293,232	\$ 1,849,230	\$ -	\$ 14,209,285	\$ -	\$ 4,027,719	
	Percentage	100.00%		100.00%	99.60%		100.00%	98.92%	96.52%		91.69%		9.38%	
	Instructional/School Leadership	-	-	-	68,026	-	-	3,200	-	-	1,084,702	-	17,414,913	
	Percentage				0.40%			1.08%			7.00%		40.55%	
	Support Services-Students	-	-	-	-	-	-	-	66,588	-	138,546	572,282	10,167,683	
	Percentage										0.89%	100.00%	23.68%	
	Administrative Support Services	-	-	-	-	-	-	-	-	-	-	-	-	
	Percentage													
	Support Services-Non Student Based	-	-	-	-	-	-	-	-	-	1,584	-	9,811,713	
	Percentage										0.01%		22.85%	
	Other Services	-	-	-	-	-	-	-	-	-	62,199	-	1,522,600	
Percentage										0.40%		3.55%		
<b>TOTAL BUDGET</b>	<b>\$ 102,835,282</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ 16,985,170</b>	<b>\$ -</b>	<b>\$ 848,433</b>	<b>\$ 296,432</b>	<b>\$ 1,915,818</b>	<b>\$ -</b>	<b>\$ 15,496,316</b>	<b>\$ 572,282</b>	<b>\$ 42,944,628</b>		
		Regular Education	Gifted & Talented	Career & Technology	Special Education	Accelerated Education	Bilingual Ed./ESL	AEP & DAEP	Title I School Wide	High School Allotment	Pre K	Athletics Related Activities	Undistributed	
<b>PROGRAM</b>														

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND PROGRAM

MIDDLE SCHOOLS													
Total Budget 36,742,591													
F U N C T I O N S	MAJOR GROUP												
	Instructional	\$ 18,434,963	\$ 52	\$ -	\$ 5,941,824	\$ -	\$ 27,756	\$ 3,894	\$ 1,781,365		\$ -	\$ -	\$ 1,011,811
	Percentage	100.00%			100.00%		100.00%		86.95%				10.56%
	Instructional/School Leadership												3,350,729
	Percentage												34.96%
	Support Services-Students								267,447			701,467	3,050,018
	Percentage								13.05%		100.00%		31.82%
	Administrative Support Services												
	Percentage												
	Support Services-Non Student Based												1,879,465
Percentage												19.61%	
Other Services												291,800	
Percentage												3.04%	
<b>TOTAL BUDGET</b>	<b>\$ 18,434,963</b>	<b>\$ 52</b>	<b>\$ -</b>	<b>\$ 5,941,824</b>	<b>\$ -</b>	<b>\$ 27,756</b>	<b>\$ 3,894</b>	<b>\$ 2,048,812</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 701,467</b>	<b>\$ 9,583,823</b>	
	Regular Education	Gifted & Talented	Career & Technology	Special Education	Accelerated Education	Bilingual Ed./ESL	AEP & DAEP	Title I School Wide	High School Allotment	Pre K	Athletics Related Activities	Undistributed	
	<b>PROGRAM</b>												

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND PROGRAM

													HIGH SCHOOLS		
													Total Budget	90,912,651	
F U N C T I O N S	MAJOR GROUP														
	Instructional	\$ 44,177,025	\$ -	\$ 8,221,418	\$ 9,523,744	\$ -	\$ 42,245	\$ -	\$ 2,624,182	\$ 2,190	\$ 184,399	\$ -	\$ 1,572,129		
	Percentage	100.00%		88.62%	100.00%		100.00%		88.41%	100.00%	99.91%		7.30%		
	Instructional/School Leadership	-	-	-	-	-	-	-	-	-	146	-	9,566,173		
	Percentage										0.08%		44.40%		
	Support Services-Students	-	-	1,004,339	-	-	-	-	343,884	-	20	3,192,756	5,184,989		
	Percentage			10.83%					11.59%		0.01%	100.00%	24.07%		
	Administrative Support Services	-	-	-	-	-	-	-	-	-	-	-	-		
	Percentage														
	Support Services-Non Student Based	-	-	51,844	-	-	-	-	-	-	-	-	4,567,653		
Percentage			0.56%									21.20%			
Other Services	-	-	-	-	-	-	-	-	-	-	-	653,515			
Percentage												3.03%			
TOTAL BUDGET	\$ 44,177,025	\$ -	\$ 9,277,601	\$ 9,523,744	\$ -	\$ 42,245	\$ -	\$ 2,968,066	\$ 2,190	\$ 184,565	\$ 3,192,756	\$ 21,544,459			
	Regular Education	Gifted & Talented	Career & Technology	Special Education	Accelerated Education	Bilingual Ed./ESL	AEP & DAEP	Title I School Wide	High School Allotment	Pre K	Athletics Related Activities	Undistributed			
	<b>PROGRAM</b>														

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND PROGRAM

### NON-TRADITIONAL SCHOOLS

Total Budget 9,202,076

FUNCTIONS	MAJOR GROUP												
	Instructional	\$ 30,025		\$ 73,307	\$ 1,791,789	\$ -	\$ 1,642	\$ 5,054,770	\$ 64	\$ -	\$ 149,466	\$ -	\$ 810
	Percentage	100.00%		65.83%	96.74%		100.00%	74.17%	100.00%		100.00%		0.33%
	Instructional/School Leadership	-	-	-	31,802	-	-	1,076,621	-	-	-	-	116,535
	Percentage				1.72%			15.80%					48.14%
	Support Services-Students	-	-	38,043	28,632	-	-	545,825	-	-	-	-	4,485
	Percentage			34.17%	1.55%			8.01%					1.85%
	Administrative Support Services	-	-	-	-	-	-	-	-	-	-	-	-
	Percentage												
	Support Services-Non Student Based	-	-	-	-	-	-	138,010	-	-	-	-	78,536
	Percentage							2.03%					32.44%
	Other Services	-	-	-	-	-	-	-	-	-	-	-	41,714
	Percentage												17.23%
<b>TOTAL BUDGET</b>	<b>\$ 30,025</b>	<b>\$ -</b>	<b>\$ 111,350</b>	<b>\$ 1,852,223</b>	<b>\$ -</b>	<b>\$ 1,642</b>	<b>\$ 6,815,226</b>	<b>\$ 64</b>	<b>\$ -</b>	<b>\$ 149,466</b>	<b>\$ -</b>	<b>\$ 242,080</b>	
	Regular Education	Gifted & Talented	Career & Technology	Special Education	Accelerated Education	Bilingual Ed./ESL	AEP & DAEP	Title I School Wide	High School Allotment	Pre K	Athletics Related Activities	Undistributed	
	<b>PROGRAM</b>												

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND PROGRAM

DISTRICT WIDE													
Total Budget 151,239,043													
FUNCTIONS	MAJOR GROUP												
	Instructional	\$ 27,086,509	\$ 2,975,422	\$ 499,632	\$ 9,559,934	\$ 985,980	\$ 1,710,730	\$ 91,776	\$ 4,795,555		\$ 883,672	\$ -	\$ 6,168,554
	Percentage	100.00%	89.88%	42.42%	52.21%	70.80%	88.11%	16.69%	80.25%		53.13%		7.16%
	Instructional/School Leadership	-	-	447,866	1,559,565	147,953	164,250	5,500	1,000	113,040	291,199	-	7,417,194
	Percentage			38.03%	8.52%	10.62%	8.46%	1.00%	0.02%	100.00%	17.51%		8.61%
	Support Services-Students	-	328,916	230,254	7,185,517	258,712	51,656	80,640	1,179,487	-	384,216	3,546,172	13,056,140
	Percentage		9.94%	19.55%	39.24%	18.58%	2.66%	14.66%	19.74%		23.10%	100.00%	15.15%
	Administrative Support Services	-	-	-	-	-	-	-	-	-	84,085	-	6,387,873
	Percentage										5.06%		7.41%
	Support Services-Non Student Based	-	6,100	-	5,600	-	1,155	-	-	-	-	-	51,933,217
	Percentage		0.18%		0.03%		0.06%						60.27%
	Other Services	-	-	-	600	-	13,732	372,127	-	-	20,193	-	1,207,320
	Percentage				0.00%		0.71%	67.65%			1.21%		1.40%
<b>TOTAL BUDGET</b>	<b>\$ 27,086,509</b>	<b>\$ 3,310,438</b>	<b>\$ 1,177,752</b>	<b>\$ 18,311,216</b>	<b>\$ 1,392,645</b>	<b>\$ 1,941,523</b>	<b>\$ 550,043</b>	<b>\$ 5,976,042</b>	<b>\$ 113,040</b>	<b>\$ 1,663,365</b>	<b>\$ 3,546,172</b>	<b>\$ 86,170,298</b>	
	Regular Education	Gifted & Talented	Career & Technology	Special Education	Accelerated Education	Bilingual Ed./ESL	AEP & DAEP	Title I School Wide	High School Allotment	Pre K	Athletics Related Activities	Undistributed	
	<b>PROGRAM</b>												

## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND PROGRAM

OTHER DEPARTMENTS													
Total Budget												15,721,753	
FUNCTIONS	MAJOR GROUP												
	Instructional	\$ 5,328	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Percentage	100.00%											
	Instructional/School Leadership	-	-	-	-	-	-	-	-	-	-	-	-
	Percentage												
	Support Services-Students	-	-	-	41,000	-	-	-	84,143	-	-	-	999,524
	Percentage				100.00%				100.00%				6.41%
	Administrative Support Services	-	-	-	-	-	-	-	-	-	-	-	10,523,959
	Percentage												67.50%
	Support Services-Non Student Based	-	-	-	-	-	-	-	-	-	-	-	2,068,281
	Percentage												13.27%
	Other Services	-	-	-	-	-	-	-	-	-	-	-	1,999,518
	Percentage												12.82%
	<b>TOTAL BUDGET</b>	<b>\$ 5,328</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 84,143</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,591,282</b>
	Regular Education	Gifted & Talented	Career & Technology	Special Education	Accelerated Education	Bilingual Ed/ESL	AEP & DAEP	Title I School Wide	High School Allotment	Pre K	Athletics Related Activities	Undistributed	
	<b>PROGRAM</b>												



## San Antonio Independent School District BUDGET SUMMARY BY FUNCTION AND PROGRAM

													<b>DISTRICT SUMMARY</b>	
													Total Budget	485,713,975
<b>F U N C T I O N S</b>	MAJOR GROUP													
	Instructional	\$ 192,569,132	\$ 2,975,474	\$ 8,795,857	\$ 43,734,435	\$ 985,980	\$ 2,630,806	\$ 5,443,672	\$ 11,050,396	\$ 2,190	\$ 15,426,822	\$ -	\$ 12,781,023	
	Percentage	100.00%	89.88%	83.23%	83.06%	70.80%	91.93%	71.01%	85.05%	1.90%	88.18%	-	7.26%	
	Instructional/School Leadership	-	-	447,866	1,659,393	147,953	164,250	1,085,321	1,000	113,040	1,376,047	-	37,865,544	
	Percentage	0.00%	0.00%	4.24%	3.15%	10.62%	5.74%	14.16%	98.10%	7.87%	-	-	21.51%	
	Support Services-Students	-	328,916	1,272,636	7,255,149	258,712	51,656	626,465	1,941,549	-	522,782	8,012,677	32,462,839	
	Percentage	0.00%	9.94%	12.04%	13.78%	18.58%	1.81%	8.17%	14.94%	0.00%	2.99%	100.00%	18.44%	
	Administrative Support Services	-	-	-	-	-	-	-	-	-	84,085	-	16,911,832	
	Percentage	-	-	-	-	0.00%	-	-	-	-	0.481%	-	9.60%	
	Support Services-Non Student Based	-	6,100	51,844	5,600	-	1,155	138,010	-	-	1,584	-	70,338,865	
	Percentage	-	0.18%	0.49%	0.01%	0.00%	0.04%	1.80%	-	0.00%	0.01%	-	39.95%	
	Other Services	-	-	-	600	-	13,732	372,127	-	-	82,392	-	5,716,467	
	Percentage	-	-	-	0.00%	0.00%	0.48%	4.85%	0.00%	0.00%	0.47%	-	3.25%	
<b>TOTAL BUDGET</b>	<b>\$ 192,569,132</b>	<b>\$ 3,310,490</b>	<b>\$ 10,568,203</b>	<b>\$ 52,655,177</b>	<b>\$ 1,392,645</b>	<b>\$ 2,861,599</b>	<b>\$ 7,665,595</b>	<b>\$ 12,992,945</b>	<b>\$ 115,230</b>	<b>\$ 17,493,712</b>	<b>\$ 8,012,677</b>	<b>\$ 176,076,570</b>		
		Regular Education	Gifted & Talented	Career & Technology	Special Education	Accelerated Education	Bilingual Ed/ESL	AEP & DAEP	Title I School Wide	High School Allotment	Pre K	Athletics Related Activities	Undistributed	
<b>PROGRAM</b>														

**ENROLLMENT AND BUDGET MULTI-YEAR COMPARISONS  
GENERAL FUND BUDGET**

Org. No. Campus Name	2017-18 Membership	2018-19 Projected Membership	2019-20 Projected Membership	This Year's Membership Change	2017-18 Budget	2018-19 Budget	2019-20 Budget
<i>High Schools</i>							
001 Brackenridge	1,703	1,633	1,614	-5.23%	\$ 10,374,509	\$ 10,224,695	\$ 10,206,586
002 Burbank	1,320	1,195	1,224	-7.27%	8,467,776	8,388,171	8,564,878
003 Edison	1,631	1,594	1,540	-5.58%	9,508,981	9,501,955	9,554,892
004 Tech	353	444	409	15.86%	2,918,914	3,166,699	2,975,143
005 Highlands	1,973	1,560	1,416	-28.23%	11,835,902	10,429,244	9,862,346
006 Houston	1,125	1,149	1,003	-10.84%	7,616,675	7,751,287	7,807,073
007 Jefferson	1,739	1,693	1,575	-9.43%	10,627,267	10,579,764	10,286,063
008 Lanier	1,797	1,673	1,593	-11.35%	10,970,123	10,601,107	10,278,053
022 Travis Early College	407	412	398	-2.21%	1,873,122	2,051,808	1,978,591
025 St. Philips Early College	285	316	347	21.75%	1,515,574	1,714,268	1,710,017
026 Advanced Learning	659	853	937	42.19%	3,422,918	4,138,739	5,391,580
027 Cast Tech	155	295	395	154.84%	903,233	1,711,958	2,007,328
028 CAST Med			150	0.00%	-	-	969,277
<b>Subtotal</b>	<b>13,147</b>	<b>12,817</b>	<b>12,601</b>	<b>-0.22%</b>	<b>\$ 80,034,994</b>	<b>\$ 80,259,695</b>	<b>\$ 81,591,827</b>
<i>Alternative High Schools</i>							
010 Estrada	-	107	151	0.00%	\$ 2,256,330	\$ 2,373,356	\$ 2,392,382
020 Juvenile Justice	2	3	9	80.00%	20,000	50,000	-
024 Cooper Academy	332	392	348	97.73%	2,210,011	2,669,220	2,660,522
<b>Subtotal</b>	<b>334</b>	<b>502</b>	<b>508</b>	<b>180.66%</b>	<b>\$ 4,486,341</b>	<b>\$ 5,092,576</b>	<b>\$ 5,052,904</b>
<i>Middle Schools</i>							
023 Young Women's	470	483	569	32.33%	\$ 2,812,819	\$ 2,896,702	\$ 3,013,688
043 Davis	746	719	599	9.31%	4,669,199	4,750,206	4,583,785
047 Harris	754	721	772	-1.53%	4,397,544	4,502,916	4,512,638
050 Longfellow	848	839	931	1.53%	5,169,203	5,311,998	5,656,685
051 Lowell	435	398	364	-16.13%	3,189,987	2,967,837	2,968,221
054 Poe	519	469	250	-58.81%	3,308,881	3,253,350	2,633,089
055 Rhodes	747	631	640	-19.40%	3,938,894	3,865,195	4,105,292
057 Rogers	527	446	419	-28.01%	3,520,827	3,308,561	3,293,380
059 Whittier	852	794	734	-12.41%	4,846,677	4,668,828	4,292,321
061 Tafolla	686	457	477	-36.99%	4,243,550	3,467,119	3,350,767
<b>Subtotal</b>	<b>6,584</b>	<b>5,957</b>	<b>5,755</b>	<b>-13.99%</b>	<b>\$ 40,097,581</b>	<b>\$ 38,992,712</b>	<b>\$ 38,409,866</b>
<i>Alternative Middle Schools</i>							
064 Pickett Center	36	28	24	-35.14%	\$ 1,800,252	\$ 1,600,000	\$ 2,013,683
<b>Subtotal</b>	<b>36</b>	<b>28</b>	<b>24</b>	<b>-35.14%</b>	<b>\$ 1,800,252</b>	<b>\$ 1,600,000</b>	<b>\$ 2,013,683</b>

\* Head Start Campus

**ENROLLMENT AND BUDGET MULTI-YEAR COMPARISONS  
GENERAL FUND BUDGET**

Org. No.	Campus Name	2017-18	2018-19	2019-20	This Year's	2017-18	2018-19	2019-20
		Membership	Projected Membership	Projected Membership	Membership Change	Budget	Budget	Budget
<i>Elementary Schools</i>								
101	Arnold	621	559	604	-6.65%	\$ 3,617,186	\$ 3,144,939	\$ 3,588,722
103	Ball	676	553	572	-10.76%	4,125,415	3,860,674	3,806,483
105	Baskin	517	500	423	-16.24%	2,860,713	2,691,532	2,346,267
106	Beacon Hill	446	378	475	-5.57%	2,880,511	2,622,934	2,840,038
107	Bonham	551	599	602	6.74%	3,293,054	3,434,162	3,523,844
110	Brackenridge	740	656	662	-15.24%	3,654,267	3,447,825	3,580,252
112	Briscoe	512	458	421	-21.31%	3,013,227	2,889,239	2,450,907
114	Cameron	545	376	346	-45.17%	3,157,235	2,570,550	2,534,894
116	Collins Garden	530	440	484	-18.10%	2,833,407	2,551,658	2,668,269
117	Cotton	516	534	455	-4.61%	3,005,214	3,173,396	2,809,237
118	Crockett	730	671	613	-7.96%	4,142,423	3,893,113	3,633,548
119	Douglass	402	376	349	2.95%	2,591,052	2,502,506	2,438,424
120	YWLA Primary at Page	-	-	176	0.00%	-	-	1,386,824
121	DeZavala	656	626	586	-12.54%	3,533,600	3,700,598	3,423,851
123	Fenwick	517	392	477	-3.83%	3,082,653	2,801,026	3,125,050
124	Forbes	366	266	254	-36.66%	2,218,620	2,043,677	2,057,479
125	Foster	644	640	563	-15.34%	3,616,068	3,665,425	3,365,219
126	Franklin	478	455	441	-8.70%	2,823,517	2,480,168	2,619,172
127	Gates	253	218	207	-16.19%	1,891,155	1,618,548	1,975,544
129	Graebner	808	748	742	-4.87%	4,343,151	4,082,786	3,850,365
131	Green	208	205	240	25.00%	1,893,027	1,732,082	2,181,747
132	Herff	498	492	380	-19.32%	2,800,605	2,967,414	2,533,150
134	Highland Hills	666	637	636	-5.50%	3,259,120	3,264,600	3,184,434
135	Highland Park	594	480	439	-27.32%	3,198,843	2,981,456	2,659,174
136	Hillcrest	558	495	428	-26.71%	3,273,270	3,084,705	2,753,585
137	Hirsch	839	761	745	-3.62%	4,519,273	4,173,954	3,963,329
138	Irving Dual Language	-	214	275	0.00%	-	1,210,250	1,907,537
139	Huppertz	419	383	351	-11.81%	2,464,198	2,374,128	2,057,960
141	Japhet	933	876	979	10.37%	4,762,602	4,769,605	5,132,448
142	King	442	344	287	-32.79%	2,895,058	2,525,452	2,458,695
143	Kelly	263	274	243	-11.96%	1,769,299	1,876,804	1,885,872
144	King	754	632	783	-2.61%	4,321,057	3,952,124	4,352,665
146	Lamar	326	380	417	51.09%	2,368,155	2,674,479	2,857,490
147	Bowden	535	522	496	-2.17%	3,256,838	3,165,111	3,124,614
148	Madison	624	519	488	-24.46%	3,295,281	2,784,456	2,699,556
149	Margil	634	573	633	8.02%	3,609,793	3,652,876	4,036,861
150	Maverick	561	550	555	-7.50%	3,262,003	3,178,170	3,018,527
153	Miller	281	259	250	-19.61%	2,272,116	2,099,393	1,948,526
155	Neal	536	548	508	-8.47%	3,053,195	3,042,477	2,718,420

\* Head Start Campus

**ENROLLMENT AND BUDGET MULTI-YEAR COMPARISONS  
GENERAL FUND BUDGET**

Org. No.	Campus Name	2017-18 Membership	2018-19 Projected Membership	2019-20 Projected Membership	This Year's Membership Change	2017-18 Budget	2018-19 Budget	2019-20 Budget
<i>Elementary Schools</i>								
157	Ogden	672	671	730	17.55%	\$ 4,420,191	\$ 4,570,882	\$ 4,197,293
158	Pershing	539	525	463	-12.48%	2,969,448	3,052,818	2,763,376
160	Riverside Park	397	398	452	12.44%	2,728,606	2,821,728	2,821,068
161	Rogers	738	725	691	-0.58%	3,973,660	4,188,389	3,859,278
162	Barkley/Ruiz	523	495	507	-17.69%	2,886,106	2,919,160	2,981,892
163	Twain Dual Language Academy	200	457	466	0.00%	1,701,430	2,352,623	2,884,863
164	Schenck	588	591	591	-0.51%	3,432,358	3,321,961	3,229,382
165	Smith	418	384	331	-21.19%	2,625,171	2,478,764	2,216,470
166	Steele Montessori Academy	140	172	198	0.00%	1,361,836	1,568,261	1,960,436
168	Stewart	523	379	374	-31.00%	2,819,925	245,900	278,413
169	Storm	452	400	322	-34.82%	2,762,435	2,856,130	2,607,756
172	Washington	408	474	355	-19.68%	2,231,132	2,800,135	2,077,353
174	Wilson	480	453	417	-9.35%	2,843,479	2,686,053	2,619,131
175	Woodlawn	725	672	575	-8.15%	4,279,799	3,859,046	3,434,724
176	Woodlawn Hills	528	478	451	-18.30%	3,174,840	2,805,348	2,431,173
177	Young Men's	230	342	395	71.00%	1,873,810	2,368,801	2,899,014
179	Hawthorne	809	797	720	-10.89%	4,702,632	4,444,395	4,058,237
210	Mission Academy	607	570	541	-15.99%	3,634,292	3,576,269	3,345,732
	<b>Subtotal</b>	<b>29,156</b>	<b>27,572</b>	<b>27,164</b>	<b>-8.04%</b>	<b>\$ 171,377,351</b>	<b>\$ 165,600,955</b>	<b>\$ 164,164,570</b>
<i>Alternative Elementary/Satellite Schools</i>								
180	Gonzales	-	9	9	0.00%	\$ 281,304	\$ 300,076	\$ 296,432
182	Healy Murphy	132	131	174	8.07%	588,874	581,932	578,569
184	Christus Santa Rosa	4	1	3	-50.00%	95,695	97,223	96,080
186	Seidel Learning Center	20	9	12	9.09%	33,127	33,370	32,298
195	Juvenile Detention Ctr	107	96	90	-37.93%	1,149,512	1,188,419	1,183,292
201	Children's Shelter	28	34	29	52.63%	119,316	123,359	121,144
202	Healy Murphy Pre-K	37	20	36	-5.26%	122,036	66,485	124,106
	<b>Subtotal</b>	<b>328</b>	<b>300</b>	<b>353</b>	<b>-7.11%</b>	<b>\$ 2,389,864</b>	<b>\$ 2,390,864</b>	<b>\$ 2,431,921</b>
<i>Early Childhood Centers</i>								
* 240	Carroll Early Childhood	418	462	531	62.88%	\$ 1,236,502	\$ 1,720,458	\$ 2,306,302
* 241	Carvajal Early Childhood	390	423	527	35.13%	1,339,229	1,451,150	2,712,481
* 242	Knox Early Childhood	243	256	281	13.31%	842,954	932,805	1,012,920
* 244	Tynan Early Childhood	227	240	241	4.33%	840,030	865,718	994,023
* 245	Nelson Early Childhood	221	228	211	0.00%	866,191	809,603	816,552
* 246	Gonzalez Early Childhood	117	98	113	0.00%	745,658	803,295	807,011
	<b>Subtotal</b>	<b>1,616</b>	<b>1,707</b>	<b>1,904</b>	<b>59.33%</b>	<b>\$ 5,870,564</b>	<b>\$ 6,583,029</b>	<b>\$ 8,649,289</b>
	<b>Total for Schools</b>	<b>51,201</b>	<b>48,883</b>	<b>48,309</b>	<b>-4.62%</b>	<b>\$ 306,056,947</b>	<b>\$ 300,519,831</b>	<b>\$ 302,314,060</b>

\* Head Start Campus

**COMPARISON OF EXPENDITURES AND BUDGETS BY CAMPUS  
GENERAL FUND**

Campus		2017-18	2018-19	2018-19	2019-20	% Change
No.	Campus Name	Actual Expn	Actual Expn	Budget	Budget	From 18-19 Budget
<i>High Schools</i>						
001	Brackenridge HS	\$ 11,316,093	\$ 11,022,882	\$ 10,224,695	\$ 10,206,586	-0.18%
002	Burbank HS	9,250,253	9,211,627	8,388,171	8,564,878	2.11%
003	Edison HS	10,254,369	10,049,897	9,501,955	9,554,892	0.56%
004	Tech HS	3,544,665	3,835,473	3,166,699	2,975,143	-6.05%
005	Highlands HS	12,757,465	10,801,454	10,429,244	9,862,346	-5.44%
006	Houston HS	8,419,700	8,115,558	7,751,287	7,807,073	0.72%
007	Jefferson HS	11,440,259	11,026,120	10,579,764	10,286,063	-2.78%
008	Lanier HS	11,805,576	11,063,519	10,601,107	10,278,053	-3.05%
022	Travis Early College	2,429,260	2,078,943	2,051,808	1,978,591	-3.57%
025	St. Philips Early College	1,576,545	1,575,190	1,714,268	1,710,017	-0.25%
026	Advanced Learning	4,077,981	4,235,964	4,138,739	5,391,580	30.27%
027	CAST Tech	992,385	1,794,357	1,711,958	2,007,328	17.25%
028	CAST Med	-	-	-	969,277	0.00%
	<b>Subtotal</b>	<b>\$ 87,864,551</b>	<b>\$ 84,810,983</b>	<b>\$ 80,259,695</b>	<b>\$ 81,591,827</b>	<b>1.66%</b>
<i>Alternative High Schools</i>						
010	Estrada AC	\$ 2,278,532	\$ 2,168,244	\$ 2,373,356	\$ 2,392,382	0.80%
020	Juv Justice Alt Ed Prog	93,737	46,597	50,000	-	-100.00%
024	Cooper Academy	2,814,688	2,806,052	2,669,220	2,660,522	-0.33%
	<b>Subtotal</b>	<b>\$ 5,186,957</b>	<b>\$ 5,020,893</b>	<b>\$ 5,092,576</b>	<b>\$ 5,052,904</b>	<b>-0.78%</b>
<i>Middle Schools</i>						
023	Young Women's	\$ 2,996,773	\$ 3,180,786	\$ 2,896,702	\$ 3,013,688	4.04%
043	Davis MS	4,866,982	4,530,693	4,750,206	4,583,785	-3.50%
047	Harris MS	4,800,101	4,895,726	4,502,916	4,512,638	0.22%
050	Longfellow MS	5,744,027	5,817,080	5,311,998	5,656,685	6.49%
051	Lowell MS	3,379,401	3,109,815	2,967,837	2,968,221	0.01%
054	Poe MS	3,849,023	3,413,826	3,253,350	2,633,089	-19.07%
055	Rhodes MS	4,341,802	3,999,929	3,865,195	4,105,292	6.21%
057	Rogers MS	3,945,717	3,314,409	3,308,561	3,293,380	-0.46%
059	Whittier MS	5,052,047	4,745,969	4,668,828	4,292,321	-8.06%
061	Tafolla MS	4,817,926	3,768,532	3,467,119	3,350,767	-3.36%
	<b>Subtotal</b>	<b>\$ 43,793,799</b>	<b>\$ 40,776,765</b>	<b>\$ 38,992,712</b>	<b>\$ 38,409,866</b>	<b>-1.49%</b>
<i>Alternative Middle Schools</i>						
064	Pickett Center	\$ 1,929,077	\$ 2,184,782	\$ 1,600,000	\$ 2,013,683	25.86%
	<b>Subtotal</b>	<b>\$ 1,929,077</b>	<b>\$ 2,184,782</b>	<b>\$ 1,600,000</b>	<b>\$ 2,013,683</b>	<b>25.86%</b>

\* Head Start Campus

**COMPARISON OF EXPENDITURES AND BUDGETS BY CAMPUS  
GENERAL FUND**

Campus		2017-18	2018-19	2018-19	2019-20	% Change
No.	Campus Name	Actual Expn	Actual Expn	Budget	Budget	From 18-19 Budget
<i>Elementary Schools</i>						
101	Arnold ES	\$ 3,780,419	\$ 3,517,183	\$ 3,144,939	\$ 3,588,722	14.11%
103	Ball ES	4,443,120	3,795,058	3,860,674	3,806,483	-1.40%
105	Baskin Academy	3,019,421	2,819,598	2,691,532	2,346,267	-12.83%
106	Beacon Hill ES	3,101,791	2,942,719	2,622,934	2,840,038	8.28%
107	Bonham ES	3,546,983	3,470,109	3,434,162	3,523,844	2.61%
110	Brackenridge, JT ES	3,708,476	3,753,797	3,447,825	3,580,252	3.84%
112	Briscoe Academy	3,159,520	3,019,431	2,889,239	2,450,907	-15.17%
114	Cameron Academy	3,164,698	2,443,770	2,570,550	2,534,894	-1.39%
116	Collins Garden ES	3,049,694	2,930,980	2,551,658	2,668,269	4.57%
117	Cotton ES	3,233,067	3,082,257	3,173,396	2,809,237	-11.48%
118	Crockett ES	4,410,250	4,233,466	3,893,113	3,633,548	-6.67%
119	Douglass Academy	2,662,854	2,556,449	2,502,506	2,438,424	-2.56%
120	YWLA Primary at Page	-	-	-	1,386,824	0.00%
121	DeZavala ES	3,739,932	3,760,348	3,700,598	3,423,851	-7.48%
123	Fenwick ES	3,342,297	3,052,567	2,801,026	3,125,050	11.57%
124	Forbes ES	2,442,109	2,173,326	2,043,677	2,057,479	0.68%
125	Foster ES	3,663,631	3,600,182	3,665,425	3,365,219	-8.19%
126	Franklin ES	3,033,227	2,762,801	2,480,168	2,619,172	5.60%
127	Gates Academy	2,194,133	1,704,600	1,618,548	1,975,544	22.06%
129	Graebner ES	4,475,072	4,173,431	4,082,786	3,850,365	-5.69%
131	Green ES	1,986,441	1,989,826	1,732,082	2,181,747	25.96%
132	Herff ES	3,024,316	3,013,108	2,967,414	2,533,150	-14.63%
134	Highland Hills ES	3,432,817	3,407,823	3,264,600	3,184,434	-2.46%
135	Highland Park ES	3,298,308	3,098,156	2,981,456	2,659,174	-10.81%
136	Hillcrest ES	3,406,154	3,109,719	3,084,705	2,753,585	-10.73%
137	Hirsch ES	4,600,449	4,134,450	4,173,954	3,963,329	-5.05%
138	Irving Dual Language	394	1,027,273	1,210,250	1,907,537	57.62%
139	Huppertz ES	2,572,664	2,427,679	2,374,128	2,057,960	-13.32%
141	Japhet ES	4,896,829	4,993,529	4,769,605	5,132,448	7.61%
142	King Academy	3,010,866	2,753,769	2,525,452	2,458,695	-2.64%
143	Kelly ES	1,950,999	1,944,801	1,876,804	1,885,872	0.48%
144	King ES	4,492,695	3,978,763	3,952,124	4,352,665	10.13%
146	Lamar ES	2,810,157	2,635,642	2,674,479	2,857,490	6.84%
147	Bowden ES	3,550,729	3,221,554	3,165,111	3,124,614	-1.28%
148	Madison ES	3,400,197	3,111,080	2,784,456	2,699,556	-3.05%
149	Margil ES	3,706,173	3,919,739	3,652,876	4,036,861	10.51%
150	Maverick ES	3,437,322	3,278,519	3,178,170	3,018,527	-5.02%
153	Miller Academy	2,412,927	2,147,014	2,099,393	1,948,526	-7.19%
155	Neal ES	3,269,810	2,985,371	3,042,477	2,718,420	-10.65%
157	Ogden ES	4,700,108	4,388,835	4,570,882	4,197,293	-8.17%

\* Head Start Campus

**COMPARISON OF EXPENDITURES AND BUDGETS BY CAMPUS  
GENERAL FUND**

Campus		2017-18	2018-19	2018-19	2019-20	% Change
No.	Campus Name	Actual Expn	Actual Expn	Budget	Budget	From 18-19 Budget
<i>Elementary Schools</i>						
158	Pershing ES	\$ 3,071,642	\$ 3,103,080	3,052,818	\$ 2,763,376	-9.48%
160	Riverside Park Academy	2,823,351	2,913,302	2,821,728	2,821,068	-0.02%
161	Rogers ES	3,977,411	4,223,198	4,188,389	3,859,278	-7.86%
162	Barkley/Ruiz ES	3,136,764	3,095,840	2,919,160	2,981,892	2.15%
163	Twain Dual Language Academy	1,674,116	2,557,921	2,352,623	2,884,863	0.00%
164	Schenck ES	3,669,111	3,468,570	3,321,961	3,229,382	-2.79%
165	Smith ES	2,750,981	2,542,340	2,478,764	2,216,470	-10.58%
166	Steele Montessori Academy	1,336,340	1,620,263	1,568,261	1,960,436	0.00%
168	Stewart ES	2,969,402	3,028,075	245,900	278,413	13.22%
169	Storm ES	2,968,108	2,702,331	2,856,130	2,607,756	-8.70%
172	Washington ES	2,734,460	2,693,404	2,800,135	2,077,353	-25.81%
174	Wilson ES	2,946,251	2,842,052	2,686,053	2,619,131	-2.49%
175	Woodlawn ES	4,420,998	4,073,659	3,859,046	3,434,724	-11.00%
176	Woodlawn Hills ES	3,153,862	3,024,589	2,805,348	2,431,173	-13.34%
177	Young Men's	2,272,014	2,651,399	2,368,801	2,899,014	22.38%
179	Hawthorne Academy	4,938,701	4,515,304	4,444,395	4,058,237	-8.69%
210	Mission Academy	3,906,176	3,713,752	3,576,269	3,345,732	-6.45%
<b>Subtotal</b>		<b>\$ 180,880,737</b>	<b>\$ 174,127,802</b>	<b>\$ 165,600,955</b>	<b>\$ 164,164,570</b>	<b>-0.87%</b>
<i>Alternative Elementary/Satellite Schools</i>						
180	Gonzales AC	\$ 284,104	\$ 253,440	\$ 300,076	\$ 296,432	-1.21%
182	Healy Murphy	591,176	609,957	581,932	578,569	-0.58%
184	Santa Rosa Child Hosp	83,516	93,135	97,223	96,080	-1.18%
186	Seidel Learning Center	31,792	31,468	33,370	32,298	-3.21%
195	Juvenile Detention Ctr	1,154,412	1,116,832	1,188,419	1,183,292	-0.43%
201	Children's Shelter of S.A.	125,134	121,722	123,359	121,144	-1.80%
202	Healy Murphy Pre-K	137,853	130,652	66,485	124,106	86.67%
<b>Subtotal</b>		<b>\$ 2,407,987</b>	<b>\$ 2,357,206</b>	<b>\$ 2,390,864</b>	<b>\$ 2,431,921</b>	<b>1.72%</b>
<i>Early Childhood Centers</i>						
* 240	Carroll Early Childhood	\$ 1,321,142	\$ 1,797,003	\$ 1,720,458	\$ 2,306,302	34.05%
* 241	Carvajal Early Childhood	1,534,823	1,481,036	1,451,150	2,712,481	86.92%
* 242	Knox Early Childhood	855,025	942,147	932,805	1,012,920	8.59%
* 244	Tynan Early Childhood	785,118	841,941	865,718	994,023	0.00%
* 245	Nelson Early Childhood	888,426	891,681	809,603	816,552	0.00%
* 246	Gonzalez Early Childhood	838,221	817,002	803,295	807,011	0.00%
<b>Subtotal</b>		<b>\$ 6,222,755</b>	<b>\$ 6,770,811</b>	<b>\$ 6,583,029</b>	<b>\$ 8,649,289</b>	<b>31.39%</b>
<b>Total for All Schools</b>		<b>\$ 328,285,863</b>	<b>\$ 316,049,242</b>	<b>\$ 300,519,831</b>	<b>\$ 302,314,060</b>	<b>0.60%</b>

\* Head Start Campus

# Food Service Fund





**CHILD NUTRITION FUND**  
**REVENUES AND EXPENDITURES SIX-YEAR COMPARISON**  
**BUDGET YEAR 2019-2020**

	2014-15 AUDITED	2015-16 AUDITED	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 BUDGET
<b>REVENUES</b>						
5700 Local Sources	\$ 1,199,592	\$ 1,189,066	\$ 1,123,394	\$ 1,293,230	\$ 1,419,644	\$ 1,196,810
5800 State Sources	197,935	199,823	198,835	205,160	180,690	180,608
5900 Federal Sources	44,823,219	45,436,004	43,970,570	43,747,221	46,815,700	47,923,320
<b>Total Revenues</b>	<b>\$46,220,746</b>	<b>\$46,824,893</b>	<b>\$45,292,799</b>	<b>\$45,245,611</b>	<b>\$48,416,034</b>	<b>\$49,300,738</b>
<b>EXPENDITURES BY FUNCTION</b>						
35 Food Services	\$ 42,916,356	\$ 43,675,293	\$ 43,643,406	\$ 42,969,399	\$ 42,535,686	\$ 46,412,730
41 General Administration	8,933	9,459	7,564	8,296	7,014	10,000
51 Plant Maintenance & Operations	2,112,741	2,173,816	2,392,682	2,744,073	2,794,556	2,903,433
52 Security & Monitoring Services	-	-	-	-	-	-
81 Facilities Acquisition & Construction	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$45,038,030</b>	<b>\$45,858,568</b>	<b>\$46,043,653</b>	<b>\$45,721,768</b>	<b>\$45,337,256</b>	<b>\$49,326,163</b>
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 1,182,716	\$ 966,325	\$ (750,854)	\$ (476,157)	\$ 3,078,778	\$ (25,425)
<b>OTHER FINANCING RESOURCES (USES)</b>						
7900 Other Resources	\$ 135,247	\$ 162,053	\$ 401,934	\$ 473,274	\$ 30,545	\$ 25,425
8900 Other Uses	-	-	-	-	-	-
Fiscal Year Change Adjustment	-	-	-	-	-	-
<b>Total Other Financing Resources</b>	<b>\$ 135,247</b>	<b>\$ 162,053</b>	<b>\$ 401,934</b>	<b>\$ 473,274</b>	<b>\$ 30,545</b>	<b>\$ 25,425</b>
Net Change in Fund Balance	\$ 1,317,963	\$ 1,128,378	\$ (348,920)	\$ (2,883)	\$ 3,109,323	\$ -
Estimated Beginning Fund Balance 7/1	6,897,397	8,215,360	9,343,738	8,994,818	8,991,935	12,101,258
Estimated Ending Fund Balance 6/30	\$ 8,215,360	\$ 9,343,738	\$ 8,994,818	\$ 8,991,935	\$ 12,101,258	\$ 12,101,258

# **CHILD NUTRITION SERVICES OVERVIEW**

## **MISSION STATEMENT**

The mission of the Financial Services and Business Operations Division is to *support* campus and department operations by effectively and efficiently managing resources and providing resource management systems.

The mission of the San Antonio Independent School District Child Nutrition Services is to enhance the learning and health of children by nourishing their bodies and minds through the availability of healthy, nutritious, and appetizing meals that meet or exceed the Federal requirements set forth by the National School Breakfast and Lunch Programs. By maintaining a standard of excellence, it enables Child Nutrition Services to provide support services to each campus in a way that helps schools to improve student academic performance, attendance, and behavior.

## **CHILD NUTRITION FUND OVERVIEW**

The District's Child Nutrition Fund is accounted for as a special revenue fund since school year 2008-2009. The Child Nutrition Fund is included in the annual budget adopted by the Board of Trustees as required by the Texas Education Agency regulations. SAISD Child Nutrition Services operates in accordance with Texas Department of Agriculture (TDA) and United States Department of Agriculture (USDA) guidelines.

Funding for SAISD Child Nutrition is based on the total reimbursable meals served. All students are offered a meal at no cost. As of school year 2014-2015 the Child Nutrition Department operates under the Community Eligibility Provision (CEP). CEP allows all students to eat breakfast and lunch free of charge. The federal reimbursement received is based on the number of students receiving meals. 100 % all meals served are claimed at the free rate.

In addition to serving SNP breakfast, lunch, and after school snacks, the SAISD Child Nutrition Department also serves the PM snack to all Head Start students and an after-school meal (supper). The department claims Head Start PM Snacks, the afterschool meal (supper), Tynan Early Head Start meals and the Cooper at Navarro Daycare meals through the Child and Adult Care Food Program also known as CACFP. The Child Nutrition Department also offers weekend meals as requested by campuses that meet certain program requirements.

## **OVERVIEW OF 2018-2019 BUDGET**

The Child Nutrition Services Department experienced a decrease in student breakfast and student lunch meals due to a decline in enrollment. Total lunch meals served decreased by (272,157) while total breakfast meals served decreased by (161,989). Increasing student participation is always an on-going goal for the Child Nutrition department.

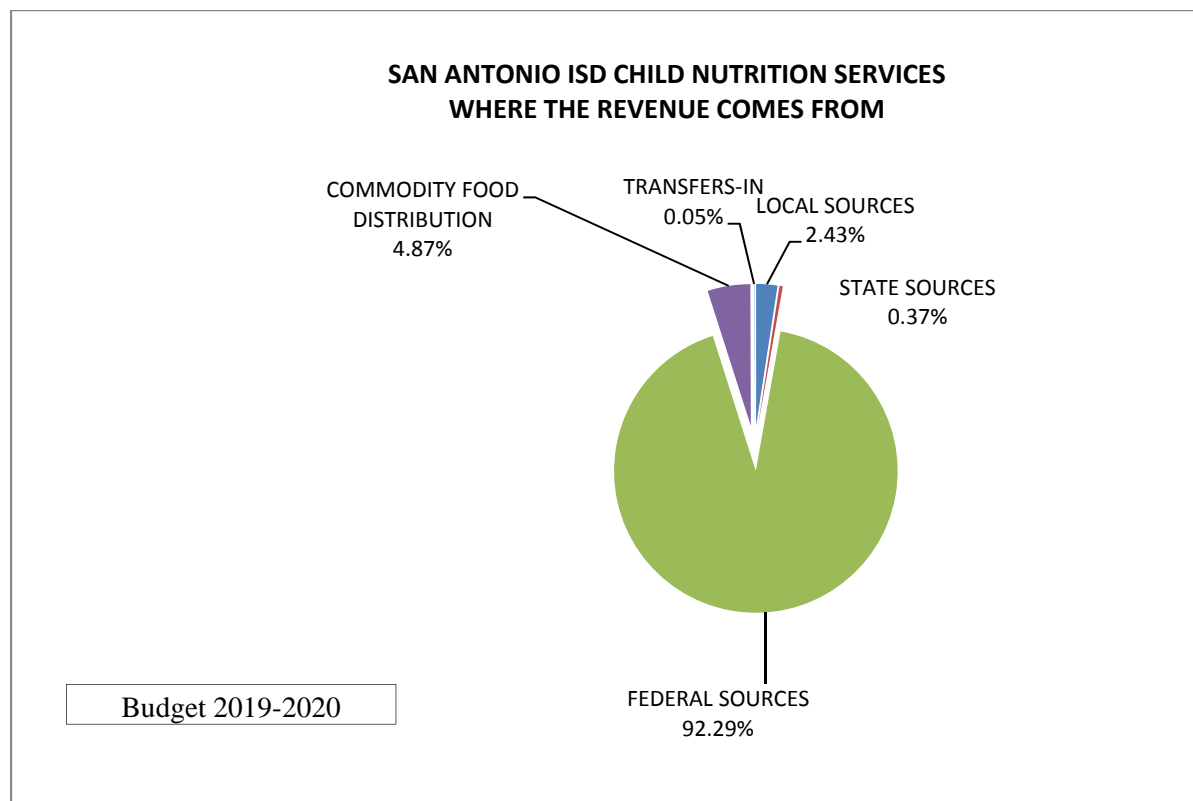
## CHILD NUTRITION DEPARTMENT UPDATES

Effective for the 2014-2015 school year, the Child Nutrition program implemented the Community Eligibility Provision (CEP) and will continue this program in the 2019-2020 school year. CEP allows all students district wide to eat breakfast and lunch free of charge and the department receives free reimbursement for 100% of total meals served at CEP sites. All sites in SAISD are eligible for CEP. The district also serves BIC to a majority of elementary campuses throughout the district including a few high schools. Funding for the Child Nutrition Services department is based on actual meals served to students.

The Child Nutrition Department reflected a net profit of \$3.1M for the 2018-2019 school year. The department will continue to monitor food and labor costs to remain self-sufficient.

## REVENUE SOURCES FOR 2019-2020

Approximately 92.29% of program revenue in the child nutrition fund is generated from USDA as reimbursements for meals served under the National School Lunch Program, School Breakfast Program, After School Snack Program, Fresh Fruit and Vegetable Program, and CACFP to include Head Start PM Snacks and Supper. The USDA Commodity Food Distribution Program provides another 4.87% of the program revenues for total federal support of 97.16%. The total percentage of revenue from federal sources has increased as revenues from local sources has decreased. Local sources generated primarily from user fees, such as a la carte sales and catering services provides 2.43% of operating revenues.



**CHILD NUTRITION FUND REVENUES AND EXPENDITURES  
FIVE-YEAR SUMMARY OF REVENUES**

	AUDITED 2015-2016	AUDITED 2016-2017	AUDITED 2017-2018	FINAL 2018-2019	BUDGET 2019-2020	INCREASE (DECREASE)	PERCENT CHANGE
<i>REVENUES</i>							
LOCAL SOURCES	\$ 1,189,066	\$ 1,123,394	\$ 1,293,230	\$ 1,419,644	\$ 1,196,810	\$ (222,834)	-15.70%
STATE SOURCES	199,823	198,835	205,160	180,690	180,608	(82)	-0.05%
FEDERAL SOURCES	43,296,760	41,842,092	42,196,136	43,766,416	45,521,121	1,754,705	4.01%
COMMODITY FOOD DISTRIBUTION	2,139,244	2,128,478	1,551,085	3,049,284	2,402,199	(647,085)	-21.22%
TRANSFERS - IN OTHER RESOURCES	\$ 162,053	\$ 401,934	\$ 473,274	\$ 30,545	\$ 25,425	\$ (5,120)	-16.76%
<b>TOTAL REVENUE</b>	<b>\$ 46,986,946</b>	<b>\$ 45,694,733</b>	<b>\$ 45,718,885</b>	<b>\$ 48,446,579</b>	<b>\$ 49,326,163</b>	<b>\$ 879,584</b>	<b>1.82%</b>

Note: Totals may not add due to rounding.

Program revenues are displaying an increase in 2019-2020, according to budget figures. Commodity revenue currently shows a decrease from prior year. Commodity dollars can fluctuate higher or lower depending on circumstances that affect the government. An increase is expected in federal funds due to an increase in federal rates and the continuation of CEP. An ongoing goal every year for the department is to increase meal participation and closely monitor key performance indicators which in turn will increase federal revenue.

**EXPENDITURES BY FUNCTIONAL CATEGORY**

Overall expenses are expected to increase by \$3,987,641 in the 2019-2020 school year. The Child Nutrition Fund spends over 94% of its budget directly on services to students and staff. The fund also provides monies to the general fund to pay for maintenance and support services such as utilities, custodial services and audit expenses that are incurred on behalf of the Child Nutrition Program.

	AUDITED 2015-2016	AUDITED 2016-2017	AUDITED 2017-2018	FINAL 2018-2019	BUDGET 2019-2020	INCREASE (DECREASE)	PERCENT CHANGE
<i>EXPENDITURES</i>							
Food Services	\$ 43,675,293	\$ 43,643,406	\$ 42,969,399	\$ 42,536,952	\$ 46,412,730	\$ 3,875,778	9.11%
General Administration	9,459	7,564	8,296	7,014	10,000	2,986	42.57%
Plant Services	2,173,816	2,392,682	2,744,073	2,794,556	2,903,433	108,877	3.90%
Security & Monitoring Services	-	-	-	-	-	-	0.00%
Construction	-	-	-	-	-	-	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$ 45,858,568</b>	<b>\$ 46,043,652</b>	<b>\$ 45,721,768</b>	<b>\$ 45,338,522</b>	<b>\$ 49,326,163</b>	<b>\$ 3,987,641</b>	<b>8.80%</b>

Note: Totals may not add due to rounding.

## EXPENDITURES BY OBJECT CATEGORY

At the categorical level, 2019-2020 payroll expenditures are expecting an increase due to the living wage raise. Each year the department continues to monitor meals per labor hour to ensure that campuses are staffed accordingly. Supply and material costs are budgeted to increase due to the expected increase in food expenditures. An increase in capital expenditures is due to the freezer renovation at the new warehouse as well as the anticipated purchase of new warehouse fleet.

	AUDITED 2015-2016	AUDITED 2016-2017	AUDITED 2017-2018	FINAL 2018-2019	BUDGET 2019-2020	INCREASE (DECREASE)	PERCENT CHANGE
<i>EXPENDITURES</i>							
Payroll	\$ 17,809,191	\$ 19,227,604	\$ 19,781,122	\$ 19,499,595	\$ 21,290,262	\$ 1,790,667	9.18%
Contracted Servcies	1,122,621	1,061,878	1,395,243	1,778,495	1,616,868	(161,627)	-9.09%
Supplies & Materials	26,351,753	25,361,087	24,405,001	23,927,712	24,922,237	994,525	4.16%
Other Operating	145,243	144,555	140,402	132,721	175,761	43,040	32.43%
Capital Outaly	429,759	248,528	-	-	1,321,035	1,321,035	0.00%
<b>TOTAL EXPENDITURES</b>	<b>\$ 45,858,567</b>	<b>\$ 46,043,652</b>	<b>\$ 45,721,768</b>	<b>\$ 45,338,522</b>	<b>\$ 49,326,163</b>	<b>\$ 3,987,641</b>	<b>8.80%</b>

Note: Totals may not add due to rounding.

## FUND BALANCE

	AUDITED 2015-2016	AUDITED 2016-2017	AUDITED 2017-2018	FINAL 2018-2019	BUDGET 2019-2020
Beginning Balance	\$ 8,215,360	\$ 9,343,738	\$ 8,994,817	\$ 8,991,935	\$ 12,099,992
Increase/(Decrease)	\$ 1,128,378	\$ (348,921)	\$ (2,882)	\$ 3,108,057	\$ -
Ending Balance	\$ 9,343,738	\$ 8,994,817	\$ 8,991,935	\$ 12,099,992	\$ 12,099,992

Note: Totals may not add due to rounding.

At the beginning of the 2008 -2009 school year the Child Nutrition department started with a negative fund balance. From school year 2008- 2009 to current, the department has maintained a positive fund balance. In 2015-2016 the Child Nutrition Department recognized a \$1.1M profit and recognized a small loss for the 2016-2017 and 2017-2018 school years. In 2018-2019 Child Nutrition recognized a \$3.1M profit. Due to the close monitoring, Child Nutrition has been able to lease a new warehouse acquired by the district and erect a freezer. Federal regulations require that the Child Nutrition Services have no more than three months operating expenses in the fund balance.

## SCHOOL BREAKFAST PROGRAM

The Child Nutrition Services breakfast program operates under the United States Department of Agriculture guidelines as administered by the Texas Department of Agriculture. The USDA through the TDA reimburses the program for each reimbursable meal served in accordance with established rates. CEP was implemented for 2014-2015 which means all campuses receives free reimbursement for 100% of total meals served. Meals are reimbursed based on the actual number of students served. Campuses that serve 40% or more of their lunches to eligible free/reduced students qualify for severe need reimbursement under the School Breakfast Program. All San Antonio ISD campuses that qualify for severe need reimbursement receive \$0.36 for each free and reduced breakfast served. For the 2019-2020 school year, reimbursable breakfast rates have increased by 2.80% from school year 2018-2019. Current and historical reimbursement rates for the School Breakfast Program are provided below.

School Year	School Breakfast		
	Paid	Reduced	Free
2019-2020	\$ 0.31	\$ 1.90	\$ 2.20
2018-2019	\$ 0.31	\$ 1.84	\$ 2.14
2017-2018	\$ 0.30	\$ 1.79	\$ 2.09
2016-2017	\$ 0.29	\$ 1.74	\$ 2.04
2015-2016	\$ 0.29	\$ 1.69	\$ 1.99

Includes Severe Need Allocation for districts with 40% or more economically disadvantaged.

## SCHOOL LUNCH PROGRAM

The Child Nutrition Services lunch program operates under the United States Department of Agriculture guidelines as administered by the Texas Department of Agriculture. The USDA through the TDA reimburses the program for each reimbursable meal served in accordance with established rates. CEP was implemented for 2014-2015 which means all campuses receive free reimbursement for 100% of total meals served. Meals are reimbursed based on the actual number of students served. The federal government provides an extra \$0.02 supplemental lunch rate for every meal served if the district serves 60% or more free and reduced priced lunches. For the 2019-2020 school year, reimbursable lunch rates have increased by 3.55% from school year 2018-2019. As of October, 2012 SAISD qualified for the extra federal meal pattern incentive reimbursement rate. The department receives an extra \$.07 for each reimbursable lunch served in addition to the standard federal lunch rates. Current and historical reimbursement rates for the School Lunch Program are provided below.

School Year	School Lunch		
	Paid	Reduced	Free
2019-2020	\$ 0.41	\$ 3.10	\$ 3.50
2018-2019	\$ 0.39	\$ 2.99	\$ 3.39
2017-2018	\$ 0.39	\$ 2.91	\$ 3.31
2016-2017	\$ 0.38	\$ 2.84	\$ 3.24
2015-2016	\$ 0.37	\$ 2.75	\$ 3.15

## CHILD NUTRITION

As of 2014-2015, the District qualified for the Community Eligibility Provision (CEP). CEP allows all students district wide to eat breakfast and lunch free of charge. Each year the department will evaluate new numbers for participation in CEP. At this time, it will be determined which campuses will qualify for CEP. For the 2019-2020 school year all campuses are eligible to participate in CEP and receive free reimbursement for all reimbursable breakfast and lunches.

## PROGRAM PARTICIPATION

One of the annual goals of the Child Nutrition Program has been to increase student participation in the school breakfast program. The Child Nutrition Program allowed several options to service breakfast for the 2016-2017 school year, modifying the current BIC system. Campuses were not able to maintain their current breakfast rates which caused a huge decline in the number of breakfasts served. In 2017-2018 the department made major strides to re-implement BIC and increased the breakfasts by 585,897. Breakfast meals served were 6.7 million, a decrease of (161,989) meals from the 2017-2018 school year. In 2018-2019 average daily participation in the breakfast program was 37,448 compared to an average daily participation of 38,974 in 2017-2018. Much of the decrease can be contributed to a declining enrollment.

### BREAKFAST PARTICIPATION 2015-2016 TO 2018-2019 SCHOOL YEAR

BREAKFAST SERVED			INCREASE (DECREASE) OVER PRIOR YEAR			INCREASE (DECREASE) OVER PRIOR YEAR			INCREASE (DECREASE) OVER PRIOR YEAR
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	2018-2019	2018-2019	
ELEMENTARY	4,819,107	4,671,430	(147,677)	4,604,207	(67,223)	4,450,054	(154,153)		
MIDDLE	1,322,692	1,064,329	(258,363)	906,650	(157,679)	810,848	(95,802)		
HIGH SCHOOL	1,601,613	1,256,833	(344,780)	1,316,812	59,979	1,404,778	87,966		
<b>TOTAL</b>	<b>7,743,412</b>	<b>6,992,592</b>	<b>(750,820)</b>	<b>6,827,669</b>	<b>(164,923)</b>	<b>6,665,680</b>	<b>(161,989)</b>		

Participation in the school lunch program decreased in the 2018-2019 school year due to a decline in enrollment. Total lunch meals served in 2018-2019 were 6.9 million, a decrease of (272,157) compared to 2017-2018. In 2018-2019 average daily participation in the lunch program was 38,770 compared to an average daily participation of 40,756 in 2017-2018.

### NATIONAL SCHOOL LUNCH PROGRAM PARTICIPATION 2015-2016 TO 2018-2019 SCHOOL YEAR

LUNCHES SERVED			INCREASE (DECREASE) OVER PRIOR YEAR			INCREASE (DECREASE) OVER PRIOR YEAR			INCREASE (DECREASE) OVER PRIOR YEAR
	2015-2016	2016-2017	2017-2018	2017-2018	2018-2019	2018-2019	2018-2019	2018-2019	
ELEMENTARY	4,877,334	4,797,712	(79,622)	4,706,856	(90,856)	4,665,715	(41,141)		
MIDDLE	1,350,722	1,190,754	(159,968)	1,015,780	(174,974)	840,829	(174,951)		
HIGH SCHOOL	1,453,548	1,475,349	21,801	1,450,339	(25,010)	1,394,274	(56,065)		
<b>TOTAL</b>	<b>7,681,604</b>	<b>7,463,815</b>	<b>(217,789)</b>	<b>7,172,975</b>	<b>(290,840)</b>	<b>6,900,818</b>	<b>(272,157)</b>		



## **DEPARTMENTAL GOALS FOR 2019-2020**

Goals for 2019-2020 school year for the San Antonio ISD Child Nutrition Program include continuing to increase program participation. With the addition of CEP allowing all students to eat free of charge, the department hopes to increase student participation. Lunch participation for 2018-2019 was approximately 85%.

The Child Nutrition Department has implemented the Breakfast in the Classroom (BIC) in which all students will be offered a breakfast to eat in their classroom. The department continues attempting to increase middle and high schools breakfast participation through the implementation of breakfast in the classroom. Breakfast participation for 2018-2019 was approximately 83%.

The supper program experienced a large increase in meals in 2017-2018. Supper increased 304,640, a 26% increase in 2018-2019 from 2017-2018. The Child Nutrition program is continuing to increase the supper program.

Other goals include looking at ways to continually increase fund balance. A positive fund balance can be re-invested into the Child Nutrition Department to purchase items such as capital equipment. In 2018-2019 the department fund balance was approximately \$12.1M. The Child Nutrition Department plans in investing the net profit in the new warehouse renovation as well as the five-year warehouse lease.

# Special Revenue Fund



## **SPECIAL REVENUE FUND**

This fund group accounts for state and federally funded programs where unused balances are returned to the grantors at the close of specified project periods. Project accounting is practiced to maintain integrity for the various sources of funds. Specific funds included in the Special Revenue Fund category are described in more detail in a section referred to as the Glossary of Funds.

**SPECIAL REVENUE FUND**  
**REVENUES AND EXPENDITURES FIVE-YEAR COMPARISON**  
**BUDGET YEAR 2019-2020**

	2015-2016 AUDITED	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET
<b>REVENUES</b>					
5700 Local Sources	\$ 3,186,832	\$ 4,304,915	\$ 6,495,510	\$ 7,395,024	\$ 4,048,229
5800 State Sources	9,277,280	4,142,352	7,109,703	3,164,129	2,048,438
5900 Federal Sources	80,125,111	76,209,274	80,801,683	80,120,598	87,391,497
<b>Total Revenues</b>	<b>\$ 92,589,223</b>	<b>\$ 84,656,541</b>	<b>\$ 94,406,896</b>	<b>\$ 90,679,751</b>	<b>\$ 93,488,164</b>
<b>EXPENDITURES BY FUNCTION</b>					
11 Instruction	52,855,046	42,201,920	49,553,318	43,945,753	42,130,115
12 Instructional Resources & Media Svcs.	144,104	539,274	701,205	618,466	699,586
13 Curriculum Develop. & Inst Staff Dev	13,278,944	16,827,991	19,154,162	21,057,793	22,943,155
21 Instructional Leadership	6,669,262	6,581,401	5,960,917	6,724,858	7,795,057
23 School Leadership	3,031,080	462,861	2,083,146	3,432,890	2,520,396
31 Guidance, Counseling & Evaluation Svcs	4,320,592	5,403,055	8,658,027	8,686,748	8,288,014
32 Social Work Services	1,793,149	1,597,457	2,273,623	2,336,961	2,237,683
33 Health Services	640,967	656,920	459,548	764,479	261,334
34 Student ( Pupil) Transportation	-	1,881	3,530	2,607,187	1,047,331
35 Food Services	72,034	73,906	75,755	75,978	39,871
36 Cocurricular /Extracurricular Activities	763,259	354,401	227,963	474,593	438,471
41 General Administration	44,162	421,220	1,224,768	488,671	259,860
51 Plant Maintenance & Operations	395,425	487,174	491,067	1,111,943	473,493
52 Security & Monitoring Services	29,682	259,055	24,709	62,767	72,919
53 Data Processing Services	342,103	315,568	263,738	1,290,607	376,059
61 Community Services	5,575,856	5,969,096	4,495,718	3,689,563	4,278,550
71 Debt Services	-	-	-	-	-
81 Facilities Acquisition & Construction	56,106	76,612	348,821	10,876,993	1,203,681
93 Payments to Members SSA	776,161	584,740	627,680	412,605	306,890
95 Payments to JJAEP	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 90,787,932</b>	<b>\$ 82,814,532</b>	<b>\$ 96,627,695</b>	<b>\$ 108,658,854</b>	<b>\$ 95,372,467</b>
Excess (Deficiency) of Revenues Over (Under)	\$ 1,801,291	\$ 1,842,009	\$ (2,220,799)	\$ (17,979,103)	\$ (1,884,302)
<b>OTHER FINANCING RESOURCES (USES)</b>					
7900 Other Resources	\$ 3,500,000	\$ -	\$ -	\$ 2,114,927	\$ -
8900 Other Uses	-	(5,000,000)	-	-	-
Fiscal Year Change Adjustment	-	-	-	-	-
<b>Total Other Financing Resources (Uses)</b>	<b>\$ 3,500,000</b>	<b>\$ (5,000,000)</b>	<b>\$ -</b>	<b>\$ 2,114,927</b>	<b>\$ -</b>
Net Change in Fund Balance	\$ 5,301,291	\$ (3,157,991)	\$ (2,220,799)	\$ (15,864,176)	\$ (1,884,302)
Estimated Beginning Fund Balance 7/1	27,777,277	33,078,568	29,920,577	27,699,778	11,835,602
Estimated Ending Fund Balance 6/30	\$ 33,078,568	\$ 29,920,577	\$ 27,699,778	\$ 11,835,602	\$ 9,951,300

**DISCUSSION**

The change in the column **2019-2020 BUDGET** is due in part to the timing of when grants are received. A number of grants are received throughout a fiscal year. Therefore, this comparison only includes grants that the District received as of September 2019 and is not necessarily indicative of the District's total grants and entitlements for the year.

# Special Revenue Fund

## Estimated Revenues & Expenditures

REVENUE TYPE	ORIGINAL* BUDGET 2018-2019	PERCENT OF TOTAL	ESTIMATED REVENUE 2019-2020	PERCENT OF TOTAL**
<b>ESTIMATED REVENUE</b>				
Local	\$ 3,186,832	3.44%	\$ 4,048,229	4.33%
State	9,277,280	10.02%	2,048,438	2.19%
Federal Revenue	80,125,111	86.54%	87,391,497	93.48%
<b>TOTAL ESTIMATED REVENUE</b>	<b>\$ 92,589,223</b>	<b>100.00%</b>	<b>\$ 93,488,164</b>	<b>100.00%</b>

EXPENDITURE TYPE	ORIGINAL* BUDGET 2018-2019	PERCENT OF TOTAL	BUDGET 2019-2020	PERCENT OF TOTAL**
<b>ESTIMATED EXPENDITURES</b>				
Payroll Costs	\$ 63,559,352	60.89%	\$ 60,664,117	63.61%
Contracted Services	15,195,817	14.56%	12,886,135	13.51%
Supplies and Materials	20,413,585	19.56%	16,061,863	16.84%
Other Operating Costs	3,696,814	3.54%	3,447,732	3.62%
Capital Outlay	1,509,990	1.45%	2,312,620	2.42%
<b>TOTAL ESTIMATED EXPENDITURES</b>	<b>\$ 104,375,558</b>	<b>100.00%</b>	<b>\$ 95,372,467</b>	<b>100.00%</b>

**MAJOR SPECIAL REVENUE FUNDS INCLUDED:**

TITLE I, PART A

TITLE II, PART A, TEACHER, PRINCIPAL  
TRAINING AND RECRUITING

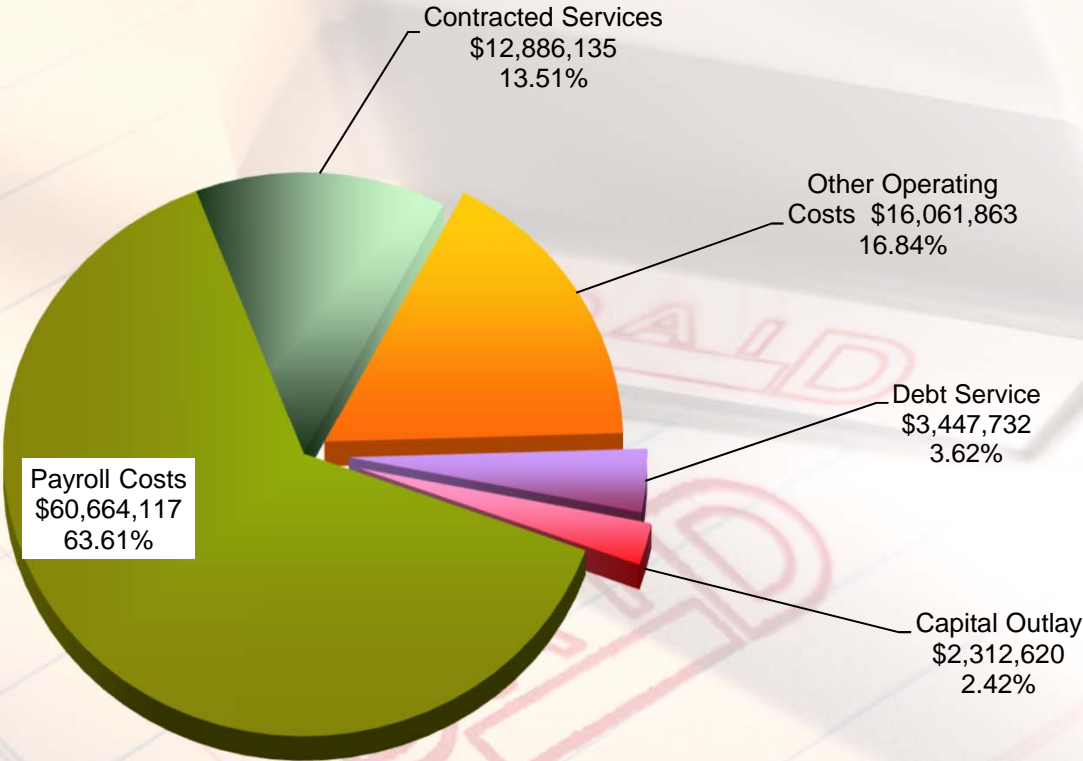
FEDERAL CAREER AND TECHNOLOGY BASIC  
IDEA-B FORMULA SPECIAL ED.  
IDEA-B PRESCHOOL SPECIAL ED.

\* The original budget is used for Special Revenue comparison because a number of grants are received during the school year. Some grants are multi-year and the balances are carried forward from prior years. The Special Revenue fund decreases for 2019-2020 and is due in part to the timing of when grants are approved and does not necessarily indicate a total change in grants and entitlements.

\*\* NOTE: Totals may vary due to rounding.

# Special Revenue Fund Chart

## Estimated Expenditures



## Special Revenue by Function and Major Object Code\*

		61XX	62XX	63XX	64XX	65XX	66XX				
		Payroll Costs	Purch./Contr. Services	Supplies & Materials	Other Oper. Expenses	Debt Services	Cap. Outlay Land, Bldg, Eq.	Function Total	Major Function Total	% of Total	
Function	Description										
11	Instruction	27,298,230	1,068,819	13,115,887	497,331	-	149,849	42,130,115			
12	Media	546,620	57	149,036	3,873	-	-	699,586			
13	Development	15,292,123	5,715,504	782,349	1,153,179	-	-	22,943,155	1X	65,772,856	
21	Instructional Administration	6,980,455	468,811	122,776	223,015	-	-	7,795,057			
23	School Leadership	1,430,972	312,854	306,604	469,966	-	0	2,520,396	2X	10,315,453	
31	Guidance & Counseling	6,401,358	956,273	617,882	312,501	-	-	8,288,014			
32	Social Work Services	899,622	1,261,305	21,451	55,305	-	-	2,237,683			
33	Health Services	142,237	58,070	60,427	599	-	-	261,334			
34	Student Transportation	-	-	2,470	15,739	-	1,029,122	1,047,331			
35	Food Services	39,871	-	-	-	-	-	39,871			
36	Extracurricular	107,125	52,898	214,973	61,439	-	2,035	438,471	3X	12,312,704	
41	General Administration	145,167	105,971	269	8,453	-	-	259,860	4X	259,860	
	Facilities Maintenance and Operations	237,600	198,542	36,964	0	-	388	473,493			
52	Security & Monitoring	7,486	9,928	54,749	756	-	-	72,919			
53	Data Processing	376,059	-	-	-	-	-	376,059	5X	922,472	
61	Community Services	756,399	2,672,853	510,613	338,685	-	-	4,278,550	6X	4,278,550	
81	Facilities Acquisition	2,793	4,250	65,411	-	-	1,131,227	1,203,681	8X	1,203,681	
93	Payment to Member SSA	-	-	-	306,890	-	-	306,890	9X	306,890	
<b>Total by Object</b>		<b>60,664,117</b>	<b>12,886,135</b>	<b>16,061,863</b>	<b>3,447,732</b>	<b>0.00%</b>	<b>2,312,620</b>	<b>95,372,467</b>	<b>XX</b>	<b>95,372,467</b>	<b>100%</b>
<b>Percent of Total</b>		<b>63.61%</b>	<b>13.51%</b>	<b>16.84%</b>	<b>3.62%</b>	<b>0.00%</b>	<b>2.42%</b>	<b>100%</b>			

\* Excludes fund 240 and 473.

# Campus Special Revenue Fund





**SPECIAL REVENUE FUND BUDGETS BY MAJOR OBJECT CODE & CAMPUS  
BUDGET 2019-2020**

<b>Org. No.</b>	<b>Campus Name</b>	<b>Payroll Costs</b>	<b>Purchased &amp; Contracted Svc</b>	<b>Supplies &amp; Materials</b>	<b>Other Operating Costs</b>	<b>Capital Outlay</b>	<b>Total Budget</b>
<i>High Schools</i>							
001	Brackenridge	806,626	12,283	109,081	88,863	25,361	1,042,213
002	Burbank	581,718	15,733	130,628	35,118	584	763,781
003	Edison	603,545	56,565	272,657	59,520	11	992,298
004	Tech	187,934	12,924	23,098	3,968	-	227,924
005	Highlands	1,588,489	23,265	132,750	42,608	1	1,787,113
006	Houston	1,452,122	221,708	74,489	35,905	0	1,784,224
007	Jefferson	703,383	51,130	805,373	79,934	1	1,639,822
008	Lanier	1,246,473	255,879	172,924	8,102	29,263	1,712,641
022	Travis Early College	82,697	9,340	6,058	5,578	-	103,673
025	St. Philips Early College	128,818	9,050	14,244	6,827	-	158,939
026	ALA	235,390	7,894	58,239	5,199	-	306,722
027	CAST Tech	35,351	-	61,691	5,335	0	102,377
	<b>Subtotal</b>	<b>7,652,544</b>	<b>675,770</b>	<b>1,861,232</b>	<b>376,958</b>	<b>55,221</b>	<b>10,621,726</b>
<i>Alternative High Schools</i>							
010	Estrada	-	-	554	81	-	636
020	Juvenile Justice	-	-	-	-	-	-
024	Cooper Academy	92,065	17,112	35,855	30,972	-	176,004
	<b>Subtotal</b>	<b>92,065</b>	<b>17,112</b>	<b>36,409</b>	<b>31,053</b>	<b>-</b>	<b>176,640</b>
<i>Middle Schools</i>							
023	Young Women's	98,507	7,021	45,560	19,839	-	170,926
043	Davis	330,414	140,564	19,072	10,547	1	500,598
047	Harris	231,984	9,772	96,976	24,422	386	363,540
049	Irving	433,367	7,560	1,590	7,350	-	449,867
050	Longfellow	287,418	14,472	57,316	33,683	-	392,889
051	Lowell	497,366	90,015	22,957	11,764	-	622,102
053	Page	483,444	86,367	498,997	22,562	136,496	1,227,867
054	Poe	610,410	115,491	7,518	15,056	-	748,475
055	Rhodes	320,684	213,145	48,486	31,019	1	613,334
057	Rogers	539,838	23,136	1,509,604	6,277	-	2,078,855
058	Twain	-	1,383	4,102	701	-	6,186
059	Whittier	173,484	7,851	127,335	66,829	0	375,499
061	Tafolla	307,412	108,630	23,036	10,024	-	449,103
	<b>Subtotal</b>	<b>4,314,328</b>	<b>825,408</b>	<b>2,462,548</b>	<b>260,074</b>	<b>136,884</b>	<b>7,999,241</b>
<i>Alternative Schools</i>							
064	Pickett Center	-	-	-	-	-	-
	<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Head Start Campus

**SPECIAL REVENUE FUND BUDGETS BY MAJOR OBJECT CODE & CAMPUS  
BUDGET 2019-2020**

<b>Org. No.</b>	<b>Campus Name</b>	<b>Payroll Costs</b>	<b>Purchased &amp; Contracted Svc</b>	<b>Supplies &amp; Materials</b>	<b>Other Operating Costs</b>	<b>Capital Outlay</b>	<b>Total Budget</b>
<i>Elementary Schools</i>							
101	Arnold	306,674	-	60,086	9,373	-	376,132
103	Ball	477,851	209,195	582,282	103,258	-	1,372,586
105	Baskin	140,866	-	5,186	8,275	4,763	159,089
106	Beacon Hill	168,379	4	5,682	1,120	-	175,185
107	Bonham	221,704	191,522	18,471	13,874	1	445,572
110	J.T. Brackenridge	540,220	1	16,686	4,432	-	561,340
112	Briscoe	172,565	477	6,687	2,125	-	181,855
114	Cameron	215,700	30,000	334,147	74,040	-	653,888
116	Collins Garden	233,919	200	27,555	2,729	-	264,404
117	Cotton	340,233	81,215	21,250	10,468	-	453,166
118	Crockett	401,412	39,163	54,990	27,586	-	523,151
119	Douglass	165,871	1,128	41,779	2,560	-	211,338
121	DeZavala	502,823	36,819	65,585	4,853	-	610,080
123	Fenwick	228,848	300	167,179	2,154	-	398,481
124	Forbes	106,720	-	3,076	1,763	-	111,558
125	Foster	620,104	28,858	22,137	8,498	-	679,598
126	Franklin	173,594	300	13,222	24,487	-	211,602
127	Gates	281,550	51,863	518,191	101,968	17	953,589
129	Graebner	439,532	-	8,632	4,799	-	452,963
131	Green	92,792	-	31,240	1,063	-	125,096
132	Herff	202,008	3,009	7,451	1,825	-	214,293
134	Highland Hills	238,636	192	6,602	5,095	-	250,525
135	Highland Park	310,719	80,684	18,144	4,884	-	414,430
136	Hillcrest	299,070	646	9,515	2,378	-	311,609
137	Hirsch	561,002	738	30,739	4,687	100	597,267
138	Irving Dual Language	226,393	64,526	392,729	38,341	59,300	781,288
139	Huppertz	349,858	300	14,824	2,914	-	367,896
140	Rodriguez	588,441	106,586	816,330	51,430	-	1,562,786
141	Japhet	465,614	-	21,906	4,946	-	492,467
142	King	58,823	1	8,710	1,534	-	69,067
143	Kelly	73,352	10	3,587	1,945	-	78,894
144	King	188,224	125,001	26,684	4,326	-	344,235
146	Lamar	188,980	148,098	52,870	207,621	6,711	604,280
147	Bowden	705,746	193,460	519,174	32,087	-	1,450,467
148	Madison	389,538	2,002	59,881	3,987	-	455,409
149	Margil	153,831	125,226	7,838	3,731	2,675	293,300
150	Maverick	311,076	18,013	37,376	18,189	69	384,722
153	Miller	1,405,043	171,061	106,548	34,230	-	1,716,882
155	Neal	388,648	84	40,999	11,808	-	441,539
157	Ogden	906,614	9,617	122,699	4,460	-	1,043,391
158	Pershing	510,331	126,312	6,822	7,182	-	650,648
160	Riverside Park	195,510	1,392	31,932	4,443	-	233,276
161	Rogers	284,540	850	30,138	5,584	-	321,112

\* Head Start Campus

**SPECIAL REVENUE FUND BUDGETS BY MAJOR OBJECT CODE & CAMPUS  
BUDGET 2019-2020**

<b>Org. No.</b>	<b>Campus Name</b>	<b>Payroll Costs</b>	<b>Purchased &amp; Contracted Svc</b>	<b>Supplies &amp; Materials</b>	<b>Other Operating Costs</b>	<b>Capital Outlay</b>	<b>Total Budget</b>
<i>Elementary Schools</i>							
162	Barkley/Ruiz	280,010	6,069	27,383	13,438	-	326,901
163	Twain Dual Language	53,175	1	40,516	3,557	-	97,249
164	Schenck	470,110	1,029	29,879	2,877	-	503,895
165	Smith	62,909	-	25,107	1,793	-	89,809
168	Stewart	2,167,001	194,496	577,601	147,026	20,231	3,106,356
169	Storm	580,443	40,158	623,273	14,312	-	1,258,186
172	Washington	255,438	81	4,063	2,169	-	261,750
174	Wilson	135,618	9	6,176	2,710	-	144,513
175	Woodlawn	339,103	58,347	812,907	37,745	-	1,248,103
176	Woodlawn Hills	130,452	56	9,651	6,082	-	146,241
177	Young Men's	82,060	13,115	54,633	9,251	84,339	243,398
179	Hawthorne	226,219	135,151	60,596	14,748	-	436,713
210	Mission	226,961	4,629	57,248	17,014	527	306,378
	<b>Subtotal</b>	<b>19,842,853</b>	<b>2,301,995</b>	<b>6,706,598</b>	<b>1,139,773</b>	<b>178,732</b>	<b>30,169,950</b>
<i>Alternative Elementary/Satellite Schools</i>							
180	Gonzales	-	-	-	-	-	-
182	Healy Murphy	-	-	-	-	-	-
189	Non-Public Schools	4,321	1,270,251	16,651	630	-	1,291,853
194	Roy Maas Youth Alt	-	-	-	-	-	-
195	Juvenile Detention	342,611	49,981	19,157	10,939	-	422,688
201	Children's Shelter of S.A.	-	-	10,261	20	-	10,280
202	Pre-K Healy Murphy	43,156	-	147	147	-	43,450
	<b>Subtotal</b>	<b>390,088</b>	<b>1,320,232</b>	<b>46,215</b>	<b>11,736</b>	<b>-</b>	<b>1,768,272</b>
<i>Early Childhood Centers</i>							
* 240	Carroll Early Childhood	1,339,688	22,316	398,796	7,458	20,000	1,788,259
* 241	Carvajal Early Childhood	1,172,628	210,325	19,541	29,756	-	1,432,251
* 242	Knox Early Childhood	877,638	-	33,694	2,558	-	913,891
* 244	Tynan Early Childhood	1,106,304	11,400	48,964,555	49,484	-	50,131,744
* 245	Nelson Early Childhood	730,111	-	19,600	3,739	-	753,450
* 246	Gonzales Early Childhood	42,306	-	2,276	748	-	45,330
	<b>Subtotal</b>	<b>5,268,676</b>	<b>244,041</b>	<b>49,438,462</b>	<b>93,744</b>	<b>20,000</b>	<b>55,064,924</b>
	<b>Total for Schools</b>	<b>\$ 37,560,554</b>	<b>\$ 5,384,559</b>	<b>\$ 60,551,465</b>	<b>\$ 1,913,338</b>	<b>\$ 390,837</b>	<b>\$ 105,800,753</b>

\* Head Start Campus

**COMPARISON OF EXPENDITURES AND BUDGETS BY CAMPUS  
SPECIAL REVENUE FUND**

Campus No.	Name	2018-19 Actual Expn	2017-18 Budget	2018-19 Budget	2019-20 Budget	% Change From 18-19 Budget
<i>High Schools</i>						
001	Brackenridge	\$ 843,151	\$ 1,204,786	\$ 820,248	\$ 1,042,213	27.06%
002	Burbank	726,305	837,284	520,591	763,781	46.71%
003	Edison	857,057	821,340	812,410	992,298	22.14%
004	Tech	182,207	125,464	75,351	227,924	202.48%
005	Highlands	1,082,241	1,711,072	1,789,343	1,787,113	-0.12%
006	Houston	1,234,803	1,831,959	1,675,910	1,784,224	6.46%
007	Jefferson	821,662	887,000	694,679	1,639,822	136.05%
008	Lanier	1,276,468	1,675,283	1,548,517	1,712,641	10.60%
022	Travis Early College	48,071	157,390	104,536	103,673	-0.83%
025	St. Philips Early College	77,171	83,531	77,252	158,939	105.74%
026	ALA	1,296,548	5,199	407,150	306,722	-24.67%
027	CAST Tech	515,988	5,335	431,413	102,377	-76.27%
	<b>Subtotal</b>	<b>8,961,672</b>	<b>9,345,643</b>	<b>8,957,400</b>	<b>10,621,726</b>	<b>18.58%</b>
<i>Alternative High Schools</i>						
010	Estrada	48,071	14,619	30,843	636	-97.94%
020	Juvenile Justice	-	466	-	-	0.00%
024	Cooper Academy	259,381	95,480	191,972	176,004	-8.32%
	<b>Subtotal</b>	<b>307,452</b>	<b>110,565</b>	<b>222,815</b>	<b>176,640</b>	<b>-20.72%</b>
<i>Middle Schools</i>						
023	Young Women's	240,240	145,972	93,264	170,926	83.27%
043	Davis	710,728	707,837	872,351	500,598	-42.62%
047	Harris	380,376	171,498	309,653	363,540	17.40%
049	Irving	290,814	776,125	787,025	449,867	-42.84%
050	Longfellow	501,408	343,852	362,719	392,889	8.32%
051	Lowell	659,028	600,973	682,241	622,102	-8.81%
053	Page	1,298,612	774,199	1,832,539	1,227,867	-33.00%
054	Poe	680,910	745,353	845,498	748,475	-11.48%
055	Rhodes	687,323	812,780	810,501	613,334	-24.33%
057	Rogers	367,534	632,305	726,764	2,078,855	186.04%
058	Twain	4,464	78,852	14,529	6,186	-57.42%
059	Whittier	298,639	330,917	425,142	375,499	-11.68%
061	Tafolla	666,984	913,261	693,862	449,103	-35.27%
	<b>Subtotal</b>	<b>6,787,060</b>	<b>7,033,924</b>	<b>8,456,088</b>	<b>7,999,241</b>	<b>-5.40%</b>
<i>Alternative Middle Schools</i>						
064	Pickett Center	-	15,141	-	-	0.00%
	<b>Subtotal</b>	<b>-</b>	<b>15,141</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

\* Head Start Campus

**COMPARISON OF EXPENDITURES AND BUDGETS BY CAMPUS  
SPECIAL REVENUE FUND**

<b>Campus No.</b>	<b>Name</b>	<b>2018-19 Actual Expn</b>	<b>2017-18 Budget</b>	<b>2018-19 Budget</b>	<b>2019-20 Budget</b>	<b>% Change From 18-19 Budget</b>
<i>Elementary Schools</i>						
101	Arnold	391,819	76,472	272,676	376,132	37.94%
103	Ball	632,507	642,928	752,631	1,372,586	82.37%
105	Baskin	234,000	120,089	42,446	159,089	274.80%
106	Beacon Hill	173,210	350,036	158,316	175,185	10.66%
107	Bonham	395,218	333,317	402,835	445,572	10.61%
110	J.T. Brackenridge	781,002	647,128	708,247	561,340	-20.74%
112	Briscoe	181,211	25,162	64,141	181,855	183.52%
114	Cameron	782,018	135,394	1,135,678	653,888	-42.42%
116	Collins Garden	159,792	102,632	208,562	264,404	26.77%
117	Cotton	638,545	528,137	710,479	453,166	-36.22%
118	Crockett	651,242	2,097,286	905,774	523,151	-42.24%
119	Douglass	143,714	1,344,611	283,198	211,338	-25.37%
121	DeZavala	862,248	630,167	895,386	610,080	-31.86%
123	Fenwick	169,987	381,199	196,190	398,481	103.11%
124	Forbes	131,382	261,090	129,036	111,558	-13.55%
125	Foster	795,848	630,618	829,611	679,598	-18.08%
126	Franklin	188,528	166,364	192,637	211,602	9.85%
127	Gates	894,628	289,952	1,495,833	953,589	-36.25%
129	Graebner	258,035	292,576	338,842	452,963	33.68%
131	Green	96,973	60,002	119,306	125,096	4.85%
132	Herff	228,878	345,905	242,144	214,293	-11.50%
134	Highland Hills	258,112	294,776	248,915	250,525	0.65%
135	Highland Park	533,814	377,282	565,439	414,430	-26.71%
136	Hillcrest	188,539	432,322	312,506	311,609	-0.29%
137	Hirsch	768,925	505,708	660,290	597,267	-9.54%
138	Irving Dual Language	348,628		839,653	781,288	-6.95%
139	Huppertz	530,023	331,852	357,049	367,896	3.04%
140	Rodriguez	1,584,876	2,437,809	3,471,144	1,562,786	-54.98%
141	Japhet	273,242	358,132	395,790	492,467	24.43%
142	King	268,079	196,002	157,436	69,067	-56.13%
143	Kelly	179,134	14,847	102,167	78,894	-22.78%
144	King	406,097	368,254	310,977	344,235	10.69%
146	Lamar	733,920	1,087,798	416,136	604,280	45.21%
147	Bowden	771,922	474,164	1,392,669	1,450,467	4.15%
148	Madison	606,097	407,471	368,669	455,409	23.53%
149	Margil	442,856	417,666	315,023	293,300	-6.90%
150	Maverick	415,173	267,244	320,408	384,722	20.07%
153	Miller	1,515,195	1,992,333	2,078,191	1,716,882	-17.39%
155	Neal	628,600	439,134	408,294	441,539	8.14%
157	Ogden	1,302,735	2,165,820	1,310,616	1,043,391	-20.39%

\* Head Start Campus

**COMPARISON OF EXPENDITURES AND BUDGETS BY CAMPUS  
SPECIAL REVENUE FUND**

Campus No.	Name	2018-19 Actual Expn	2017-18 Budget	2018-19 Budget	2019-20 Budget	% Change From 18-19 Budget
<i>Elementary Schools</i>						
158	Pershing	732,367	870,168	898,954	650,648	-27.62%
160	Riverside Park	201,544	75,044	133,009	233,276	75.38%
161	Rogers	258,025	269,327	298,369	321,112	7.62%
162	Barkley/Ruiz	125,633	253,286	210,600	326,901	55.22%
164	Schenck	679,063	243,274	473,029	503,895	6.53%
165	Smith	280,582	320,356	192,999	89,809	-53.47%
168	Stewart	1,275,324	2,613,217	1,987,502	3,106,356	56.29%
169	Storm	1,104,488	421,506	1,557,729	1,258,186	-19.23%
172	Washington	147,557	320,775	255,018	261,750	2.64%
174	Wilson	217,700	40,410	150,018	144,513	-3.67%
175	Woodlawn	576,774	639,734	713,196	1,248,103	75.00%
176	Woodlawn Hills	268,528	222,683	232,447	146,241	-37.09%
177	Young Men's	118,956	74,972	77,249	243,398	215.08%
179	Hawthorne	452,690	463,087	518,974	436,713	-15.85%
210	Mission	527,842	228,543	307,311	306,378	-0.30%
	<b>Subtotal</b>	<b>27,513,825</b>	<b>29,086,061</b>	<b>32,121,744</b>	<b>30,072,702</b>	<b>-6.38%</b>
<i>Alternative Elementary/Satellite S</i>						
180	Gonzales	-	-	-	-	0.00%
182	Healy Murphy	8,927	661	578	-	-100.00%
189	Non-Public Schools	326,872	1,001,130	742,990	1,291,853	73.87%
194	Roy Maas Youth Alt	-	17,141	4	-	-100.00%
195	Juvenile Detention Ctr	463,116	897,360	770,861	422,688	-45.17%
201	Children's Shelter of S.A.	-	-	-	10,280	0.00%
202	Healy Murphy Pre-K	70,292	66,791	34,588	43,450	25.62%
	<b>Subtotal</b>	<b>869,207</b>	<b>1,983,083</b>	<b>1,549,021</b>	<b>1,768,272</b>	<b>14.15%</b>
<i>Early Childhood Centers</i>						
* 240	Carroll Early Childhood	2,246,970	1,199,898	2,019,713	1,788,259	-11.46%
* 241	Carvajal Early Childhood	2,078,935	1,277,116	1,225,151	1,432,251	16.90%
* 242	Knox Early Childhood	1,563,522	828,388	986,849	913,891	-7.39%
* 244	Tynan Early Childhood	1,881,069	741,854	1,655,623	50,131,744	2927.97%
* 245	Nelson Early Childhood	1,417,412	-	800,513	753,450	-5.88%
* 246	Gonzales Early Childhood	184,606	-	51,918	45,330	-12.69%
	<b>Subtotal</b>	<b>9,372,514</b>	<b>4,047,256</b>	<b>6,739,767</b>	<b>55,064,924</b>	<b>717.02%</b>
<b>Total for All Schools</b>		<b>\$ 53,811,730</b>	<b>\$ 51,621,673</b>	<b>\$ 58,046,835</b>	<b>\$ 105,703,505</b>	<b>82.10%</b>

\* Head Start Campus

# Debt Service Fund



## **DEBT SERVICE FUND**

This fund group accounts for resources accumulated and payments made for principal and interest on all bonds of the District. The primary sources of revenue for the Debt Service Fund are local property taxes and the State Instructional Facilities Allotment.



**DEBT SERVICE FUND  
REVENUES AND EXPENDITURES SIX-YEAR COMPARISON  
BUDGET YEAR 2019-2020**

	2013-2014 AUDITED	2014-2015 AUDITED	2015-2016 AUDITED	2016-2017 ACTUAL	2017-2018 ACTUAL	2018-2019 ACTUAL	2019-2020 BUDGET
<b>REVENUES</b>							
5700 Local Sources	\$39,084,048	\$44,192,367	\$53,274,607	\$51,771,117	\$60,030,646	\$ 75,513,126	\$88,374,077
5800 State Sources	16,195,533	14,311,305	16,125,823	7,051,162	2,437,370	1,165,369	-
5900 Federal Sources	2,701,055	2,708,180	2,685,118	2,653,701	2,613,507	2,574,380	1,276,778
<b>Total Revenues</b>	<b>\$57,980,636</b>	<b>\$61,211,852</b>	<b>\$72,085,548</b>	<b>\$61,475,980</b>	<b>\$65,081,523</b>	<b>\$ 79,252,874</b>	<b>\$89,650,855</b>
<b>DEBT SERVICES</b>							
71 Principal	\$17,820,000	\$22,355,000	\$42,065,000	\$27,240,000	\$29,630,000	\$ 35,870,000	\$37,100,000
72 Interest & Other Charges	30,934,888	35,090,658	30,642,686	33,682,496	34,650,215	39,334,617	44,823,226
73 Bond Issuance Cost and Fees	-	-	12,640	12,205	368,222	296,787	1,024,100
<b>Total Expenditures</b>	<b>\$48,754,888</b>	<b>\$57,445,658</b>	<b>\$72,720,326</b>	<b>\$60,934,701</b>	<b>\$64,648,437</b>	<b>\$ 75,501,403</b>	<b>\$82,947,326</b>
Excess (Deficiency) of Revenues Over (Under) Expenditures	\$ 9,225,748	\$ 3,766,194	\$ (634,778)	\$ 541,279	\$ 433,086	\$ 3,751,471	\$ 6,703,529
<b>OTHER FINANCING RESOURCES (USES)</b>							
7900 Other Resources*	\$ -	\$ -	\$ -	\$ -	\$46,837,252	\$ 46,009,546	\$ -
8949 Payment to Refunded Bond Escrow Agent	-	-	-	-	(46,484,403)	(45,710,000)	-
Transfer Out/(Use)	-	-	(400,000)	-	-	-	-
Long Term Investment	-	-	-	-	-	-	-
Fiscal Year Change Adjustment	-	-	-	-	-	-	-
<b>Total Other Financing Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (400,000)</b>	<b>\$ -</b>	<b>\$ 352,849</b>	<b>\$ 299,546</b>	<b>\$ -</b>
Net Change in Fund Balance	\$ 9,225,748	\$ 3,766,193	\$ (1,034,778)	\$ 541,279	\$ 785,935	\$ 4,051,017	\$ 6,703,529
Estimated Beginning Fund Balance 7/1	74,741,870	83,967,618	87,733,811	86,699,033	87,240,312	88,026,247	92,077,264
Estimated Ending Fund Balance 6/30	<u>\$83,967,618</u>	<u>\$87,733,811</u>	<u>\$86,699,033</u>	<u>\$87,240,312</u>	<u>\$88,026,247</u>	<u>\$ 92,077,264</u>	<u>\$98,780,793</u>

**DISCUSSION:** Between FY 2014 and FY2019, the Debt Service Fund balance has increased from \$83.9 Million to \$92 Million, a change of \$8.1 Million. The primary reason for this is that the District is making \$2.8 Million annual payments to a Long-Term Sinking Fund asset which will be used to retire the District's QSCB bonds in 2026. The current "Fair market value" of the sinking fund asset is \$25,014,195, which is a part of the fund balance shown for the fiscal year end 2018-2019.

# Debt Service Fund

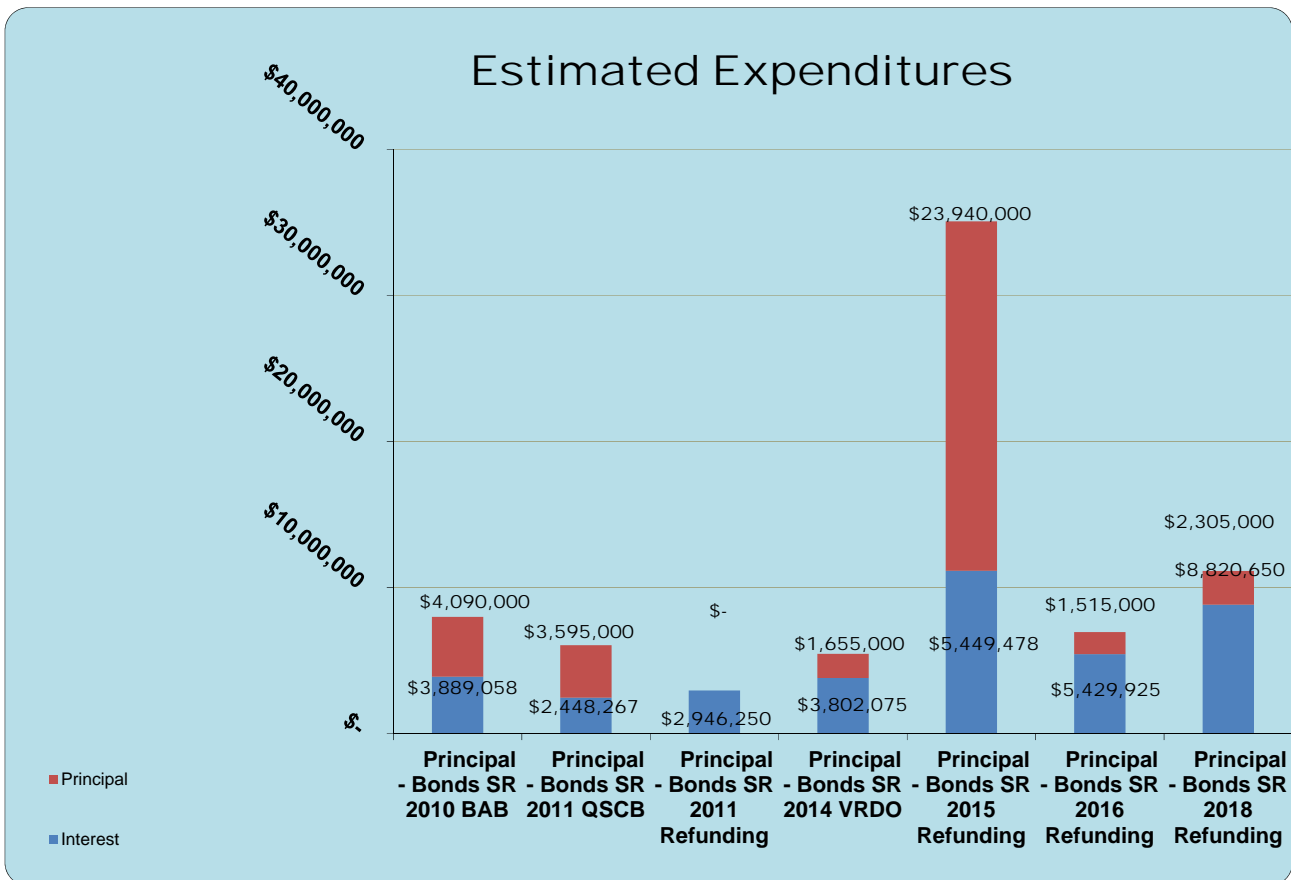
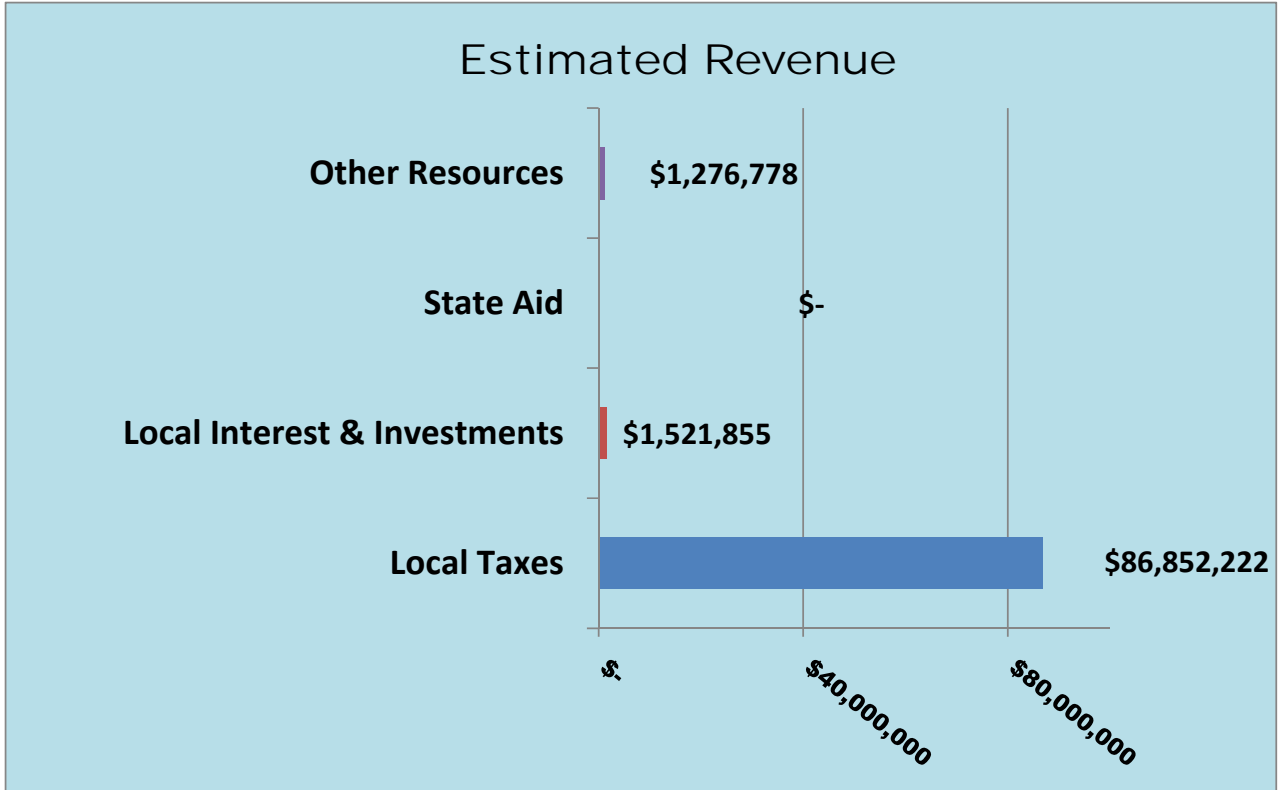
## Estimated Revenues & Expenditures

REVENUE TYPE	ACTUAL 2018-2019	PERCENT OF TOTAL	ESTIMATED REVENUE 2019-2020	PERCENT OF TOTAL*
<b>ESTIMATED REVENUE</b>				
Local Taxes	\$ 70,354,197	88.77%	\$ 86,852,222	96.88%
Local Interest & Investments	5,158,929	6.50%	1,521,855	1.70%
State Aid	1,165,369	1.47%	-	0.00%
Other Resources	2,574,380	3.25%	1,276,778	1.42%
<b>TOTAL EST REVENUE &amp; OTHER RESOURCES</b>	<b>\$ 79,252,874</b>	<b>100.00%</b>	<b>\$ 89,650,855</b>	<b>100.00%</b>

EXPENDITURE TYPE	ACTUAL 2018-2019	PERCENT OF TOTAL	BUDGET 2019-2020	PERCENT OF TOTAL*
<b>ESTIMATED EXPENDITURES</b>				
Principal - Bonds SR 2010 BAB	3,985,000	5.28%	4,090,000	4.93%
Principal - Bonds SR 2011 QSCB	-	0.00%	3,595,000	4.33%
Principal - Bonds SR 2011 Refunding	7,435,000	9.85%	-	0.00%
Principal - Bonds SR 2014A VRDO	805,000	1.07%	845,000	1.02%
Principal - Bonds SR 2014B VRDO	850,000	1.13%	810,000	0.98%
Principal - Bonds SR 2015 Refunding	21,340,000	28.26%	23,940,000	28.86%
Principal - Bonds SR 2016 Refunding	1,455,000	1.93%	1,515,000	1.83%
Principal - Bonds SR 2018 Refunding	-	0.00%	2,305,000	2.78%
Interest - Series 2010 BAB	7,858,474	10.41%	3,889,058	4.69%
Interest - Series 2011 QSCB	2,448,267	3.24%	2,448,267	2.95%
Interest - Series 2011 Refunding	3,093,319	4.10%	2,946,250	3.55%
Interest - Series 2014A VRDO	1,825,125	2.42%	1,783,875	2.15%
Interest - Series 2014B VRDO	1,481,178	1.96%	2,018,200	2.43%
Interest - Series 2015 Refunding	12,209,838	16.17%	11,142,838	13.43%
Interest - Series 2016 Refunding	5,496,900	7.28%	5,429,925	6.55%
Interest - Series 2018	4,921,517	6.52%	8,820,650	10.63%
Interest - Series 2019	-	0.00%	6,344,163	7.65%
Debt Services-Issuance Cost and Fees	284,502	0.38%	800,000	0.96%
Other Uses	12,285	0.02%	224,100	0.27%
<b>TOTAL EST EXPENDITURES &amp; OTHER USES</b>	<b>\$ 75,501,405</b>	<b>100.00%</b>	<b>\$ 82,947,326</b>	<b>100.00%</b>

\* NOTE: Totals may vary due to rounding.

# Debt Service Fund Charts



## COMPUTATION OF LEGAL DEBT MARGIN

June 30, 2019

(Unaudited)

The Texas Education Code (TEC) authorizes the District to issue negotiable coupon bonds to construct, acquire, or equip school buildings, to purchase necessary sites, and to acquire or refinance property financed under a contract entered into under the Public Property Finance Act. The District is further authorized to levy and assess annual ad valorem taxes sufficient to pay the principal and interest on the bonds as they become due.

Local policy gives the superintendent or his designees management oversight responsibility for the debt service operation of the District. In this capacity, the superintendent recommends all proposed bond sales to the board for its approval.

All bond elections are held in accordance with statutory requirements, and bonds are sold, as authorized by the qualified voters of the District, on a competitive basis under the direction of a fiscal agent selected by the board.

Texas statutes do not prescribe a debt limit; however, by custom, a practical economic debt limit of 10% of the assessed valuation is used.

The computation of the District's legal debt margin is found below:

Assessed Valuation 2019 Tax Roll		<u>\$ 19,390,019,051</u>
Debt Limit - 10% of Assessed Valuation		\$ 1,939,001,905
General Obligation & Lease Revenue Bonds	\$ 958,091,824	
<b>Less: Amount Available in Debt Service Fund</b>	<u>\$ 92,077,266</u>	
Total Amount of Debt Applicable to Debt Limit		<u>\$ 866,014,558</u>
Legal Debt Margin		<u><u>\$ 1,072,987,347</u></u>

**COMPUTATION OF DIRECT AND ESTIMATED  
OVERLAPPING BONDED DEBT \***  
As of August 31, 2019

Taxing Body	Net Debt Obligation	As of	Estimated Overlapping	
			Percentage	Amount
Alamo Community College District	\$ 437,330,000	8/31/2019	13.38%	\$ 58,514,754
Balcones Heights, City of	134,000	8/31/2019	50.98%	68,313
Bexar County	1,424,769,215	9/30/2018	13.38%	190,634,121
Bexar County Hospital District	830,557,326	5/31/2019	13.38%	111,128,570
Olmos Park, City of	1,350,000	8/31/2019	6.01%	81,135
San Antonio, City of	1,657,472,720	9/30/2018	18.45%	305,803,717
			Subtotal	666,230,610
San Antonio Independent School District		6/30/2019		872,989,988
			<b>TOTAL</b>	<b>\$ 1,539,220,598</b>

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the District. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the District. This process recognizes that, when considering the District's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. This does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt of each overlapping government.

\* Source: The Texas Municipal Report from the Municipal Advisory Council of Texas.

## RATIO OF ANNUAL DEBT SERVICE FOR GENERAL BONDED DEBT TO TOTAL GENERAL FUND EXPENDITURES

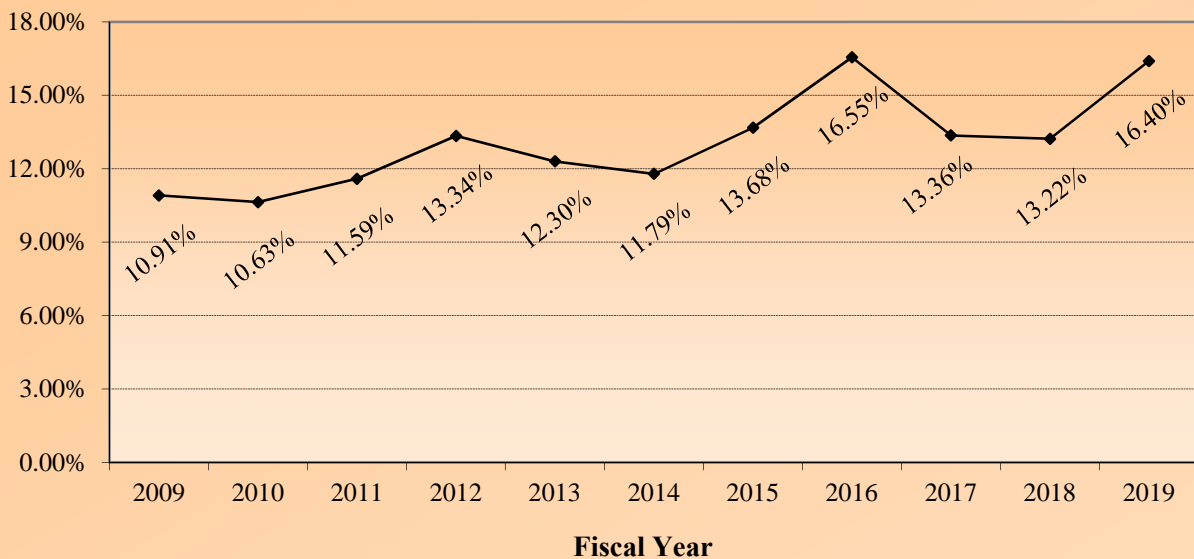
### DEBT SERVICE EXPENDITURES

Fiscal Year * Ended June 30	Principal	Interest **	Total	Total General Fund Expenditures	Ratio of Debt Service to General Fund Expenditures
2009	17,495,000	23,398,466	40,893,466	374,987,551	10.91%
2010	14,679,382	27,398,867	42,078,249	395,699,276	10.63%
2011	12,074,970	32,350,278	44,425,248	383,414,721	11.59%
2012	19,421,342	31,925,296	51,346,638	384,861,044	13.34%
2013	16,570,000	31,640,176	48,210,176	391,970,365	12.30%
2014	17,820,000	30,840,703	48,660,703	412,776,456	11.79%
2015	22,355,000	35,054,582	57,409,582	419,562,647	13.68%
2016	42,065,000	30,642,686	72,707,686	439,342,056	16.55%
2017	27,240,000	33,682,496	60,922,496	456,105,804	13.36%
2018	29,630,000	34,650,215	64,280,215	486,337,762	13.22%
2019	35,870,000	39,334,618	75,204,618	458,534,052	16.40%

\* Prior to 2012 the Fiscal Year End was August 31

\*\* Interest amounts EXCLUDE other fees

### Ratio of Debt Service to General Fund Expenditures



**RATIO OF NET GENERAL OBLIGATION BONDED DEBT TO  
ESTIMATED ACTUAL VALUE AND NET GENERAL OBLIGATION BONDED DEBT  
PER AVERAGE DAILY MEMBERSHIP**

<b>*Fiscal Year Ended June 30th</b>	<b>**Average Daily Membership</b>	<b>Estimated Actual Property Value</b>	<b>Net Bonded Debt</b>	<b>Ratio of Net Bonded Debt to Estimated Actual Property Value</b>	<b>Net Bonded Debt Per Average Daily Membership</b>
2009	53,844	15,537,789,879	439,745,472	2.83%	8,167
2010	52,096	15,939,569,943	435,519,499	2.73%	8,360
2011	51,715	15,593,598,904	618,881,998	3.97%	11,967
2012	51,377	12,264,858,813	595,401,624	4.85%	11,589
2013	51,057	12,361,723,024	571,745,393	4.63%	11,198
2014	50,889	12,737,897,528	612,349,775	4.81%	12,033
2015	50,884	13,324,011,635	726,175,543	5.45%	14,271
2016	49,992	14,797,210,947	781,090,131	5.28%	15,624
2017	49,088	16,592,753,459	748,140,520	4.51%	15,241
2018	47,337	17,901,811,247	710,104,857	3.97%	15,001
2019	45,796	19,390,019,051	866,014,559	4.47%	18,910

\* Prior to 2012 the Fiscal Year End was August 31.

\*\* Average Daily Membership (ADM) is the average daily enrollment of students, district-wide, over the official number of instructional days.

## NET BONDED DEBT



# Capital

# Projects

# Fund





## **CAPITAL PROJECTS FUND**

The District's major capital projects are accounted for in this fund group. The major projects are funded through the sale of Voter approved General Obligation Bonds. Although the Texas Education Agency does not require an annual adopted budget for this fund group, a budget is established at the start of a project through the District's budget amendment process. In other words, this fund is budgeted on a project basis and continues until the project's completion.

**CAPITAL PROJECTS FUND  
REVENUES AND EXPENDITURES SIX-YEAR COMPARISON  
BUDGET YEAR 2019-2020**

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ACTUAL	2019-2020 BUDGET
<b>REVENUES</b>						
5700 Local Sources	\$ 140,809	\$ 48,659	\$ 148,651	\$ 172,029	\$ 3,999,271	\$ 3,415,416
<b>Total Revenues</b>	<b>\$ 140,809</b>	<b>\$ 48,659</b>	<b>\$ 148,651</b>	<b>\$ 172,029</b>	<b>\$ 3,999,271</b>	<b>\$ 3,415,416</b>

**EXPENDITURES BY FUNCTION**

11 Instruction	\$ -	\$ 482,858	\$ 97,753	\$ -	\$ 180,256	\$ -
12 Instructional Resources & Media Svcs.	-	-	-	-	-	-
21 School Leadership	-	-	-	-	-	-
31 Guidance, Counseling & Evaluation Svcs	-	-	-	-	-	-
32 Social Work Services	-	-	-	-	-	-
33 Health Services	-	-	-	-	-	-
35 Food Services	-	-	-	-	-	-
36 Co curricular /Extracurricular Activities	-	-	-	-	-	-
41 General Administration	-	-	-	132,430	108,081	-
51 Plant Maintenance & Operations	241,974	866,689	617,314	291,896	59,302	-
52 Security & Monitoring Services	-	-	-	-	1,386	-
53 Data Processing Services	-	-	-	22,790	16,904	-
61 Community Services	-	-	-	-	-	-
71 Debt Services	2,851,956	946,717	-	-	1,368,361	-
81 Facilities Acquisition & Construction	183,509,966	66,150,619	22,397,751	11,793,241	57,341,900	90,000,000
<b>Total Expenditures *</b>	<b>\$ 186,603,896</b>	<b>\$ 68,446,883</b>	<b>\$ 23,112,818</b>	<b>\$ 12,240,357</b>	<b>\$ 59,076,190</b>	<b>\$ 90,000,000</b>

Excess (Deficiency) of Revenues Over (Under) Expenditures \$ (186,463,087) \$ (68,398,224) \$ (22,964,167) \$ (12,068,328) \$ (55,076,919) \$ (86,584,584)

**OTHER FINANCING RESOURCES (USES)**

7900 Other Resources	\$ 608,784,534	\$ 184,396,479	\$ 7,852,855	\$ 31,893,236	\$ 201,368,361	\$ 75,000,000
8900 Other Uses	(441,540,880)	(82,549,762)	-	-	(2,114,927)	-
Fiscal year change adjustment	-	-	-	-	-	-
<b>Total Other Financing Resources (Uses)</b>	<b>\$ 167,243,654</b>	<b>\$ 101,846,717</b>	<b>\$ 7,852,855</b>	<b>\$ 31,893,236</b>	<b>\$ 199,253,434</b>	<b>\$ 75,000,000</b>

Net Change in Fund Balance \$ (19,219,433) \$ 33,448,493 \$ (15,111,312) \$ 19,824,908 \$ 144,176,515 \$ (11,584,584)  
 Estimated Beginning Fund Balance 7/1 \$ 26,626,175 \$ 7,406,742 \$ 40,855,235 \$ 25,743,923 \$ 45,568,831 \$ 189,745,346  
 Estimated Ending Fund Balance 6/30 \$ 7,406,742 \$ 40,855,235 \$ 25,743,923 \$ 45,568,831 \$ 189,745,346 \$ 178,160,762

**DISCUSSION**

Over the past five years, the Capital Projects Fund fund balance has fluctuated due to the completion of the projects from the \$515 million bond authorization received in November of 2010. In 2016, SAISD voters overwhelmingly passed a \$450 million bond proposition primarily for major renovations to 13 schools. The District's Capital Projects Budget for 2018-2019 funded the early stages of construction for these projects.



## CAPITAL PROJECTS PROGRAM WHERE ARE WE TODAY?

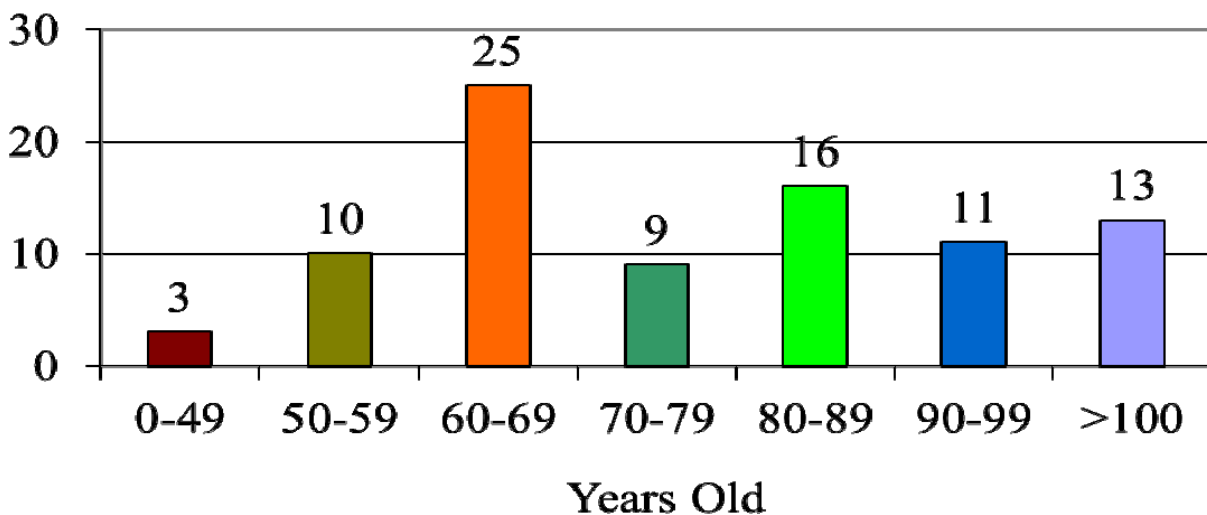
### HISTORY

SAISD voters passed bond elections in 1997 and 2001 to improve and replace aging facilities. In 2010 SAISD voters approved a \$515 million bond and again SAISD voters approved a \$450 million bond proposition on November 8, 2016 to continue additions and renovations to schools across the district, where some buildings are more than 100 years old.

The 1997 bond issue of \$483.5 million funded new facilities, classroom additions, and extensive renovations, while the 2001 bond issue of \$126.5 million built or renovated Early Childhood Education Program facilities at 51 campuses, music facilities at the eight traditional high schools, and continued the improvement of the District's aging facilities. The 2010 bond funded improvements to schools across the district, program enhancements for high schools and middle schools and additional campus upgrades. In addition, major renovations were completed for the Alamo Stadium and Convocation Center. The 2016 bond will continue to fund improvements to overhaul 13 campuses including facilities that have not been recently updated at 7 high schools, 4 middle schools, and 2 elementary schools.

The District is more than 100 years old and has been recognized by South Central Texas Chapter of the Council of Educational Facility Planners International (CEFPI) for its significant efforts to preserve historical structures. Two campuses and the SAISD Central Office are listed in the National Register of Historic Places and Jefferson High School is a National Historic Landmark. As the chart below demonstrates, a vast majority of our campuses have at least one building that is more than 50 years old with varying degrees of renovation and facility improvement needs.

### School Ages



## **1997 BOND PROGRAM UPDATE**

Through the \$483.5 million 1997 Bond Program, six campuses received entirely new school buildings. Major additions and renovations were constructed at 76 schools and air-conditioned physical education facilities were added at 51 schools.

Students enrolled at the Estrada Achievement Center are now at the former Barkley Elementary site at 1112 South Zarzamora St. It features renovated classrooms, amenities, a paved parking lot, and a new multi-purpose building.

## **2001 BOND PROGRAM UPDATE**

The \$126.5 million 2001 Bond Program provided the impetus to create specially-designed facilities for the youngest students – those who are enrolled in the Early Childhood Education Program, and to construct music facilities at the eight traditional high schools.

Stand-alone Early Childhood Education Program facilities were built at 31 elementaries while existing classrooms at 22 were modified to accommodate this program that gives pre-kindergarten students a strong academic foundation. Another new Early Childhood Education Program facility opened at Navarro Academy as a joint project with the University of Texas at San Antonio.

The newly-constructed music buildings feature the latest state-of-the-art facilities for band, choral, mariachi and orchestra students. The buildings have large performance halls, sound module rooms with recording equipment, and computer labs where young composers can create their own music. Total cost for the buildings was \$41.5 million.

Interest earnings of approximately \$119 million from both programs have funded additional capital projects not originally part of the bond plans. These are: \$4.5 million used for a new furniture replacement program; \$40 million for deferred maintenance and other projects; approximately \$25 million for the new pre-kinder to grade 8 Mission Academy for San Antonio's fast-growing Southeast Side; and \$23.6 million for additional improvements.

All of the 1997 and 2001 bond program projects are complete and occupied.

## **2010 BOND PROGRAM UPDATE**

The \$515 million 2010 bond program provided \$43.9 million in safety and security upgrades, \$6.2 million in technology upgrades, \$347.4 million for renovations and additions to selected elementary and secondary schools, \$73.8 million in vocation & career instruction enhancements, \$6.1 million in playgrounds and athletic tracks, \$35 million to Alamo Stadium and Convocation Center renovations and \$2.5 million in transportation efficiencies.

The 2010 bond program allowed for restructuring plans and consolidation of five schools. No bond funds were used on schools proposed for consolidation- those schools were maintained out of the District operating budget. The five schools to be consolidated were: Brewer, Nelson, Steele and W.W. White elementary schools and Austin Academy. The consolidation took place before the 2015-16 school year, and only after the main receiving schools had been fully renovated to model schools.

All of the 2010 bond program projects are complete and occupied.

## **2016 BOND PROGRAM UPDATE**

The \$450 million 2016 bond program will provide extensive renovations at 13 aging schools, including replacing infrastructure that, in many cases, is more than 40 years old. The bond will provide \$318 million in funding for 7 high schools, \$97.5 million for 4 middle schools, \$23 million for 2 elementary schools, and \$11.5 million for program management and cost of issuance fees. The renovations include upgrades to mechanical and electrical systems, plumbing, renovations to address accessibility, and other infrastructure needs. In addition, the bond will provide much needed upgrades to science labs and core classrooms, including technology upgrades and in some cases increased room sizes to meet TEA standards. Child Nutrition Services will be upgraded with new kitchen equipment and more efficient layouts.

Over the past year, all 13 projects received Guaranteed Maximum Prices (GMP) from the assigned Construction-Manager-at-Risk (CMAR) contractors within the allocated budgets. Construction on these projects have been on-going with certain phases already completed and delivered to schools for occupancy. The majority of classroom construction is expected to be completed by Summer 2021.

## **IMPACT ON OPERATING BUDGET**

We are fortunate to have strong community support behind our Capital Improvement bond initiatives. Bond 2016 represents the second implementation of Masterplan 2009 following Bond 2010 completion. The current bond concentrates on renovating or replacing existing facilities with no additional square footage to maintain. However, the new or updated buildings include more safety and security systems that must be incorporated into our annual maintenance budget.

The Deferred Maintenance Program was successful in replacing old equipment with more efficient equipment, resulting in lower operating costs. The District's conservation efforts that include new energy-efficient appliances, infrastructure and improved maintenance have resulted in decreased consumption of gas and electricity.

Many of the projects resulted in planned increases in campus square footage, which naturally comes with added operating and maintenance costs. Most recently, many of the added buildings were programmatic enhancements such as state-of-the-art Career & Technology buildings, additional computer labs, and special purpose facilities such as dance studios. These enhancements to the District's offerings are expected to improve our ability to attract students and families to our District and improve the trajectory of student enrollment.

Historically the District has applied for and received rebates from CPS Energy for investments in energy efficient upgrades. These included new HVAC equipment, lighting upgrades, and efficient appliances. 2016 Bond facilities are being designed with energy efficiency in mind and all available rebates will be sought to ensure that the buildings operate efficiently.

The net effect resulting from more efficient buildings and replaced or renovated square footage is expected to generate a net savings to operational costs across the district. All savings generated due to operations will be reinvested into the classroom in support of the academic initiatives.

## SAISD ENERGY EFFICIENCY INITIATIVES

With utility rates increasing over time, the District has made energy efficiency and lean operations priorities to constrain the impact of these rising costs. Through participation in the programs mentioned below and intensive monitoring by staff, the District saved over \$1.47 million in FY 2018-2019 compared to the prior fiscal year.

- **LED Retrofit Program.** Building on past success in lighting upgrades from fluorescent T12 to T8 lamps, the District is now making investments in light emitting diodes (LEDs). LED technology has the potential to reduce lighting energy consumption by 60% or more and drastically reduce maintenance costs associated with replacing lighting.
  - ✓ In 2019, 8 partial interior LED upgrades were completed (mainly to gyms and libraries), which will save the District over \$12,900/year and have an average payback of 2.7 years. At least 3 more gyms are slated for upgrades in the coming months.
  - ✓ Exterior security lighting upgrades were completed at 1 location, which will save over \$3,000/year and have a payback of 1.4 years. One more comprehensive exterior LED upgrade is scheduled to be completed this year.
  - ✓ Comprehensive interior LED upgrades at 2 campuses were completed over the summer and will result in total annual energy savings of over \$10K, with an expected payback of less than 3 years.
  
- **CPS Energy Demand Response Program.** This program encourages the curtailment of electric demand (kW) during peak energy events. Participants are paid an incentive based on their performance during the contract period. SAISD participation in the program began in 2014 and has brought in the following amounts per year:
  - ✓ 2014: \$44,712
  - ✓ 2015: \$100,648
  - ✓ 2016: \$41,814
  - ✓ 2017: \$178,365
  - ✓ 2018: \$192,408
  - ✓ 2019: \$162,474
  
- **CPS Energy Score Program.** The District pursues rebates and incentives for HVAC, lighting, and other upgrades through CPS Energy's Schools Conserving Resources (SCORE) program. In 2017-2018, rebates totaled over \$48,000 and this year total rebates are expected to exceed \$90,000.
  
- **Utility Bill Cost Savings Program.** This initiative was designed by staff to closely monitor the consumption of SAISD utilities throughout the year and eliminate waste wherever possible.
  - ✓ Water, gas, and electric accounts are researched, sorted, and set up on spreadsheets to monitor all bills, credits, over-charges, incorrect billings, actual usages, and dollar amounts. Accounts continue to be added/deleted as needed. Coordination with SAISD Accounts Payable Department continues to take place.
  - ✓ In December of 2017, 11 CPS Energy accounts were reclassified to the rate categories more appropriate for their energy usage profile. This was done at no cost and is expected to save the District over \$88,500/year. In November of 2018, 3 additional accounts were identified for reclassification and are estimated to result in additional savings of over \$17,800/year.

- ✓ Facilities Services continues to look for water efficiency opportunities to reduce utility costs and preserve this vital resource.
  - ✓ All District facilities and utility accounts have been entered into Portfolio Manager® to track energy and water consumption and costs. Portfolio Manager® tracks these metrics, performs analytics on facility performance, and provides reports based on available metrics. This online tool is managed by the US EPA and is available at no cost to the District.
- **Updated Energy Policy.** In April 2018, the Board approved revisions to CL(LOCAL), which now serves as the District's energy policy. The associated Administrative Procedures, C31, were also updated and include a myriad of standards and practices that have reduced energy consumption and operating costs related to HVAC, lighting, and other energy-intensive systems. The Administrative Procedures are regularly reviewed and can be updated as necessary based on user feedback and changing facility needs.
  - **Energy Master Plan and RMS.** The Board endorsed an Energy Master Plan for the District in August 2018, including a goal to reduce energy consumption 30% below 2017-2018 levels by 2021. The District also signed up for the Resource Management Services (RMS) program, which is a behavior-based energy conservation initiative that serves as a starting point towards meeting the 30% savings goal. The next phase in this program is to expand student engagement and tie energy conservation efforts into academic programs.
  - **Programmable Thermostat Installations.** Facilities Services partnered with CPS Energy and their contractor, Honeywell, to replace 100 mercury thermostats in portables with programmable thermostats in the summer of 2018 at no cost. Facilities Services is also piloting Network Thermostats in 2 Early Childhood Facilities to determine if this is a cost-effective and viable option to bring their A/C systems into a centralized controls platform.
  - **Chiller Tune-Ups.** Facilities Services is partnering with CPS Energy to explore a chiller tune-up program. This program will likely begin as a pilot and will be based on preventive maintenance best practices that improve chiller reliability and reduce electrical demand (kW) and energy (kWh) usage associated with cooling. The intent is to develop a program that will either be funded in part by CPS Energy or will result in a rebate paid based on savings achieved.
  - **HVAC Controls and Equipment Upgrades.** The district replaces unreliable, inefficient air conditioning and controls systems every year. This past summer chillers and controls were upgraded at Brewer Academy, Carvajal ECES, Fenwick Academy, and WW White Academy with units that are energy efficient and more reliable. These were commissioned by a 3<sup>rd</sup> party engineer to ensure the controls and mechanical systems operate as intended and result in lower energy and operating costs.





**Construction Needs from the 2016 Bond Referendum  
Status Report As of June 30, 2019**

<u>Needs Assessment Report</u>	<u>Appropriations</u>	<u>Expenditures</u>	<u>Percent Expended</u>
Land Acquisitions	-	-	#DIV/0!
Cost of Issuance	0	1,364,355	#DIV/0!
Construction Costs	277,391,202	13,764,845	5%
Design/Architectural Services	21,527,957	11,543,206	54%
Owner's Fees & Costs	29,674	29,674	100%
Soil Surveys	1,343,001	360,943	27%
Asbestos Abatement	200,055	7,320	4%
Miscellaneous	104,180	104,180	100%
Portable Building Moves	1,918,170	1,143,761	60%
Overhead -Construction Mgmt	3,490,242	4,526,608	130%
Technology Related Services	129,093	129,093	100%
<b><i>Subtotal</i></b>	<b><i>\$ 306,133,575</i></b>	<b><i>\$ 32,973,985</i></b>	<b><i>11%</i></b>
 <b><i>TOTAL COSTS</i></b>	 <b><i>\$ 306,133,575</i></b>	 <b><i>\$ 32,973,985</i></b>	 <b><i>11%</i></b>

**Financial Status Report for 2016 Bond Construction  
As of June 30, 2019**

**District 1**

<u>Campus</u>	<u>Appropriations</u>	<u>Expenditures</u>	<u>Percent Expended</u>
Brackenridge High School	\$24,806,126	\$4,255,753	17%
Fox Tech High School	\$12,719,879	\$2,459,028	19%
Bowden Elementary	\$5,367,715	\$3,225,514	60%
<b><i>TOTAL COSTS</i></b>	<b><i>\$42,893,721</i></b>	<b><i>\$9,940,295</i></b>	<b><i>23%</i></b>

**Financial Status Report for 2016 Bond Construction  
As of June 30, 2019**

**District 2**

<u>Campus</u>	<u>Appropriations</u>	<u>Expenditures</u>	<u>Percent Expended</u>
Sam Houston High School	\$15,271,490.77	\$2,619,059.80	17%
Davis Middle School	\$9,430,145.99	\$2,629,341.84	28%
<b><i>TOTAL COSTS</i></b>	<b><i>\$24,701,636.76</i></b>	<b><i>\$5,248,401.64</i></b>	<b><i>21%</i></b>

**Financial Status Report for 2016 Bond Construction  
As of June 30, 2019**

**District 3**

<u>Campus</u>	<u>Appropriations</u>	<u>Expenditures</u>	<u>Percent Expended</u>
Rogers Middle School	\$13,236,584	\$897,033	7%
<b><i>TOTAL COSTS</i></b>	<b><i>\$13,236,584</i></b>	<b><i>\$897,033</i></b>	<b><i>7%</i></b>

**Financial Status Report for 2016 Bond Construction  
As of June 30, 2019**

**District 4**

<u>Campus</u>	<u>Appropriations</u>	<u>Expenditures</u>	<u>Percent Expended</u>
Burbank High School	\$65,886,951	\$2,201,171	3%
<b><i>TOTAL COSTS</i></b>	<b><i>\$65,886,951</i></b>	<b><i>\$2,201,171</i></b>	<b><i>3%</i></b>

**Financial Status Report for 2016 Bond Construction  
As of June 30, 2019**

**District 5**

<u>Campus</u>	<u>Appropriations</u>	<u>Expenditures</u>	<u>Percent Expended</u>
Lanier High School	\$22,223,281	\$2,318,890	10%
Irving Middle School	\$11,114,953	\$4,964,673	45%
JT Brackenridge Elementary	\$6,199,754	\$1,543,298	25%
Tafolla Middle School	\$11,954,675	\$1,017,089	9%
<b><i>TOTAL COSTS</i></b>	<b><i>\$51,492,664</i></b>	<b><i>\$9,843,950</i></b>	<b><i>19%</i></b>

**Financial Status Report for 2016 Bond Construction  
As of June 30, 2019**

**District 6**

<u>Campus</u>	<u>Appropriations</u>	<u>Expenditures</u>	<u>Percent Expended</u>
Edison High School	\$13,592,441	\$1,046,115	8%
<b><i>TOTAL COSTS</i></b>	<b><i>\$13,592,441</i></b>	<b><i>\$1,046,115</i></b>	<b><i>8%</i></b>

**Financial Status Report for 2016 Bond Construction  
As of June 30, 2019**

**District 7**

<u>Campus</u>	<u>Appropriations</u>	<u>Expenditures</u>	<u>Percent Expended</u>
Jefferson High School	\$59,816,244	\$1,191	0%
<b><i>TOTAL COSTS</i></b>	<b><i>\$59,816,244</i></b>	<b><i>\$1,191</i></b>	<b><i>0%</i></b>



<b>EXECUTIVE SUMMARY</b>
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The SAISD Board of Trustees called for \$450 million bond and voters approved on November 8, 2016. The funding would pay for major renovations at 13 schools, replacing infrastructure systems that are more than 40 years old. Renovations will include upgrading science labs and expanding other classroom spaces to meet state guidelines.

Bond Proposal Summary:

Renovations and Additions.....	\$438.5 million
Elementary Schools .....	\$23.1 million
Middle Schools .....	\$97.5 million
High Schools .....	317.9 million
Project Management .....	\$8.8 million
Bond Issuance .....	\$2.7 million
Total .....	\$450 million

Bond Sales

SAISD Bond 2016 Total	\$450,000,000
Bond Sale #1 issued (Fund 651)	\$200,000,000
Bond Sale #2 issued (Fund 652)	\$200,000,000
Unissued Balance	\$50,000,000

SWMBE

The District's SWMBE participation goal is 20%.



On November 8, 2016, San Antonio ISD voters approved a \$450 million bond that provides funding for major renovations for 13 schools.

The bond funded several categories of improvement:

**Major Infrastructure Renovations** – heating & cooling systems, electrical structures, plumbing and structural elements.

**Classroom expansion**

**Upgrading Science Labs**





## Brackenridge High School

Contractor: Joeris General

Status: In Progress

Bond Budget: \$50,362,447.00

Expended: \$4,255,753.00

- Main Building
- Classroom spaces
- Cafeteria/Kitchen
- Auditorium
- Special needs accessibility in entryways
- Athletic track re-coating





Burbank High School

Contractor: Morganti Casias

Status: In Progress

Bond Budget: \$79,439,675.00

Expended: \$2,201,171.00

- New Main Building
- Auditorium Renovations





Edison High School

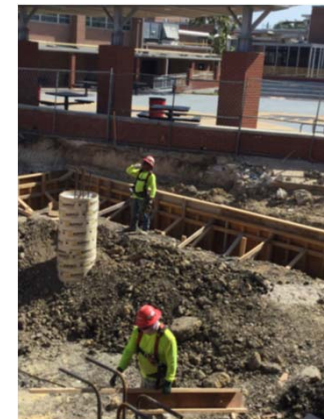
Contractor: Bartlett Cocke

Status: In Progress

Bond Budget: \$21,939,497.00

Expended: \$1,046,115.00

- Field House Replacement
- Auditorium
- HVAC/Plumbing/Electrical
- Technology Infrastructure & Renovations
- Roof Replacement
- Special needs accessibility





Fox Tech High School

Contractor: Bartlett Cocke

Status: In Progress

Bond Budget: \$26,264,880.00

Expended: \$2,459,028.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen
- Special Education office constructed on 1<sup>st</sup> floor
- HVAC/Plumbing/Electrical
- Technology Infrastructure
- Lighting





Sam Houston High School

Contractor: Joeris General

Status: In Progress

Bond Budget: \$33,190,150.00

Expended: \$2,687,675.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen
- Special needs accessibility in entryways
- HVAC/Plumbing/Electrical
- Technology Infrastructure
- Lighting
- Athletic Track re-coating





Jefferson High School

Contractor: Bartlett Cocke

Status: In Progress

Bond Budget: \$59,816,244.00

Expended: \$1191.00

- Black Box Theater
- Gymnasium, athletic field house
- Foundation repairs
- Tennis Court Fencing
- Fire Sprinkler System
- Special needs accessibility
- Front entry modifications







## Lanier High School

Contractor: Gilbane Building

Status: In Progress

Bond Budget: \$46,894,508.00

Expended: \$2,318,890.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen
- Special Education office constructed on 1<sup>st</sup> floor
- HVAC/Plumbing/Electrical
- Technology Infrastructure
- Lighting
- Athletic Track re-coating





Davis Middle School

Contractor: Joeris General

Status: In Progress

Bond Budget: \$20,286,485.00

Expended: \$2,629,342.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen
- Special needs accessibility in entryways
- Roofing and site improvements
- Technology Infrastructure
- Lighting
- Fire sprinkler systems





## Rogers Middle School

Contractor: Gilbane Building

Status: In Progress

Bond Budget: \$28,790,583.00

Expended: \$897,033.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen, arts & crafts spaces
- Special needs accessibility in entryways
- Roofing and site improvements
- Technology Infrastructure
- Fire sprinkler systems
- Roofing, building exterior & site improvement





## Tafolla Middle School

Contractor: Gilbane Building

Status: In Progress

Bond Budget: \$25,080,190.00

Expended: \$1,017,089.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen
- Special needs accessibility in entryways
- Roofing and site improvements
- Technology Infrastructure
- Lighting
- Fire sprinkler systems
- HVAC/Plumbing/Electrical





## Bowden Academy

Contractor: Morganti/Casias

Status: In Progress

Bond Budget: \$11,078,573.00

Expended: \$3,225,514.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen, arts & crafts spaces
- Special needs accessibility in entryways
- Roofing and site improvements
- Technology Infrastructure
- Fire sprinkler systems
- Roofing, building exterior & site improvement





## Irving Dual Language

Contractor: Bartlett Cocke

Status: In Progress

Bond Budget: \$23,367,160.00

Expended: \$4,964,673.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen, arts & crafts spaces
- Special needs accessibility in entryways
- Roofing and site improvements
- Technology Infrastructure
- Fire sprinkler systems
- Roofing, building exterior & site improvement





## JT Brackenridge Elementary

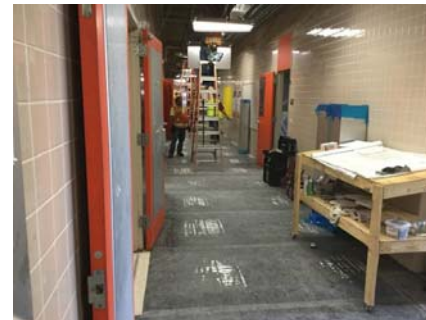
Contractor: Morganti/Casias

Status: In Progress

Bond Budget: \$11,966,712.00

Expended: \$1,543,298.00

- Renovate: classroom spaces, restrooms, cafeteria/kitchen, stage & library
- Special needs accessibility in entryways
- Roofing and site improvements
- Technology Infrastructure
- Fire sprinkler systems
- Roofing, building exterior & site improvement



# Forecast Information





## FORECAST ASSUMPTIONS FOR GENERAL OPERATING FUND

1. Average Daily Attendance (ADA) for state funding is expected to remain flat for the next few years. Completion of the bond funded building program and growth of existing new choice schools may positively impact enrollment in future years.
2. Annual Property Value Growth increased more than 7% in 2018-19, and is expected to increase by 5% 2019-20, and by a smaller amount in the coming years.
3. In November of 2016, the District held a successful Tax Ratification Election, where the Maintenance and Operations (M&O) tax rate increased from \$1.04 to \$1.17 per \$100 property valuation. The 2019 Texas state legislation mandated a compression of the M&O tax rate to reduce property taxes. Under this new legislation, the M&O rate decreased more than ten cents to \$1.06835.
4. The Debt Service tax rate increased seven cents this year to \$0.4626 per \$100 property valuation. The I&S tax rate has been adjusted to generate sufficient tax collections to meet debt service requirements. The increase for this year concludes the planned tax increases in support of the \$450 million bond authorization approved in November of 2016.
5. Tax collections are projected at 98.50%. This is the average tax collection rate the district is expected to achieve over the next four years.
6. Local revenue, primarily consisting of local property taxes, will decrease from the 2018-19 level due to the state-mandated compression of the M&O tax rate.
7. There was a 3.0 - 3.5% General Pay Increase (GPI) for the 2019-20 school year. This increase was part of a mandated compensation adjustment resulting from the 86th legislative session. Additionally, SAISD increased the minimum entry pay rate for all full-time employees to \$15.00 per hour. GPI increases in subsequent years are projected to be 1.5% for each future year in the projection period. Continued increased revenues or decreasing expenditures would be necessary in other areas to support this beyond 2019-20.

*Any changes to the above assumptions will be driven by state funding formula changes adopted by the 86th Legislature (2019) and signed into law. Many of these changes are still being reviewed and codified by TEA, and adjustments may be needed as rules are finalized.*

**SAN ANTONIO ISD  
FORECAST OF BUDGET DRIVERS**

<b>Budget Drivers</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>
<b>Average Daily Attendance (ADA) for State Funding</b>	<b>42,608</b>	<b>42,608</b>	<b>42,608</b>	<b>42,608</b>
Growth in ADA (%) Estimated	0.00%	0.00%	0.00%	0.00%
WADA	62,218.9	62,219	62,219	62,219
Property Taxable Value - Dr. Kavoussi "Most Likely Estimate"	18,959,217,500	19,527,994,025	20,113,833,846	20,717,248,861
Annual Property Value Growth (%) Estimated	5.0%	3.0%	3.0%	3.0%
EXPECTED Change in Other Local Revenues	-3.8%	1.0%	1.0%	1.0%
EXPECTED Change in Foundation Revenues	17.3%	0.4%	0.4%	0.4%
EXPECTED Change in Federal Revenues (Local)	-22.1%	0.0%	0.0%	0.0%
<b>Property Tax Rate</b>				
Maintenance Operations (M&O)	1.06835	1.06835	1.06835	1.06835
Debt Service Tax Rate (I&S)	0.46260	0.46260	0.46260	0.46260
Total Tax Rate	<u>1.53095</u>	<u>1.53095</u>	<u>1.53095</u>	<u>1.53095</u>
Property Tax Collection Rate Annual Estimate	98.50%	98.50%	98.50%	98.50%
<b>Pay Increase Percent</b>	4.63%	1.50%	1.50%	1.50%
Manual, Classified, Paraprofessional and Professional Staff				
Estimated Change in Contracted Services, Utilities, Etc.	-10.80%	0.25%	0.25%	0.25%
Estimated Change in Purchased Supplies	N/A *	0.25%	0.25%	0.25%
Estimated Change in Other Miscellaneous Costs	N/A *	0.25%	0.25%	0.25%
Estimated Change in Capital Outlay	N/A *	0.25%	0.25%	0.25%

\* For 2019-20, the inflation rate was not applicable for these categories because the spending in the prior year was unusually low due to an alternative funding source that was utilized for substantial capital outlay and technology supplies purchases.

**GENERAL FUND FORECASTS  
REVENUES AND EXPENDITURES**

Estimated Revenues	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
WADA	61,299	62,219	62,219	62,219
<b>Local Revenues</b>				
Property Taxes (Current & Delinquent)	199,159,509	205,134,294	211,288,323	217,626,973
Property Tax Penalty & Interest	2,553,731	2,553,731	2,553,731	2,553,731
Other Local Revenue	6,307,829	6,370,907	6,434,616	6,498,962
Total Local Revenues	<u>\$ 208,021,069</u>	<u>\$ 214,058,933</u>	<u>\$ 220,276,670</u>	<u>\$ 226,679,666</u>
State Revenues	264,723,331	265,782,224	266,845,353	267,912,735
Federal Revenues	12,995,000.00	13,061,675	13,113,655	13,165,901
Land Sale Proceeds	-	-	-	-
Other Resources	-	-	-	-
Total Revenues	<u>\$ 485,739,400</u>	<u>\$ 492,902,831</u>	<u>\$ 500,235,678</u>	<u>\$ 507,758,302</u>
<b>Expenditures</b>				
Payroll Costs	413,101,301	419,297,821	425,587,288	431,971,097
Contracted Services	35,995,012	36,085,000	36,175,212	36,265,650
Supplies & Materials	28,660,315	28,731,966	28,803,796	28,875,805
Other Operating	6,169,136	6,184,559	6,200,020	6,215,520
Debt Service	-	-	-	-
Capital Outlay	1,788,211	1,792,682	1,797,163	1,801,656
Other Expenses	-	-	-	-
Total Expenditures	<u>\$ 485,713,975</u>	<u>\$ 492,092,027</u>	<u>\$ 498,563,479</u>	<u>\$ 505,129,729</u>
Other Uses	25,425	11,500	11,500	11,500
<b>Projected Change in Fund Balance</b>	<b>\$ (0)</b>	<b>\$ 799,305</b>	<b>\$ 1,660,699</b>	<b>\$ 2,617,073</b>
Beginning Fund Balance	<u>\$ 99,471,510</u>	<u>\$ 99,471,510</u>	<u>\$ 100,270,815</u>	<u>\$ 101,931,514</u>
Ending Fund Balance	<u>\$ 99,471,510</u>	<u>\$ 100,270,815</u>	<u>\$ 101,931,514</u>	<u>\$ 104,548,587</u>
Monthly Expenditures	40,476,165	41,007,669	41,546,957	42,094,144
Two Months of Expenditures	<u>\$ 80,952,329</u>	<u>\$ 82,015,338</u>	<u>\$ 83,093,913</u>	<u>\$ 84,188,288</u>
Number of Months to Operate	2.5	2.4	2.4	2.4

**CHILD NUTRITION FUND FORECASTS  
REVENUES AND EXPENDITURES**

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
<b>ESTIMATED REVENUE</b>				
<b>LOCAL</b>				
Interest Earned	\$ -	\$ -	\$ -	\$ -
Miscellaneous	-	-	-	-
Continuing Ed Classes	-	-	-	-
Purchases Discounts	-	-	-	-
Student Meals & A La Carte Sales	1,196,810	1,214,762	1,232,984	1,251,478
Catering	-	-	-	-
Total Local Revenue	<u>1,196,810</u>	<u>1,214,762</u>	<u>1,232,984</u>	<u>1,251,478</u>
<b>STATE</b>				
State Match	180,608	183,317	186,067	188,858
Total State Revenue	<u>180,608</u>	<u>183,317</u>	<u>186,067</u>	<u>188,858</u>
<b>FEDERAL</b>				
Breakfast Reimb.	\$ 43,196,344	\$ 43,844,289	\$ 44,501,954	\$ 45,169,483
Lunch Reimb.	-	-	-	-
Snack Program Reimb.	-	-	-	-
USDA Commodities	4,726,976	4,797,880	4,869,849	4,942,896
Supper Reimb.	-	-	-	-
Head Start	-	-	-	-
Texas Fresh Fruit & Vegetables	-	-	-	-
Total Federal Revenue	<u>47,923,320</u>	<u>48,642,170</u>	<u>49,371,802</u>	<u>50,112,379</u>
Total Projected Revenue	<u>49,300,738</u>	<u>50,040,249</u>	<u>50,790,853</u>	<u>51,552,716</u>
<b>ESTIMATED EXPENDITURES</b>				
35 Food Services	\$ 48,552,534	\$ 49,280,822	\$ 50,020,034	\$ 50,770,335
41 General Administration	10,150	10,302	10,457	10,614
51 Plant Maint & Operations	763,479	774,931	786,555	798,353
52 Security & Monitoring Services	-	-	-	-
81 Facilities Acquisition & Construction	-	-	-	-
Total Projected Expenditures	<u>49,326,163</u>	<u>50,066,055</u>	<u>50,817,046</u>	<u>51,579,302</u>
Other Resources	25,425	25,425	25,425	25,425
Other Uses	-	-	-	-
Total Other Resources (Uses)	<u>25,425</u>	<u>25,425</u>	<u>25,425</u>	<u>25,425</u>
Estimated Beginning Fund Bal. 7/01	10,744,336	10,744,336	10,743,955	10,743,186
<b>Projected Change in Fund Balance</b>	<b>\$ - 0</b>	<b>\$ (381)</b>	<b>\$ (768)</b>	<b>\$ (1,161)</b>
Projected Ending Fund Balance 6/30	<u>10,744,336</u>	<u>10,743,955</u>	<u>10,743,186</u>	<u>10,742,025</u>

**DISCUSSION**

For 2018-2019, the department is expected to recognize a surplus of approximately \$1.8 M. In 2019 -2020, the department is budgeted to finish the year with a balanced budget. The Child Nutrition department will continue to strive to monitor expenses and increase student participation, which will directly increase federal revenue. As of the 2014-2015 school year the department implemented the Community Eligibility Provision (CEP) which allows all students district wide to eat breakfast and lunch free of charge.

**DEBT SERVICE FUND FORECASTS  
REVENUES AND EXPENDITURES**

	2019-2020	2020-2021	2021-2022	2022-2023
<b>ESTIMATED REVENUE</b>				
Local Revenue				
Investment / Interest Revenue	\$ 1,522,000	\$ 1,369,800	\$ 1,232,820	\$ 1,109,538
Tax Revenue	86,852,077	89,457,639	92,141,368	94,905,610
Total Local Revenue	\$ 88,374,077	\$ 90,827,439	\$ 93,374,188	\$ 96,015,148
State Revenue				
IFA/EDA	\$ -	\$ -	\$ -	\$ -
Total State Revenue	\$ -	\$ -	\$ -	\$ -
Federal Revenue				
Build America Bond Subsidy	\$ 1,276,778	\$ -	\$ -	\$ -
Total Federal Revenue	\$ 1,276,778	\$ -	\$ -	\$ -
<b>TOTAL PROJECTED REVENUE</b>	<b>\$ 89,650,855</b>	<b>\$ 90,827,439</b>	<b>\$ 93,374,188</b>	<b>\$ 96,015,148</b>
<b>ESTIMATED EXPENDITURES</b>				
Miscellaneous Fees	\$ -	\$ -	\$ -	\$ -
71 Principal	37,100,000	39,800,000	41,200,000	41,200,000
71 Interest/Fees	45,848,000	48,548,000	49,948,000	49,948,000
<b>TOTAL PROJECTED DEBT SERVICE</b>	<b>\$ 82,948,000</b>	<b>\$ 88,348,000</b>	<b>\$ 91,148,000</b>	<b>\$ 91,148,000</b>
<b>OTHER FINANCING RESOURCES</b>				
Other Resources	\$ -	\$ -	\$ -	\$ -
Other Uses				
Total Other Financing Resources	\$ -	\$ -	\$ -	\$ -
Estimated Beginning Fund Bal. 7/01	\$ 88,461,248	\$ 88,461,248	\$ 90,940,687	\$ 93,166,876
<b>Projected Change in Fund Balance</b>	<b>\$ 6,702,855</b>	<b>\$ 2,479,439</b>	<b>\$ 2,226,188</b>	<b>\$ 4,867,148</b>
Projected Ending Fund Balance 6/30	\$ 95,164,103	\$ 90,940,687	\$ 93,166,876	\$ 98,034,023

**DISCUSSION**

The Debt Service Fund realized the majority of revenues from local property tax collections. State Funding in support of the District's debt payments is expected to be received for only this current year, after which time the support will be phased out due to increasing local property wealth. The District previously received revenues from the Federal Government due to our participation in the "Build America Bonds" program, where the revenue is intended to offset the interest on these bonds. However, those bonds will be refunded in July 2019, and therefore this Federal revenue will not be received in future years. Also, note that the debt service fund balance is generally increasing each year due to the accumulation of a sinking fund to retire QSCB bonds.

# District and Statewide Comparisons



**MAJOR URBAN DISTRICTS COMPARISON BY PROGRAM  
GENERAL FUND BUDGET 2018-2019**

<b>PROGRAM</b>	<b>PERCENTAGE OF 2018-2019 BUDGET</b>									
Regular Education	65.62	58.11	63.90	62.97	56.81	45.38	65.54	64.64	59.09	60.09
Gifted & Talented	5.20	0.75	1.10	1.68	1.24	0.99	0.69	1.36	0.90	0.28
Career & Technology	3.67	2.18	3.08	4.40	3.20	4.95	2.95	3.07	3.62	4.14
Special Education	12.40	22.66	12.76	14.41	13.01	19.85	20.33	17.97	16.81	17.15
Accelerated Education	2.62	6.18	1.65	2.00	5.98	0.65	2.60	2.67	0.26	0.43
Bilingual/ESL Education	0.70	1.52	2.36	1.36	9.05	6.58	0.76	0.43	1.12	1.03
AEP Basic Services	1.18	0.68	0.20	0.24	2.21	0.00	0.31	0.15	1.44	0.82
Disciplinary Alternative Ed. (DAEP) Basic Services	0.85	0.54	0.37	0.00	0.34	0.64	0.85	0.31	0.77	0.96
Disciplinary Alternative Ed. (DAEP) Supplemental	0.00	0.00	0.00	0.43	0.11	0.01	0.00	0.24	0.00	0.00
Title I, Part A, School Wide- St Comp >= 50%	1.62	0.13	4.02	5.58	0.03	10.04	1.34	1.98	5.38	6.46
High School Allotment	1.39	0.99	1.72	1.69	1.57	1.91	0.90	1.77	1.75	1.19
Athletics/Related Activities	1.91	1.92	1.71	2.57	2.16	0.91	2.04	2.26	2.25	2.44
Prekindergarten	2.83	4.34	7.14	2.67	4.30	8.10	1.69	3.15	6.60	5.01
	Arlington	Austin	Dallas	El Paso	Ft. Worth	Houston	North East	Northside	San Antonio	Ysleta
	<b>MAJOR URBAN DISTRICTS</b> (In Alphabetical Order)									

Source: TEA Standard Financial Reports

**STATEWIDE THREE-YEAR COMPARISON BY PROGRAM  
GENERAL FUND**

<b>STATEWIDE</b>						
<b>PROGRAM</b>	<b>2016-2017</b>		<b>2017-2018</b>		<b>2018-2019</b>	
	<b>BUDGET \$</b>	<b>%</b>	<b>BUDGET \$</b>	<b>%</b>	<b>BUDGET \$</b>	<b>%</b>
Regular Education	22,433,360,531	64.57%	23,252,571,838	64.69%	23,466,538,371	63.80%
Gifted & Talented	425,806,631	1.23%	422,532,300	1.18%	428,288,310	1.16%
Career & Technology	1,397,287,942	4.02%	1,490,109,855	4.15%	1,596,645,692	4.34%
Special Education	4,853,291,769	13.97%	5,133,532,566	14.28%	5,462,099,025	14.85%
Accelerated Education	1,027,872,784	2.96%	1,052,772,000	2.93%	1,051,005,821	2.86%
Bilingual/ESL Education	818,834,204	2.36%	620,756,049	1.73%	569,490,294	1.55%
AEP Basic Services	150,667,907	0.43%	156,278,476	0.43%	156,658,688	0.43%
Disciplinary Alternative Ed. (DAEP) Basic Services	221,480,386	0.64%	225,715,125	0.63%	225,262,774	0.61%
Disciplinary Alternative Ed. (DAEP) Supplemental	26,292,805	0.08%	26,546,434	0.07%	25,174,130	0.07%
Title I, Part A, School Wide-St Comp >= 50%	1,136,698,554	3.27%	1,136,750,555	3.16%	1,198,988,185	3.26%
High School Allotment	432,402,851	1.24%	505,902,229	1.41%	537,609,380	1.46%
Athletics/Related Activities	970,917,923	2.79%	1,008,676,291	2.81%	1,037,761,821	2.82%
Prekindergarten	846,184,383	2.44%	914,957,847	2.55%	1,027,445,286	2.79%
<b>TOTAL</b>	<b>\$ 34,741,098,670</b>	<b>100%</b>	<b>\$ 35,947,101,565</b>	<b>100%</b>	<b>\$ 36,782,967,777</b>	<b>100%</b>



**URBAN DISTRICTS THREE-YEAR COMPARISON BY PROGRAM  
GENERAL FUND**

<b>URBAN DISTRICTS</b>						
<b>PROGRAM</b>	<b>2016-2017</b>		<b>2017-2018</b>		<b>2018-2019</b>	
	<b>BUDGET \$</b>	<b>%</b>	<b>BUDGET \$</b>	<b>%</b>	<b>BUDGET \$</b>	<b>%</b>
Regular Education	3,638,769,814	62.10%	3,821,146,609	63.76%	3,423,440,513	59.01%
Gifted & Talented	72,968,252	1.25%	72,628,541	1.21%	79,024,207	1.36%
Career & Technology	170,454,448	2.91%	179,900,045	3.00%	205,679,251	3.55%
Special Education	839,531,219	14.33%	864,563,635	14.43%	971,886,163	16.75%
Accelerated Education	150,076,461	2.56%	159,350,219	2.66%	152,395,301	2.63%
Bilingual/ESL Education	271,997,124	4.64%	174,281,580	2.91%	185,135,322	3.19%
AEP Basic Services	26,243,776	0.45%	30,365,332	0.51%	31,254,455	0.54%
Disciplinary Alternative Ed. (DAEP) Basic Services	34,323,259	0.59%	34,126,965	0.57%	29,436,737	0.51%
Disciplinary Alternative Ed. (DAEP) Supplemental	4,182,219	0.07%	4,189,824	0.07%	4,272,106	0.07%
Title I, Part A, School Wide-St Comp >= 50%	234,293,449	4.00%	213,824,130	3.57%	229,069,696	3.95%
High School Allotment	76,758,330	1.31%	85,769,407	1.43%	90,178,560	1.55%
Athletics/Related Activities	106,081,667	1.81%	108,893,660	1.82%	106,315,612	1.83%
Prekindergarten	234,124,346	4.00%	244,342,896	4.08%	293,196,985	5.05%
<b>TOTAL</b>	<b>\$ 5,859,804,364</b>	<b>100.00%</b>	<b>\$ 5,993,382,843</b>	<b>100.00%</b>	<b>\$ 5,801,284,908</b>	<b>100.00%</b>

**SAN ANTONIO ISD THREE-YEAR COMPARISON BY PROGRAM  
GENERAL FUND**

<b>SAN ANTONIO ISD</b>						
<b>PROGRAM</b>	<b>2016-2017 BUDGET \$</b>	<b>%</b>	<b>2017-2018 BUDGET \$</b>	<b>%</b>	<b>2018-2019 BUDGET \$</b>	<b>%</b>
Regular Education	202,614,620	58.99%	224,402,600	59.97%	211,419,360	59.09%
Gifted & Talented	2,580,634	0.75%	3,045,947	0.81%	3,218,761	0.90%
Career & Technology	12,261,389	3.57%	13,237,412	3.54%	12,963,786	3.62%
Special Education	57,990,631	16.88%	60,364,779	16.13%	60,129,491	16.81%
Accelerated Education	1,266,845	0.37%	3,628,183	0.97%	935,031	0.26%
Bilingual/ESL Education	2,233,428	0.65%	3,887,587	1.04%	4,011,882	1.12%
AEP Basic Services	5,083,217	1.48%	4,091,025	1.09%	5,153,104	1.44%
Disciplinary Alternative Ed. (DAEP) Basic Services	2,718,389	0.79%	2,739,360	0.73%	2,747,371	0.77%
Disciplinary Alternative Ed. (DAEP) Supplemental	-	0.00%	-	0.00%	-	0.00%
Title I, Part A, School Wide-St Comp >= 50%	25,510,035	7.43%	19,871,828	5.31%	19,262,361	5.38%
High School Allotment	6,175,025	1.80%	6,336,326	1.69%	6,268,356	1.75%
Athletics/Related Activities	7,173,157	2.09%	7,884,771	2.11%	8,043,085	2.25%
Prekindergarten	17,840,279	5.19%	24,702,526	6.60%	23,612,341	6.60%
<b>TOTAL</b>	<b>\$ 343,447,649</b>	<b>100.00%</b>	<b>\$ 374,192,344</b>	<b>100.00%</b>	<b>\$ 357,764,929</b>	<b>100.00%</b>

**MAJOR URBAN DISTRICTS COMPARISON OF REVENUE PER STUDENT  
GENERAL FUND BUDGET 2018-2019**

R E V E N U E	Revenue Source	REVENUE PER STUDENT										
	LOCAL TAX	\$ 4,585	\$ 4,621	\$ 7,981	\$ 8,044	\$ 3,010	\$ 4,601	\$ 8,267	\$ 6,228	\$ 5,225	\$ 4,285	\$ 1,931
OTHER LOCAL	189	157	149	67	79	78	101	112	177	57	49	
LOCAL TOTAL	4,774	4,778	8,130	8,111	3,089	4,679	8,368	6,340	5,402	4,342	1,980	
STATE	4,099	3,310	986	1,321	5,326	4,098	1,029	1,502	2,590	4,684	6,900	
FEDERAL	225	138	303	426	279	178	62	186	300	262	280	
<b>TOTAL REVENUE</b>	<b>\$ 9,098</b>	<b>\$ 8,226</b>	<b>\$ 9,419</b>	<b>\$ 9,858</b>	<b>\$ 8,694</b>	<b>\$ 8,955</b>	<b>\$ 9,459</b>	<b>\$ 8,028</b>	<b>\$ 8,292</b>	<b>\$ 9,288</b>	<b>\$ 9,160</b>	
<i>TOTAL MEMBERSHIP</i>		5,416,459	59,783	79,787	155,030	57,178	84,332	209,040	64,850	105,797	48,720	41,036
		<b>Statewide</b>	<b>Arlington</b>	<b>Austin</b>	<b>Dallas</b>	<b>El Paso</b>	<b>Ft. Worth</b>	<b>Houston</b>	<b>North East</b>	<b>Northside</b>	<b>San Antonio</b>	<b>Ysleta</b>
<b>MAJOR URBAN DISTRICTS</b> (In Alphabetical Order)												

Source: TEA Standard Financial Reports

INFORMATIONAL  
SECTION

# Property Tax Information



**TAX COLLECTIONS FORECAST**  
**GENERAL OPERATING FUND & DEBT SERVICE FUND**

<b>GENERAL OPERATING FUND</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-21</b>	<b>2021-22</b>
Est. Tax Appraised Values	\$ 18,116,995,539	\$ 18,959,217,500	\$ 19,527,994,025	\$ 20,113,833,846
Tax Rate	\$ 1.1700	\$ 1.06835	\$ 1.06835	\$ 1.06835
Tax Revenue at 100% Rate of Collection	\$ 211,968,848	\$ 202,550,800	\$ 208,627,324	\$ 214,886,144
SAISD Projected Current Year Tax Collection Rate	98.04%	98.33%	98.33%	98.33%
<b>General Fund Projected Current Year Property Tax Revenue (Incl Tax on Frozen Properties)</b>	<b>\$ 207,821,709</b>	<b>\$ 199,159,509</b>	<b>\$ 205,134,294</b>	<b>\$ 211,288,323</b>
<b>DEBT SERVICE FUND</b>				
Tax Rate	\$ 0.3926	\$ 0.4626	\$ 0.4626	\$ 0.4626
Tax Revenue at 100% Rate of Collection	\$ 71,127,324	\$ 87,705,340	\$ 90,336,500	\$ 93,046,595
SAISD Projected Current Year Tax Collection Rate	97.85%	98.34%	98.34%	98.34%
<b>Debt Service Fund Projected Current Year Property Tax Revenue</b>	<b>\$ 69,601,277</b>	<b>\$ 86,252,000</b>	<b>\$ 88,839,560</b>	<b>\$ 91,504,747</b>
<b>TOTAL PROJECTED TAX REVENUE</b>	<b>\$ 277,422,986</b>	<b>\$ 285,411,509</b>	<b>\$ 293,973,854</b>	<b>\$ 302,793,070</b>

Discussion:

The primary source of local funding for the school district remains ad valorem taxes levied against the local tax base. The House Bill 1 (HB 1) as passed by the Texas Legislature in 2006 resulted in a reduction of the M&O tax rate from \$1.50 per \$100 of taxable property value in 2005-06 to \$1.37 in 2006-07 and \$1.04 in all years since. Prior to 2019-20, the maximum M&O tax rate that a school district can adopt is \$1.17 per \$100 of taxable property value pending voter approval. San Antonio ISD did receive voter approval in November 2016 to increase the M&O tax rate to \$1.17 for the 2016-17 and future tax years. Beginning with the 2020-21 biennium, the State Legislature enacted SB3, which included a mandated compression of property tax rates, in conjunction with education funding reform. The M&O tax rate was compressed by formula, and changed from \$1.17 to \$1.0683 for this year. There was no compression of the T&S tax rate, which increased by 7 pennies for this year, in support of Bond 2016.

**COMPTROLLER'S CERTIFIED PROPERTY VALUES  
FOR SAN ANTONIO INDEPENDENT SCHOOL DISTRICT**

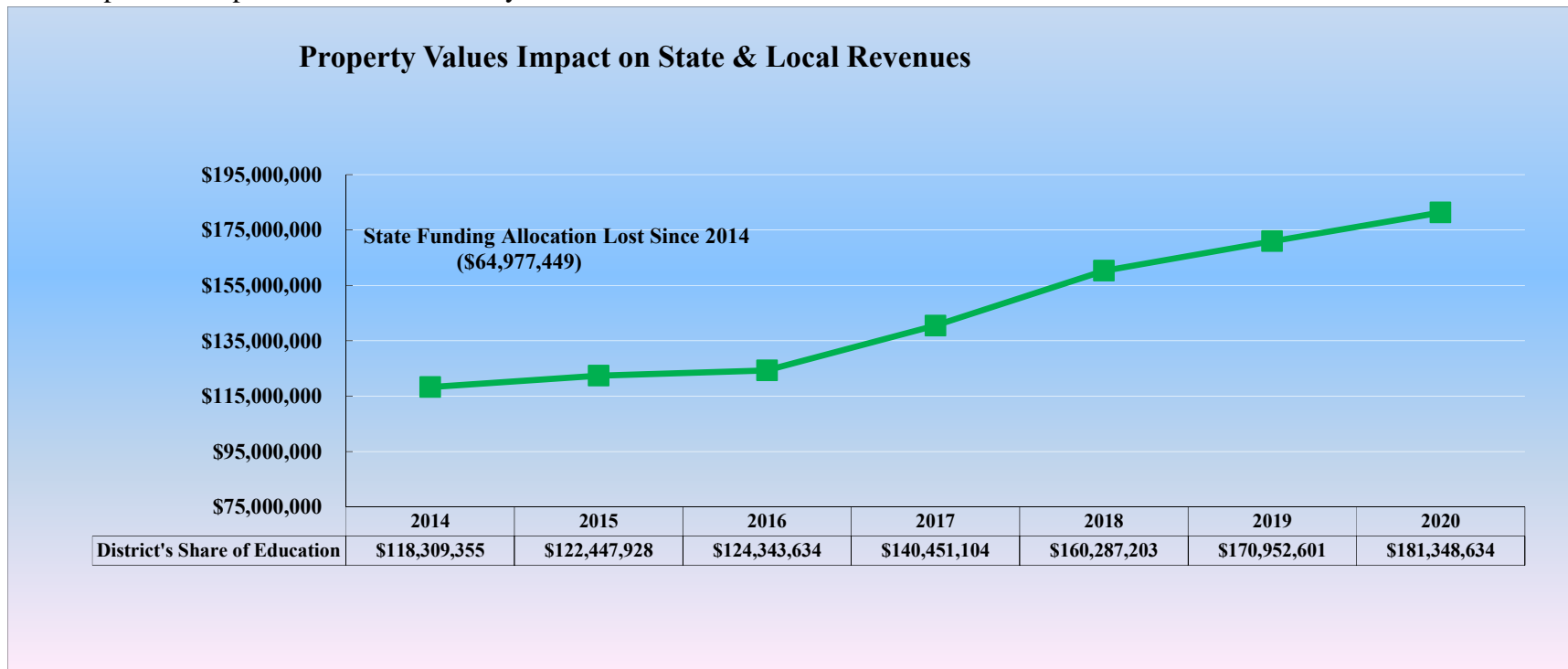
This chart represents the District's property values as certified by the State Comptroller's office by school year. This District had small property value increases through 2015-16, followed by three years with more substantial increases. The impact of the changes is also represented in this chart and depicted in a graph on the next page.

School Year	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Prior Tax Year Certified	2012	2013	2014	2015	2016	2017	2018
Comptroller's Certified Property Values	\$ 11,830,935,473	\$ 12,244,792,815	\$ 12,434,363,378	\$ 14,045,110,439	\$ 16,028,720,312	\$ 17,095,260,085	\$ 18,437,833,917
Increase Per Year of Property Value	\$ 193,817,000	\$ 413,857,342	\$ 189,570,563	\$ 1,610,747,061	\$ 1,983,609,873	\$ 1,066,539,773	\$ 1,342,573,832
District's Share of Education	\$ 118,309,355	\$ 122,447,928	\$ 124,343,634	\$ 140,451,104	\$ 160,287,203	\$ 170,952,601	\$ 181,348,634
<b>Additional Loss Per Year of State Revenue</b>	\$ 1,938,170	\$ 4,138,573	\$ 1,895,706	\$ 16,107,470	\$ 19,836,099	\$ 10,665,398	\$ 10,396,033

**San Antonio Independent School District  
THE EFFECT OF RISING PROPERTY VALUES ON STATE & LOCAL REVENUES**

This graph illustrates that over the past seven years, the District's property values have continued to increase, with significant increases in the past few years. An increase has a two fold impact on the District revenues. First, it decreases the amount of State revenue the District receives each year. Second, due to the loss of State funding, the cost of education for the District increases in Local revenue generated primarily through property taxes. Since 2014, the District has had a cumulative loss of approximately \$64,977,449 in State revenue over these seven years.

In the 86th Texas Legislative session, a mandated compression of the M&O tax was implemented to provide property tax relief to constituents. In conjunction with this, the State has dedicated significant additional resources for education to fill the budget gap that the property tax compression causes. This is a welcome move that shirts the burden for public education back toward the state's budget and relieves the local sources. While there is still a burden on local taxpayers, this recent legislation did begin to address this. Further local tax rate compression is planned for the the 2nd year of the biennium.







## SAISD PROPERTY TAX RATE HISTORY \*

The tax rate of a school district consists of Maintenance & Operations (M&O) and a Debt Service tax rate or as is sometimes referred to an Interest & Sink (I&S) tax rate. The M&O tax rate is a local school district tax rate that raises revenue to be used to operate and maintain schools. The passage of House Bill 1 (HB 1) required all Texas school districts to lower the maximum allowable M&O tax rate beginning with the 2006-2007 school year. The M&O tax rate increased from \$1.04 to \$1.17 due to a successful Tax Ratification Election in November of 2016. The passage of Senate Bill 3 (SB 3) required all Texas school districts to compress the maximum allowable M&O tax rate beginning with the 2019-2020 school year. For SAISD, the M&O tax rate was compressed from \$1.17 to \$1.06835 (a reduction of 8.7%). The District does not collect any alternative minimum taxes which refers to individuals and corporations that benefit from certain exclusions, deductions or credits pay at least a minimum amount of tax.

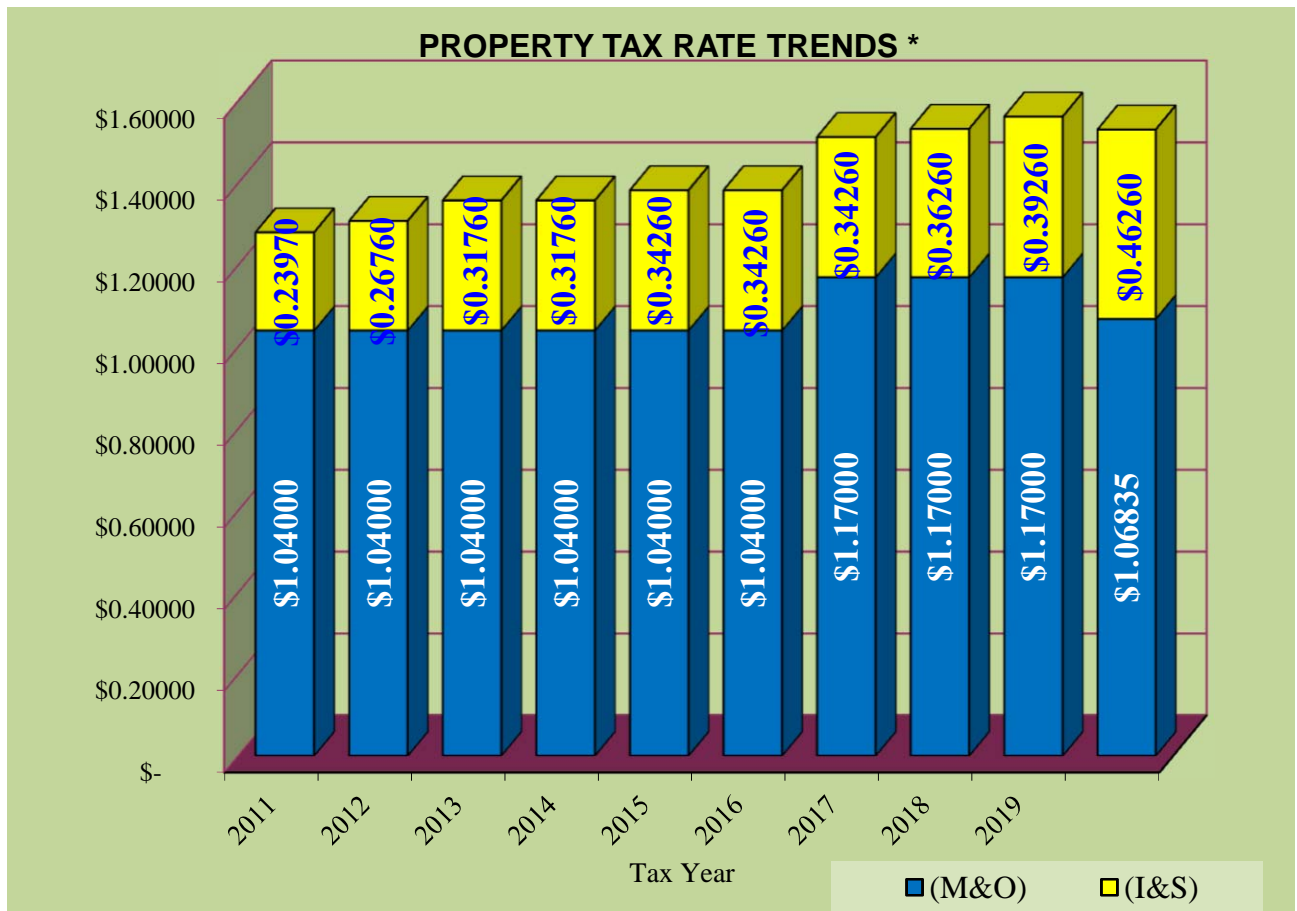
The 2019-2020 tax rate will be voted on by the SAISD Board of Trustees on August 19, 2019. The Debt Service (I&S) tax rate is a tax levied by the school district that raises money to pay for voter approved bond indebtedness, usually for the construction of facilities, equipment or both.

A graphic illustration of the District tax rate trends since FY 2010 is found on the next page.

<b>Fiscal Year</b>	<b>Tax Year</b>	<b>Maintenance &amp; Operations (M&amp;O)</b>	<b>Debt Service (I&amp;S)</b>	<b>Total Tax Rate *</b>
2010-11	2010	1.04000	0.23970	1.27970
2011-12	2011	1.04000	0.26760	1.30760
2012-13	2012	1.04000	0.31760	1.35760
2013-14	2013	1.04000	0.31760	1.35760
2014-15	2014	1.04000	0.34260	1.38260
2015-16	2015	1.04000	0.34260	1.38260
2016-17	2016	1.17000	0.34260	1.51260
2017-18	2017	1.17000	0.36260	1.53260
2018-19	2018	1.17000	0.39260	1.56260
2019-20*	2019	1.06835	0.46260	1.53095

\* The SAISD Board is scheduled to vote on the the tax rate on August 19, 2019.

\* Per \$100 of Assessed Value.



\* Per \$100 of Assessed Value.

## PROPERTY TAXES FOR AN AVERAGE RESIDENCE

The passage of Texas House Bill 1(HB1) dropped M&O tax rates on property from \$1.37 in 2006-07 to \$1.04 in 2007-08. In 2015-16, the Legislature enacted an increase to the homestead exemption from \$15,000 to \$25,000. In November of 2016, the SAISD Board of Trustees passed a resolution to allow an additional % based homestead exemption with a \$5,000 minimum exemption. The Board is expected to adopt a seven cent increase for the I&S tax rate in 2019-20 in support of bond 2016. The projected increase the average SAISD homeowner for 2019-20 is shown in the chart below.

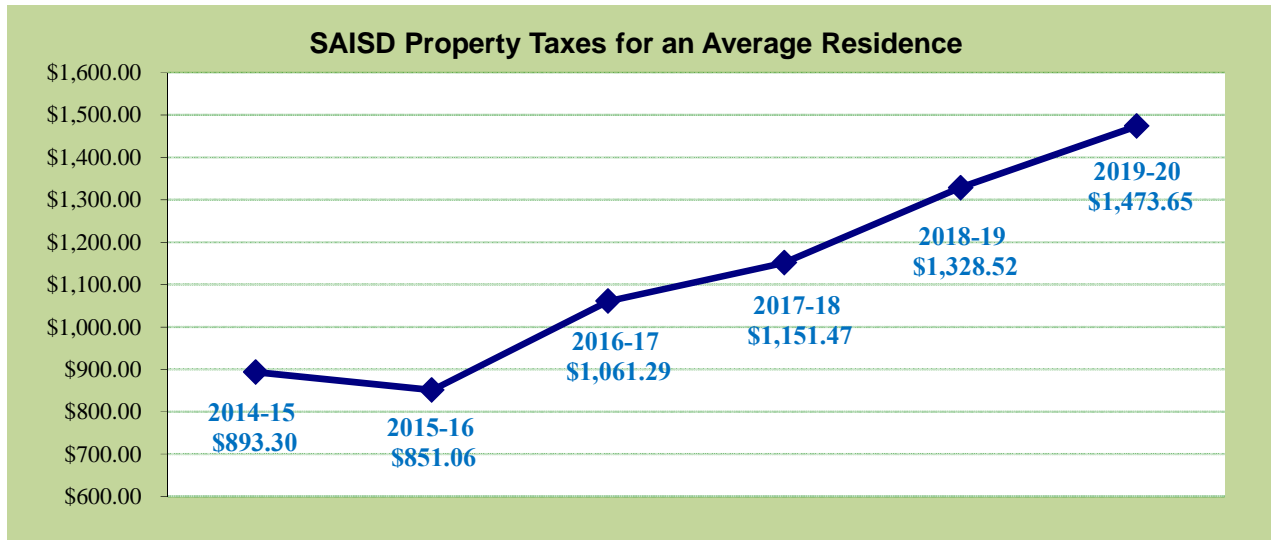
Tax Year	2014	2015 *	2016 **	2017 ***	2018	2019
Fiscal Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Average Market Value	\$80,462	\$93,543	\$105,748	\$117,395	\$131,882	\$146,944
Average Taxable Value	\$64,610	\$61,555	\$70,163	\$75,132	\$85,020	\$96,257
Property Tax Rate	\$1.3826	\$1.3826	\$1.5126	\$1.5326	\$1.5626	\$1.5310
Property Taxes Due	\$893.30	\$851.06	\$1,061.29	\$1,151.47	\$1,328.52	\$1,473.65
Increase (Decrease) in Taxes	\$893.30	-\$42.24	\$210.23	\$90.19	\$177.05	\$145.12

Average Increase

\* In 2015-16, the homestead exemption was increased from \$15,000 to \$25,000.

\*\* In 2016-17, the M&O Tax rate was increased to \$1.17 due to successful Tax Ratification Election in November 2016.

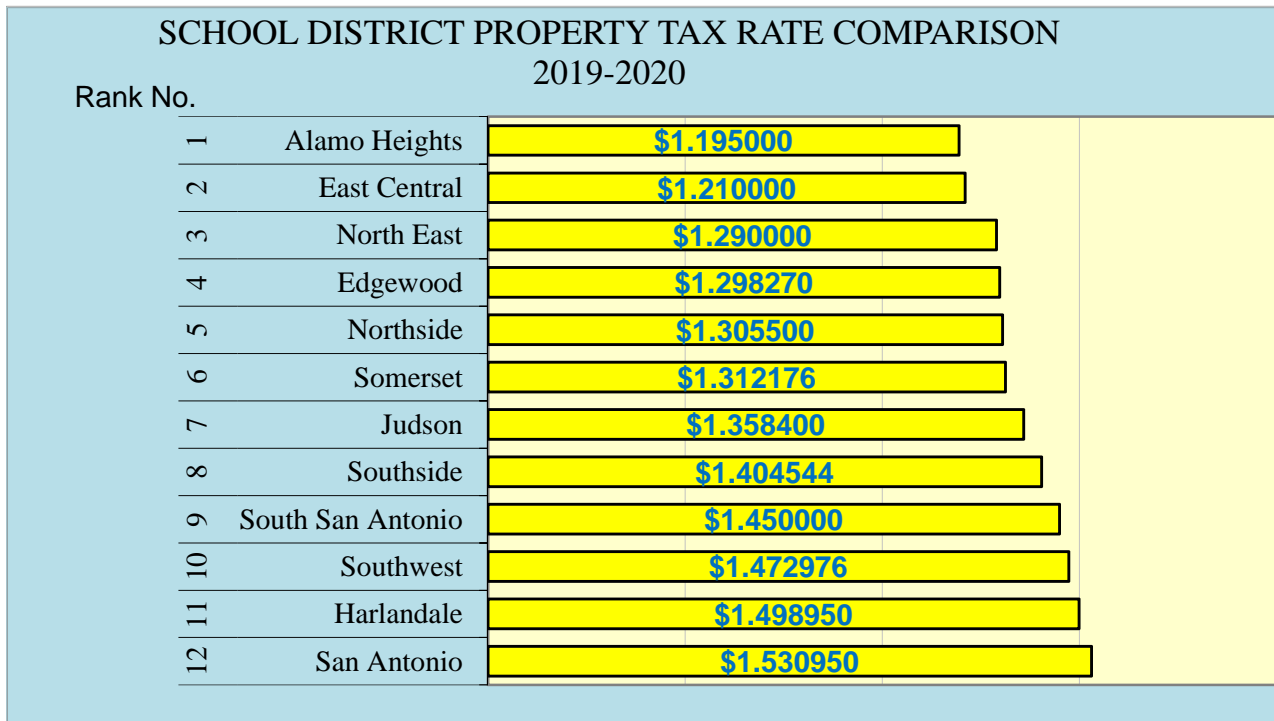
\*\*\* In 2017-18, the SAISD Board authorized an optional percentage-based homestead exemption of \$5,000 minimum.



**PROPERTY TAX RATE FOR 2019-2020  
SURROUNDING SCHOOL DISTRICTS COMPARISON**

The charts below show the combined property tax rates for school districts located in the San Antonio area. SAISD's combined tax rate of **\$1.53095** ranks in the highest position, due to the Bond 2016 construction program which is addressing needed renovation and construction of aging school buildings, replacement of mechanical systems, and upgrades in technology infrastructure. The lowest rate is \$1.1950 in the Alamo Heights ISD.

Ranked in Ascending Order	School District	Maintenance & Operations (M & O)	Debt Service (I & S)	TOTAL TAX RATE
1	Alamo Heights	\$0.99000	\$0.20500	\$1.19500
2	East Central	\$0.97000	\$0.24000	\$1.21000
3	North East	\$0.97000	\$0.32000	\$1.29000
4	Edgewood	\$1.06835	\$0.22992	\$1.29827
5	Northside	\$0.97000	\$0.33550	\$1.30550
6	Somerset	\$1.06835	\$0.24383	\$1.31218
7	Judson	\$0.97000	\$0.38840	\$1.35840
8	Southside	\$1.06835	\$0.33619	\$1.40454
9	South San Antonio	\$0.97000	\$0.48000	\$1.45000
10	Southwest	\$1.03487	\$0.43810	\$1.47298
11	Harlandale	\$1.06835	\$0.43060	\$1.49895
12	San Antonio	\$1.06835	\$0.46260	\$1.53095



**PROPERTY TAX RATES  
DIRECT AND OVERLAPPING GOVERNMENTS \***

Fiscal Year	Tax Year	San Antonio ISD	City of San Antonio	Bexar County	Alamo Community College	City of Balcones Heights	University Health System
2009-10	2009	1.24970	0.56569	0.29619	0.13586	0.51048	0.26624
2010-11	2010	1.27970	0.56569	0.29619	0.14162	0.55884	0.27624
2011-12	2011	1.30760	0.56569	0.29619	0.14162	0.57220	0.27624
2012-13	2012	1.35760	0.56569	0.29619	0.14915	0.57220	0.27624
2013-14	2013	1.35760	0.56569	0.29619	0.14915	0.57220	0.27624
2014-15	2014	1.38260	0.56569	0.28382	0.14915	0.57220	0.27624
2015-16	2015	1.38260	0.55827	0.29750	0.14915	0.53930	0.27624
2016-17	2016	1.51260	0.55827	0.29325	0.14915	0.55100	0.27624
2017-18	2017	1.53260	0.55827	0.29123	0.14915	0.58300	0.27624
2018-19	2018	1.56260	0.55827	0.27743	0.14915	0.58300	0.27624
2019-20	2019	1.53095	0.55827	0.30110	0.14915	0.58300	0.27624

\* Source: Bexar County Assessor-Collector Taxes Office.

Website [www.bexar.org/tax/PropertyTaxRates.html](http://www.bexar.org/tax/PropertyTaxRates.html)

**TAXABLE ASSESSED & ESTIMATED MARKET VALUE OF PROPERTY  
LAST TEN FISCAL YEARS\***

Fiscal Year	Tax Year	Taxable Assessed Value	Estimated Market Value	Ratio of Taxable Assessed to Total Estimated Market Value
2009-10	2009	12,882,846,677	15,939,569,943	80.82%
2010-11	2010	12,423,827,042	15,593,598,904	79.67%
2011-12	2011	12,264,858,813	15,375,370,115	79.77%
2012-13	2012	12,361,723,024	15,409,101,695	80.22%
2013-14	2013	12,737,897,528	15,792,735,275	80.66%
2014-15	2014	13,324,011,635	16,469,744,123	80.90%
2015-16	2015	14,797,210,947	18,806,150,821	78.68%
2016-17	2016	16,592,753,459	21,151,385,053	78.45%
2017-18	2017	17,901,811,247	22,829,385,843	78.42%
2018-19	2018	19,390,019,051	24,765,238,588	78.30%

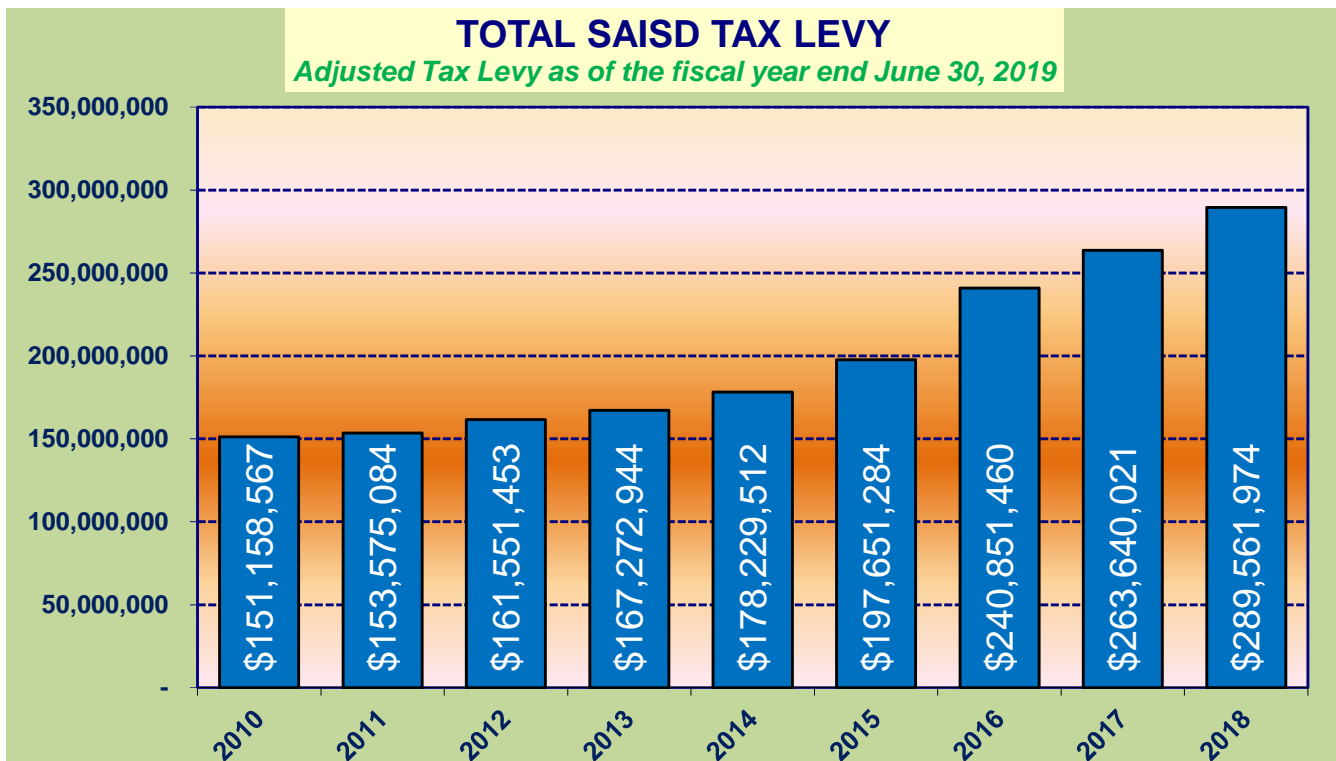
\* Source: SAISD CAFR, Certified Tax Roll Statement- Bexar County Tax Assessor-Collector

## ALLOCATION OF PROPERTY TAX RATES AND TAX LEVIES

Fiscal Year	Tax Year	Tax Rates *			Tax Levies		
		General Fund	Debt Service Fund	Total Tax Rate	General Fund	Debt Service Fund	Original Tax Levy
2009-10	2009	1.04000	0.20970	1.24970	127,192,213	25,646,303	152,838,516
2010-11	2010	1.04000	0.23970	1.27970	122,845,128	28,313,439	151,158,567
2011-12	2011	1.04000	0.26760	1.30760	122,145,983	31,429,101	153,575,084
2012-13	2012	1.04000	0.31760	1.35760	123,757,742	37,793,711	161,551,453
2013-14	2013	1.04000	0.31760	1.35760	128,140,735	39,132,209	167,272,944
2014-15	2014	1.04000	0.34260	1.38260	134,065,306	44,164,206	178,229,512
2015-16	2015	1.04000	0.34260	1.38260	147,163,221	48,976,804	197,651,284
2016-17	2016	1.17000	0.34260	1.51260	186,299,225	54,552,235	240,851,460
2017-18	2017	1.17000	0.36260	1.53260	201,265,056	62,374,965	263,640,021
2018-19	2018	1.17000	0.39260	1.56260	216,810,130	72,751,844	289,561,974
2019-20	2019	1.06835	0.46260	1.53095			

\* Tax rates are per \$100 of assessed value.

NOTE: Each tax levy shown above is the adjusted tax levy as of the fiscal year ended June 30th.



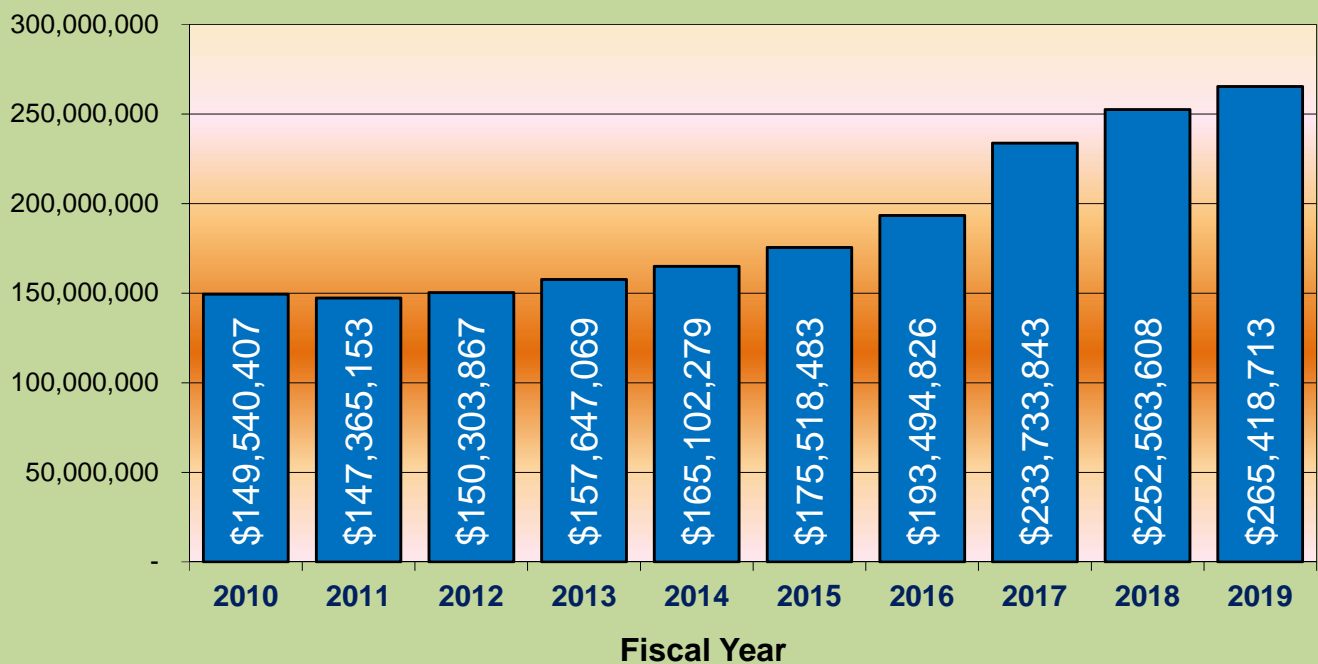
## ALLOCATION OF PROPERTY TAX LEVIES AND COLLECTIONS

Fiscal Year	Tax Year	Adjusted Tax Levy	Current Tax Collections	Delinquent Tax Collections	Total Tax Collections	Ratio of Total Tax Collections to Total Tax Levy	Outstanding Delinquent Taxes
2009-10	2009	150,494,514	146,002,243	3,538,164	149,540,407	99.37%	14,669,924
2010-11	2010	148,658,093	145,004,084	2,361,069	147,365,153	99.13%	15,269,334
2011-12	2011	151,995,389	141,333,153	8,970,714	150,303,867	98.89%	15,300,047
2012-13*	2012	160,713,168	149,582,594	8,064,475	157,647,069	98.09%	22,067,790
2013-14	2013	166,202,814	155,642,559	9,459,720	165,102,279	99.34%	21,328,714
2014-15	2014	177,016,953	166,977,239	8,541,244	175,518,483	99.15%	20,770,354
2015-16	2015	195,642,185	184,854,490	8,640,336	193,494,826	98.90%	21,560,939
2016-17	2016	239,416,841	225,626,930	8,106,913	233,733,843	97.63%	24,419,780
2017-18	2017	258,742,038	241,964,500	10,599,108	252,563,608	97.61%	28,043,802
2018-19	2018	285,195,198	265,418,713		265,418,713	93.07%	31,517,810

NOTE: Tax rates are per \$100 of assessed value.

\* Outstanding delinquent taxes in 2012-13 and subsequent year are higher due to the fiscal year change resulting in an early cutoff each year.

### TOTAL SAISD TAX COLLECTIONS





## PRINCIPAL TAXPAYERS \*

Taxpayer's Name	Type of Business	Tax Year 2019 Taxable Valuation (2019- 20 School Year)	% of Total Assessed Valuation
H.E.B. Grocery Company	Grocery	\$ 285,970,781	1.47%
Marriot Hotel Prop II Ltd	Hotel	194,510,000	1.00%
Hotel Investments, LP	Hotel	181,000,000	0.93%
VHS San Antonio Partners LP	Medical	176,420,800	0.91%
New Rivercenter Mall II LP	Shopping Center	164,050,850	0.85%
Southwestern Bell Telephone	Telephone Utility	129,511,161	0.67%
H E San Antonio I LLC	Hotel	113,000,000	0.58%
Methodist Healthcare Sys SA	Hospital	103,958,033	0.54%
Palacio Del Rio, Inc.	Hotel	93,300,000	0.48%
HMH Rivers, Inc.	Hotel	88,000,000	0.45%
<b>Totals</b>		<b>\$1,529,721,625</b>	<b>7.89% **</b>
<b>Total Assessed Valuation</b>		<b>19,390,019,051</b>	

\* Information provided by the Bexar Appraisal District. [www.bcad.org](http://www.bcad.org)

\*\* Total may vary due to rounding.

# Debt Service Fund



**DEBT SERVICE FUND**  
**GENERAL OBLIGATION AND LEASE REVENUE BONDS SCHEDULE**  
**Unaudited**

The District issues general obligation bonds for the governmental activities to provide for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the District. Current principal and interest requirements are payable solely from future revenues of the Debt Service Fund which consists primarily of property taxes collected by the District, interest earnings and State funds. Certain outstanding bonds may be redeemed at their par value prior to their normal maturity dates in accordance with the terms of the related bond indentures. Based on our debt history, the records show that the District has never defaulted on any principal or interest payments. The following is a summary of changes in general obligation and lease revenue bonds for the year ended June 30, 2019.

Description	Interest Rate Payable	Range of Maturity	Amounts Original Issue	Amounts Outstanding June 30, 2018	Issued/ Refunding	Retired	Amounts Outstanding June 30, 2019	Due Within One Year
Appreciation Bonds		2025	319,988	319,988	-	-	319,988	-
Unlimited Tax Sch. Bldg Bonds, Series 2010B	2.235-6.397%	2014-2040	151,450,000	136,290,000	-	3,985,000	132,305,000	4,090,000
Unlimited Tax Refunding Bonds, Series 2011	2.0-5.0%	2014-2029	99,085,000	66,360,000	-	7,435,000	58,925,000	
Unlimited Tax Qualified School Construction Bonds, Series 2011	4.006%	2014-2028	61,115,000	61,115,000	-	-	61,115,000	-
Variable Rate Unlimited Tax Refunding Bonds Remarketed Series 2014A	4.0-5.0%	2018-2044	42,195,000	42,195,000		805,000	41,390,000	845,000
Variable Rate Unlimited Tax Refunding Bonds Series 2014B	1.15-7.0%	2018-2044	48,880,000	46,560,000		46,560,000	-	
Variable Rate Unlimited Tax Refunding Bonds Remarketed Series 2014B	4.0-5.0%	2018-2044	40,850,000		40,850,000	-	40,850,000	810,000
Unlimited Tax Sch. Bldg and Refunding Bonds, Series 2015	1.25-5.0%	2016-2045	307,290,000	258,910,000		21,340,000	237,570,000	23,940,000
Unlimited Tax Sch. Bldg and Refunding Bonds, Series 2016	2.0-5.0%	2017-2046	123,740,000	122,995,000		1,455,000	121,540,000	1,515,000
Unlimited Tax Sch. Bldg Bonds, Series 2018	4.0-5.0%	2018-2048	178,975,000		178,975,000	-	178,975,000	2,305,000
			<u>\$ 1,053,899,988</u>	<u>\$ 734,744,988</u>	<u>\$ 219,825,000</u>	<u>\$ 81,580,000</u>	<u>\$ 872,989,988</u>	<u>\$ 33,505,000</u>
				Balance June 30, 2018	Addition	Retired	Balance June 30, 2019	Due within One Year
Accretion on Capital Appreciation Bonds*				<u>\$ 2,562,798</u>	<u>\$ 131,175</u>	<u>\$ -</u>	<u>\$ 2,693,973</u>	<u>-</u>

\* This amount represents accretion of interest on a cumulative basis.

**DEBT SERVICE FUND  
ANNUAL REQUIREMENTS FOR RETIREMENT OF  
GENERAL OBLIGATION BONDS TO MATURITY**

Texas school districts are authorized to issue bonds payable from ad valorem taxes for the construction and equipping of school buildings and the acquisition of sites therefore, but only if authorized by a majority of the resident, qualified voters of the district at an election held for that purpose. Texas school districts are also authorized to use issue bonds payable from ad valorem taxes for the purpose of refunding other bonds payable from ad valorem taxes, without voter authorization, as long as certain conditions are met.

As of June 30, 2019, our District has outstanding the following unlimited tax bonds for which it is required to levy a debt tax for its General Obligation bonds.

<b>Fiscal Year Ended June 30,</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service Requirements</b>	<b>Percent of Principal Retired</b>
2020	33,505,000	42,282,578	75,787,578	3.84%
2021	34,100,000	40,646,960	74,746,960	3.91%
2022	35,750,000	38,985,670	74,735,670	4.10%
2023	37,480,000	37,218,723	74,698,723	4.29%
2024	39,350,000	35,372,407	74,722,407	4.51%
2025-2029	236,629,988	147,223,734	383,853,722	27.11%
2030-2034	131,635,000	94,319,839	225,954,839	15.08%
2035-2039	123,650,000	64,333,513	187,983,513	14.16%
2040-2044	125,090,000	31,920,693	157,010,693	14.33%
2045-2049	75,800,000	7,784,625	83,584,625	8.68%
<b>Total</b>	<b>872,989,988</b>	<b>540,088,742</b>	<b>1,413,078,730</b>	<b>100.00%</b>

The District's bond amortization schedule is reflected in the schedule shown here. For the most part, the annual debt payments are fairly level year to year through 2033 at which time the annual requirements drop substantially due to the retirement of refunded bonds from 2001 bond authorization.

# Student Projections and Performance Indicators

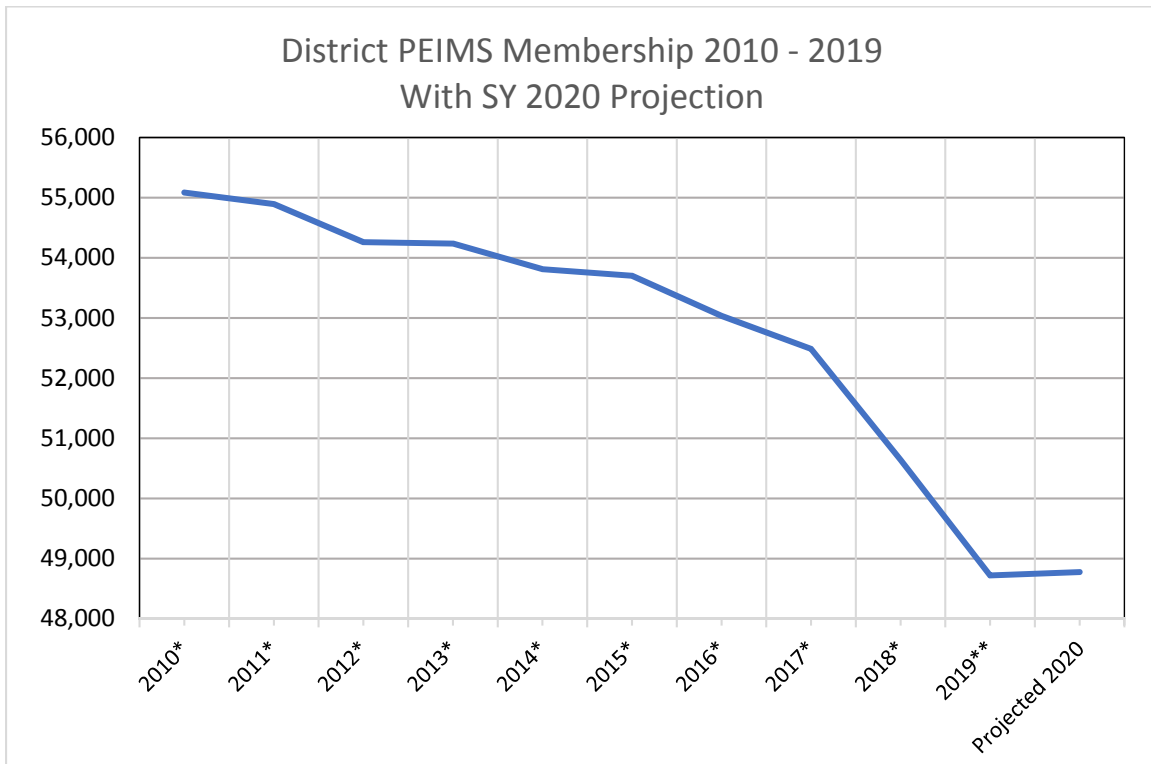


## STUDENT ENROLLMENT

Over the years, SAISD student enrollment has been in a state of transition and has raised enrollment projections methodology to a new level of complexity. The District continues to refine the process using comprehensive databases and a collaboration of several District departments represented on the Projections Review Committee. The following table shows 10 years of historical membership including the actual reported October PEIMS enrollment for 2018-19, the projected 2018-19 enrollment, and the resulting error rate. The graph below shows the historical trend along with the projection for 2019-20.

Grade	2010*	2011*	2012*	2013*	2014*	2015*	2016*	2017*	2018*	2019**	Projected 2019**	Error Rate for 2019**	Projected 2020
EE	26	29	31	30	20	30	16	26	25	18	33	-83%	15
HS-PK	1686	1,926	2,425	2,543	2,042	2,079	2,128	2,109	2,142	2,221	2,278	-3%	2,248
PK	3,382	3,148	2,425	2,404	2,965	2,944	2,875	2,890	2,995	2,572	2,580	0%	2,570
KG	4,416	4,396	4,374	4,463	4,403	4,233	3,721	3,688	3,496	3,437	3,615	-5%	3,534
1	4,682	4,667	4,594	4,448	4,579	4,613	4,328	3,814	3,637	3,349	3,592	-7%	3,485
2	4,470	4,456	4,428	4,450	4,219	4,408	4,384	4,213	3,657	3,459	3,623	-5%	3,371
3	4,410	4,355	4,290	4,230	4,267	4,115	4,265	4,328	3,975	3,513	3,569	-2%	3,422
4	4,170	4,251	4,154	4,132	4,008	4,058	4,057	4,154	4,057	3,864	3,882	0%	3,439
5	4,080	3,963	3,986	3,868	3,992	3,914	3,846	3,779	3,930	3,837	3,844	0%	3,714
6	3,443	3,690	3,619	3,690	3,403	3,453	3,436	3,481	3,264	3,432	3,334	3%	3,505
7	3,531	3,439	3,652	3,577	3,678	3,355	3,454	3,420	3,284	3,097	3,086	0%	3,283
8	3,488	3,553	3,391	3,621	3,527	3,708	3,416	3,408	3,307	3,237	3,357	-4%	3,134
9	4,047	4,050	3,884	3,819	3,908	3,953	4,018	3,912	3,944	3,941	4,228	-7%	4,286
10	3,665	3,411	3,457	3,384	3,241	3,388	3,380	3,407	3,218	3,227	3,417	-6%	3,311
11	2,878	3,063	2,990	2,985	2,825	2,805	3,089	3,015	2,970	2,787	2,902	-4%	2,919
12	2,712	2,497	2,560	2,592	2,734	2,645	2,622	2,842	2,740	2,729	2,749	-1%	2,540
Total	55,086	54,894	54,260	54,236	53,811	53,701	53,035	52,486	50,641	48,720	50,089	-3%	48,776

Grade Group	2010*	2011*	2012*	2013*	2014*	2015*	2016*	2017*	2018*	2019**	Projected 2019**	Error Rate for 2019**	Projected 2020
Elementary	31,322	31,191	30,707	30,568	30,495	30,394	29,620	29,001	27,914	26,270	27,016	-3%	25,798
Middle	10,462	10,682	10,662	10,888	10,608	10,516	10,306	10,309	9,855	9,766	9,777	0%	9,922
High	13,302	13,021	12,891	12,780	12,708	12,791	13,109	13,176	12,872	12,684	13,296	-5%	13,056
District	55,086	54,894	54,260	54,236	53,811	53,701	53,035	52,486	50,641	48,720	50,089	-3%	48,776



Note: Numbers and classifications based on traditional grade levels.  
Source: \* TEA AEIS data; \*\* PEIMS historical October submission

### **SAISD PROJECTION PROCESS**

The forecasting methodology used to predict the number of students who will be enrolling in SAISD is a combination of methods and analyses. These methods include a yearly PK analysis, a cohort survival method for grades K through 12, and unit adjustments to fine tune the forecasts. This combination of methods was chosen because they provide for relatively accurate forecasts and are relatively inexpensive to produce. The process includes the following steps:

- I. Initial enrollment projections are derived based on historical data.
- II. Known factors that impact projections are incorporated.
- III. Principal feedback on initial projections is solicited.
- IV. Projections are finalized and are made available online.
- V. Projections are quality checked and an error rate is calculated based on actual PEIMS enrollment.

**I. Deriving initial enrollment projections.** Initial enrollment projections are derived by the Office of Research and Evaluation using a Cohort Ratio Model. This model uses an "aging" concept that moves a group or cohort of students into the future and increases or decreases their numbers according to data from previous years. A cohort forecast is done at the school level on a grade by grade basis. Initially, six years of historical October PEIMS enrollment data were used to calculate an average survival rate (SR) at each grade level. The survival rate is calculated as the average of ratios of a given grade's enrollment in a given year to the enrollment in the next lowest grade the preceding year (i.e. the previous year's grade of the cohort) over a multi-year period. This rate is then used to determine the percentage of students predicted to proceed to the next grade. However, due to a sharp decline in district-wide enrollment in the recent past, only 4 years of historical data are now used in the calculation of survival rates and the subsequent cohort ratio. The

omission of historical data prior to the last 4 years aids in avoiding over projection for the future by only including data more in line with recently observed enrollment trends.

The cohort ratio calculation in the following example shows the progression of 3<sup>rd</sup> to 4<sup>th</sup> graders, on average, over 5 years, and the Grade 4 projection for the following year.

	2014	2015	2016	2017	2018	2019		2020 Projection
Grade 3	60	55	54	55	54	60		
Grade 4	60	57	57	55	54	52	Grade 4	60 * .99=59
Calculation Of 4 <sup>th</sup> Grade Ratios		-	-	55/54	54/55	52/54	Survival Rate (avg. of yearly ratios)	
		-	-	1.02	.98	.96	.99	

Note: A survival rate greater than 1 signifies large numbers of students received from outside the feeder pattern and from out of the District.

A greater number of years in the cohort calculation lessens the effects of any given year on the forecast, effectively “smoothing out” the historical data. Keeping this in mind, the number of years used to calculate the cohort ratio may be adjusted to produce better forecast results especially in situations where boundary lines have changed.

While the traditional Cohort Ratio Model provides a consistent survival statistic when predicting from one grade to the next at any given campus, a modified ratio is used when predicting middle school Grade 6 and high school Grade 9. For these grade levels historical data is analyzed from each feeder campus. To determine a survival rate from Grade 8 to Grade 9, each middle school that has contributed to a campus Grade 9 membership is considered. Historical data indicating the percentage of Grade 8 students sent to each high school is calculated to determine the survival rate for each feeder campus. (Computing these rates was necessary since many middle schools are split between high schools.) This average historical rate is then applied to current Grade 8 students at each feeder campus to determine the number of students projected to attend a given high school Grade 9 the following year. The example below illustrates the procedure for calculating projections at Grade 9. This same procedure is used to calculate Grade 6.

Schools contributing to High School A Grade 9	% of Grade 8 students attending HS A Grade 9					2019 Grade 8	2020 Grade 9 Projection
	2016	2017	2018	2019	Overall		
Middle School A	.27	.25	.26	.24	.25	575	575*.25 = 144
Middle School B	.10	.14	.13	.12	.12	797	797*.17 = 136
Middle School C	.05	.06	.07	.05	.06	569	569*.07 = 40
Middle School D	.06	.07	.08	.09	.08	779	779*.13 = 101
Middle School E	.05	.06	.05	.08	.06	600	600*.13 = 78
	Number of Students					SR	(Projected contribution = 499)
Total # Grade 8 contributing to Grade 9	565	557	526	499			
Total High School A Grade 9	-	571	565	557			499*1.03=
Calculation of Ratios	-	1.01	1.01	1.06	1.03		514

The previous two methods are used for predicting Grades 1-12. The projections for Pre-kindergarten and Kindergarten require a different approach. Pre-kindergarten is projected utilizing historical enrollment as well as information received from the Early Childhood Department. Base projections are taken from the previous year’s enrollment and then



adjustments are made based on data received from Early Childhood, such as, waiting list information, and new classroom additions to campuses. Kindergarten utilizes the same cohort ratio method as applicable Grades 1-12, but the next year's projection is constrained by a 2% variance cap from the current year's enrollment. This measure has been implemented to reduce the chance of over projection for Kindergarten as much as possible.

II. Incorporating factors that impact projections. Once initial projections have been completed, several meetings are held with various District offices to determine if there are other known factors which may impact projections. The Facility Planning and Construction Department (FPCD) provide the number of students expected to increase/decrease projections based on changes in local housing developments. The FPCD tracks new developments in the SAISD attendance zone and those within 2 miles. There are a variety of factors such as historical trends, student to dwelling yields, residential sale values or rental rates of the new or renovated properties, etc. that are used to develop these projections. Once the per unit student ratio has been calculated and applied to determine student yield, then based on the occupancy date for a new development, adjustments are made to the projection year impacted. These adjustments are provided by the FPCD by campus, by grade level, and either add to or subtract from initial projections.

Another factor which has played a significant role in SAISD enrollment projections has been the recent changes in school configurations, converting PK-5 campuses to PK-8, and the addition of specialty campuses such as the new Innovative Campus Models (ALA & CAST), PK and early childhood Montessori campus, and the new dual language campuses. In these situations, some campus grade levels are without previous history from which to compute a survival rate. For this reason, a diagonal analysis is used. Campus projections for newly added grade levels assumed enrollment from the previous grade. This is done until a campus builds up at least four years of historical data for a given grade at which point a survival rate is calculated. During this initial period, manual adjustments are made until historical data allows the model to adjust to the new school configuration. In the case of campuses converting from PK-5 to PK-8, projections for middle schools are decreased to account for the number of students remaining at the feeder elementary campus.

Other factors which impact projections include changes in special programs, such as, Bilingual programs, Special Education programs, and Early Childhood programs. Each department responsible for special populations has a representative on the Projections Review Committee. Once initial projections are reviewed by the committee then any specific campus programmatic changes are discussed. These changes may include the addition of a dual language program, the addition of new Special Education units, or the expansion of Early Childhood programs for three- and four-year olds. All known factors which may impact enrollment are discussed to compute a by campus, by grade level, adjustment.

III. Soliciting principal feedback on initial projections. Campus principals play a very crucial role in the projections process. Their feedback can trigger projection adjustments based on documented/proven campus anomalies. For this reason, before projections are finalized, principals receive their initial enrollment projections and are given 2 weeks to either accept or reject. During this time, campus principals who wish to reject their projections gather facts to support their desired changes. All principals requesting a change to projections submit their request in writing. These requests are then reviewed by the Projections Review Committee and the committee decides if there is enough evidence to

warrant a change. Each principal who submits a request for change receives a notice informing them of the committee's final decision.

IV. Projections are finalized and made available online. Once district and campus enrollment projections have incorporated all known internal and external influences, then the Projection Review Committee will finalize projections. SAISD enrollment projections and methodologies are all made available to campuses through a web-based application that utilizes an interactive graphical user interface. Over the past three years projection reports have evolved from static reports to a dynamic user environment. Each campus principal is given an account to view projections on the SAISD Campus Operations Portal.

V. Projections are quality checked and an error rate is calculated based on actual enrollment. At the beginning of each school year projections are monitored to see if the District is on track to meet the projected October membership. Daily District projections are used to forecast early on if enrollment is up or down. After the October PEIMS date, District and campus enrollment are compared to projections. Campuses are divided into three groups: over projected by more than 5%, projected within 5%, and under projected by more than 5%. Each campus falling into one of the two extremes is discussed by the Projections Review Committee to determine possible reasons for the differences between actual and projected enrollment. On average, SAISD projects District membership within 2% of actual PEIMS enrollment.

Grades PK, KG, and 6 continue to be the most difficult to predict using our current model. Other statistical methods are being researched to fine-tune the process at this grade level. For example, the District has begun evaluating the validity of unit adjustments made to grades PK and HS-PK by performing a spatial analysis of changes in birth rates for areas surrounding those campuses using geographic information systems (GIS). In the future, this analysis may become part of the initial projection calculation, as building upon it can help guide the District in making more informed decisions on where to locate certain programs as well as compensate for highly unpredictable enrollment trends influenced by external forces. For Kindergarten, adjustment of the variance cap has been necessary to reduce the chance of over projection. The projection for Grade 6 may continue to be difficult for the near future due to the ongoing transition of several PK-5 Elementary School to PK-8 Academies as well as Grade 6-8 Middle Schools to various special campuses, like Irving and Twain Dual Language Academies. The goal of the projection and quality check processes is to reduce the range of error, and monitor the process over time, so it can continually be improved.

The following summarizes District membership in relation to projections as of September 27, 2019.

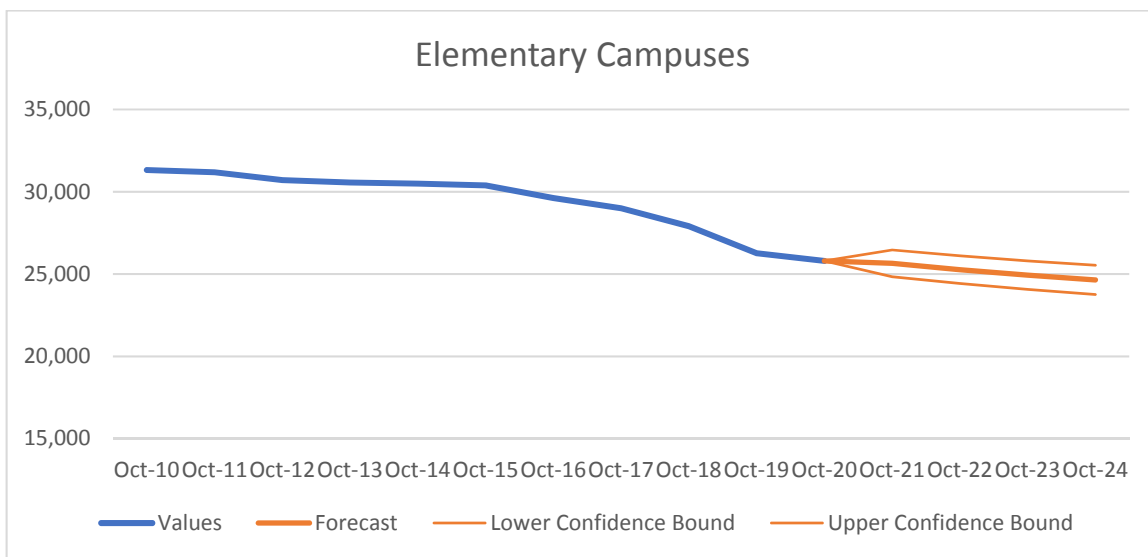
- 2019-20 School Year started August 12, 2019.
- At the end of the seventh week of school, SAISD has enrolled 48,700 students, a decrease of 167 students compared to this time last year.
- Forty-seven campuses surpassed their projected enrollment while thirty-seven campuses remained below their projected enrollment.
- At the end of Week 7, SAISD was 76 students below the projected enrollment for October.

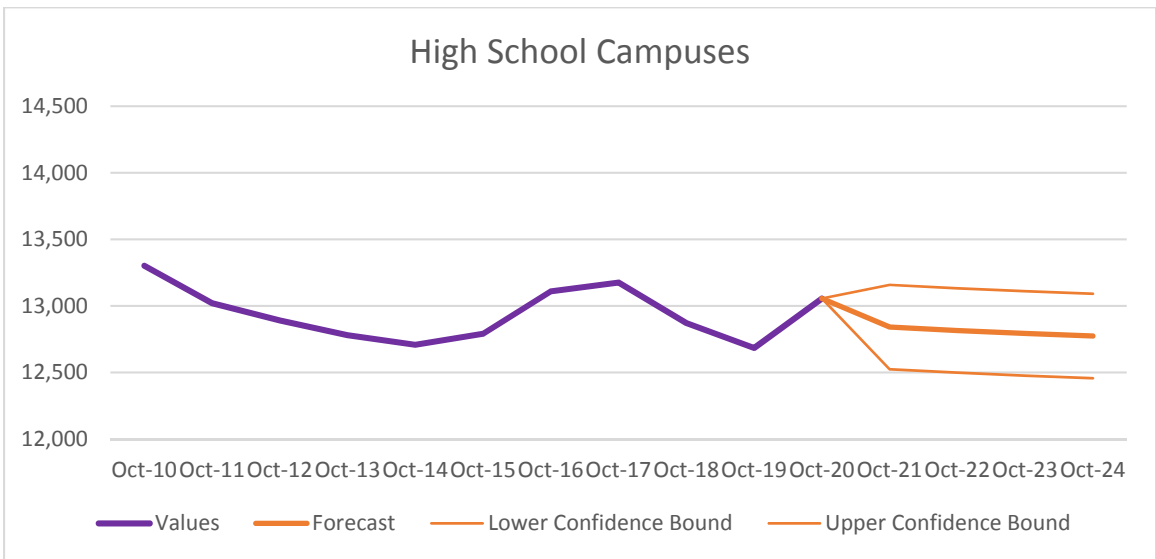
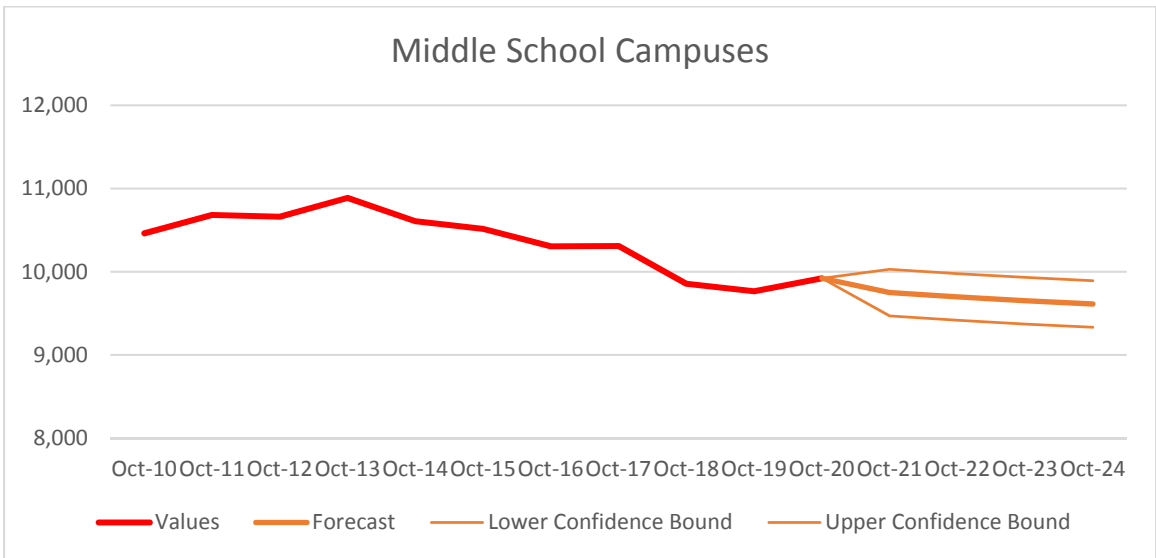
## SAISD EXTENDED PROJECTIONS

Applying the historical membership trends forward yields the following projected enrollment for the next five years. The data suggest that membership will stabilize. By 2024, the membership for SAISD is projected to be approximately 47,000, a decrease of roughly 330 students per year over the next five years.

SAISD Extended Projections									
Grade	2016*	2017*	2018*	2019**	Projected	Projected	Projected	Projected	Projected
					2020	2021	2022	2023	2024
EE	16	26	25	18	15	19	19	19	19
PK	5,003	4,999	5,137	4,793	4,818	4,852	4,833	4,818	4,804
KG	3,721	3,688	3,496	3,437	3,534	3,437	3,412	3,390	3,371
1	4,328	3,814	3,637	3,349	3,485	3,242	3,153	3,076	3,008
2	4,384	4,213	3,657	3,459	3,371	3,241	3,135	3,043	2,962
3	4,265	4,328	3,975	3,513	3,422	3,421	3,332	3,255	3,187
4	4,057	4,154	4,057	3,864	3,439	3,650	3,601	3,559	3,522
5	3,846	3,779	3,930	3,837	3,714	3,790	3,784	3,779	3,775
6	3,436	3,481	3,264	3,432	3,505	3,427	3,428	3,429	3,429
7	3,454	3,420	3,284	3,097	3,283	3,163	3,136	3,113	3,093
8	3,416	3,408	3,307	3,237	3,134	3,159	3,133	3,110	3,090
9	4,018	3,912	3,944	3,941	4,286	4,102	4,118	4,131	4,142
10	3,380	3,407	3,218	3,227	3,311	3,236	3,223	3,211	3,201
11	3,089	3,015	2,970	2,787	2,919	2,833	2,811	2,791	2,774
12	2,622	2,842	2,740	2,729	2,540	2,669	2,665	2,661	2,657
<b>Elementary</b>	<b>29,620</b>	<b>29,001</b>	<b>27,914</b>	<b>26,270</b>	<b>25,798</b>	<b>25,652</b>	<b>25,270</b>	<b>24,939</b>	<b>24,647</b>
<b>Middle</b>	<b>10,306</b>	<b>10,309</b>	<b>9,855</b>	<b>9,766</b>	<b>9,922</b>	<b>9,749</b>	<b>9,697</b>	<b>9,652</b>	<b>9,612</b>
<b>High</b>	<b>13,109</b>	<b>13,176</b>	<b>12,872</b>	<b>12,684</b>	<b>13,056</b>	<b>12,841</b>	<b>12,816</b>	<b>12,793</b>	<b>12,774</b>
<b>Total</b>	<b>53,035</b>	<b>52,486</b>	<b>50,641</b>	<b>48,720</b>	<b>48,776</b>	<b>48,243</b>	<b>47,783</b>	<b>47,385</b>	<b>47,033</b>

**10 years of District PEIMS Membership with 5 years of Extended Projections**





\* TEA AEIS data; \*\* PEIMS historical October submission

# Overview of Performance Measures for San Antonio ISD

- **Standardized Test Scores**

Four years of standardized test scores based on student performance on the State of Texas Assessment of Academic Readiness (STAAR) are included.

- San Antonio ISD increased performance on the STAAR test in 2018-19 in Reading, Math, Social Studies, Science and Writing.

- **Graduation and Dropout Data**

5 years of completion and dropout data, based on the longitudinal 4-year cohort.

- The percent of students graduating on-time has increased significantly over the past few years.
- The percent of students dropping out of school decreased from the previous year, from 12.9 for the Class of 2016 to 11.1 for the Class of 2018.

- **Achievement of Goals and Objectives**

A three-year breakdown by campus and district is provided.

- SAISD earned a rating of “B” on the new A-F State Accountability System in 2019.

- **Parent/Student Surveys**

There were no district-level surveys completed in the last four years.

- **Other Performance Measures**

A summary of the 2018 Distinction Designations that were available to regular districts and campuses are included.

- There were 42 San Antonio ISD campuses which earned at least 1 or more Distinction Designations, with the Young Women’s Leadership Academy earning all seven designations for which they were eligible.

## Standardized Test Scores (2016 to 2019)

For the past few years, District and Campuses have been rated either Met Standard or Improvement Required. Beginning in 2017-18, Districts were rated on a new A-F system, while campuses continued to use the Met Standard or Improvement Required ratings. In 2018-19, both Districts and Campuses will be rated A, B, C, D, or F.

In 2015-16, SAISD was rated Met Standard. A total of 70 campuses were rated Met Standard, while 19 schools were rated Improvement Required.

In 2016-17, SAISD was rated Met Standard. There were 69 campuses also rated Met Standard and 19 rated Improvement Required

In 2017-18, SAISD earned a letter grade of C. There were 76 campuses rated Met Standard and 16 rated Improvement Required.

In 2018-19, SAISD earned a letter grade of B. There were 77 campuses rated Met Standard (A-D) and 16 rated Improvement Required (F).

### STAAR Tests required by Grade Level

Grade	Reading	Math	Science	Social Studies	Writing
3 <sup>rd</sup> Grade	Yes	Yes			
4 <sup>th</sup> Grade	Yes	Yes			Yes
5 <sup>th</sup> Grade	Yes	Yes	Yes		
6 <sup>th</sup> Grade	Yes	Yes			
7 <sup>th</sup> Grade	Yes	Yes			Yes
8 <sup>th</sup> Grade	Yes	Yes	Yes	Yes	

### End of Course (EOC) STAAR Assessments by Subject

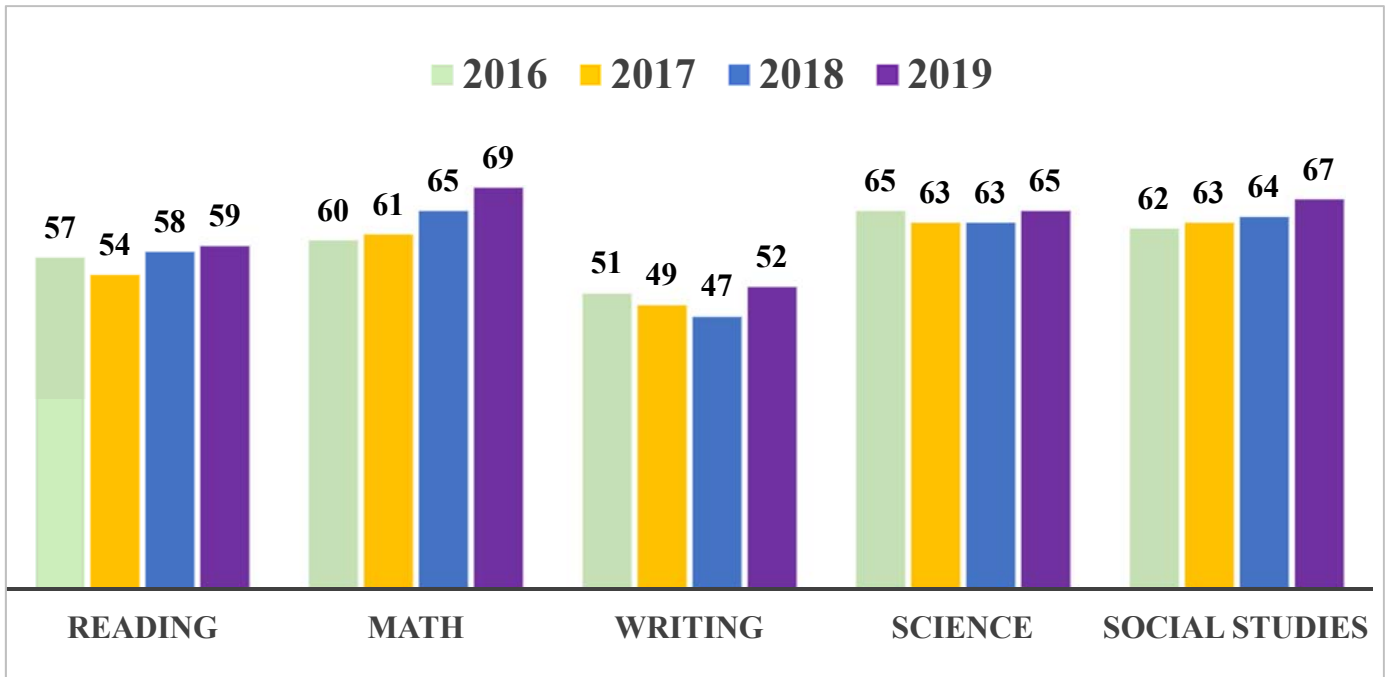
English Language	Math	Science	Social Studies
English I	Algebra I	Biology	US History
English II			

## Four Years of Standardized Test Scores for San Antonio ISD using the State of Texas Assessment of Academic Readiness (STAAR)

	All Students	Eco Dis	African American	Hispanic	White	Asian*	Two or More Races*	Special Education	English Language Learners
<b>Reading</b>									
2015-16	57%	55%	54%	57%	68%	62%	65%	29%	47%
2016-17	54%	53%	51%	54%	67%	63%	59%	27%	45%
2017-18	58%	56%	52%	58%	74%	67%	68%	30%	53%
2018-19	59%	57%	52%	59%	76%	61%	66%	28%	55%
<b>Math</b>									
2015-16	60%	58%	55%	60%	70%	82%	67%	33%	58%
2016-17	61%	59%	56%	61%	70%	75%	70%	37%	61%
2017-18	65%	64%	58%	66%	76%	70%	71%	42%	67%
2018-19	69%	68%	63%	69%	80%	83%	81%	44%	71%
<b>Writing</b>									
2015-16	51%	49%	55%	50%	63%		77%	24%	44%
2016-17	49%	47%	46%	49%	58%	68%	64%	24%	46%
2017-18	47%	45%	45%	47%	63%		55%	25%	48%
2018-19	52%	50%	51%	52%	69%		57%	22%	54%
<b>Science</b>									
2015-16	65%	64%	58%	65%	78%		79%	36%	56%
2016-17	63%	61%	60%	63%	72%	73%	71%	36%	52%
2017-18	63%	62%	59%	63%	79%	62%	79%	38%	57%
2018-19	65%	63%	60%	65%	86%	64%	80%	41%	59%
<b>Social Studies</b>									
2015-16	62%	60%	52%	62%	79%		65%	35%	49%
2016-17	63%	60%	57%	63%	71%			40%	47%
2017-18	64%	62%	65%	64%	78%			41%	53%
2018-19	67%	65%	65%	67%	85%		80%	42%	58%

\*Note: Students identified in the Asian or Two or More Races groups are only included for those subjects for which there were at least 25 tests taken. American Indian and Pacific Islander student groups are not included for any subject due to small numbers. All test data reflects STAAR Assessments only.

## 2016 to 2019 Assessment Results



In 2018-19, scores showed improvement for Reading, Math, Social Studies, Science and Writing. Beginning in the 2016-17 school year, student performance levels were reported as Approaches, Meets, and Masters Grade Level, replacing Passing, Final/College Ready, and Advanced. STAAR-A is no longer an option for students with disabilities although STAAR-ALT remains an option for students with severe disabilities.

Source: SAISD Internal – 2018-2019 State Accountability Results – 2016-2017 System Safeguards



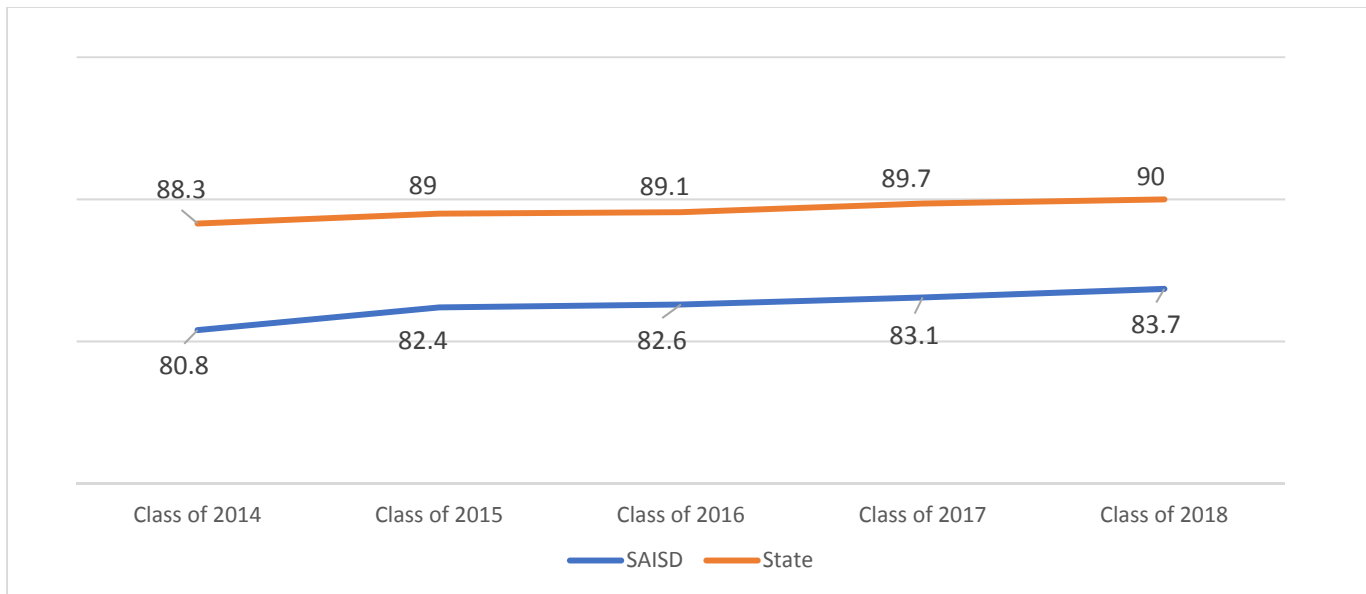
## Graduation Rate: Analysis of District Performance

Definition of **Graduation Rate**: The longitudinal rate showing the percent of students who first attended Grade 9 four years prior to the year of analysis and have completed their education four years later. A new Grade 9 cohort is identified each year.

**On-time four-year Graduation Rates by All Students and Subgroups**

	Class of 2013	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018
All Students	83.3	80.8	82.4	82.6	83.1	83.7
African American	79.8	76.0	78.6	75.6	77.3	77.9
Hispanic	84.0	81.5	82.7	83.3	83.8	82.6
White	72.1	69.8	76.9	79.7	69.2	76.8
Economically Disadvantaged	84.0	80.3	81.9	82.3	82.0	80.8
Special Education	77.8	70.7	72.4	77.3	74.6	72.8
ELL (Ever ELL in High School)	73.3	76.6	78.5	81.5	85.7	79.2

**District Graduation Rate vs. State**



On-time graduation rates improved from the Class of 2014. Overall district growth has brought SAISD graduation rates closer to the State average.

Source: TEA - Class of (2014-2018) Four-Year Longitudinal Graduation and Dropout Rates Report

## Dropout Rate: Analysis of District Performance

Definition of **Dropout Rate**: The longitudinal rate showing the percent of students who first attended Grade 9 four years prior to the year of analysis and have not graduated, continued H.S., or received a GED, four years later.

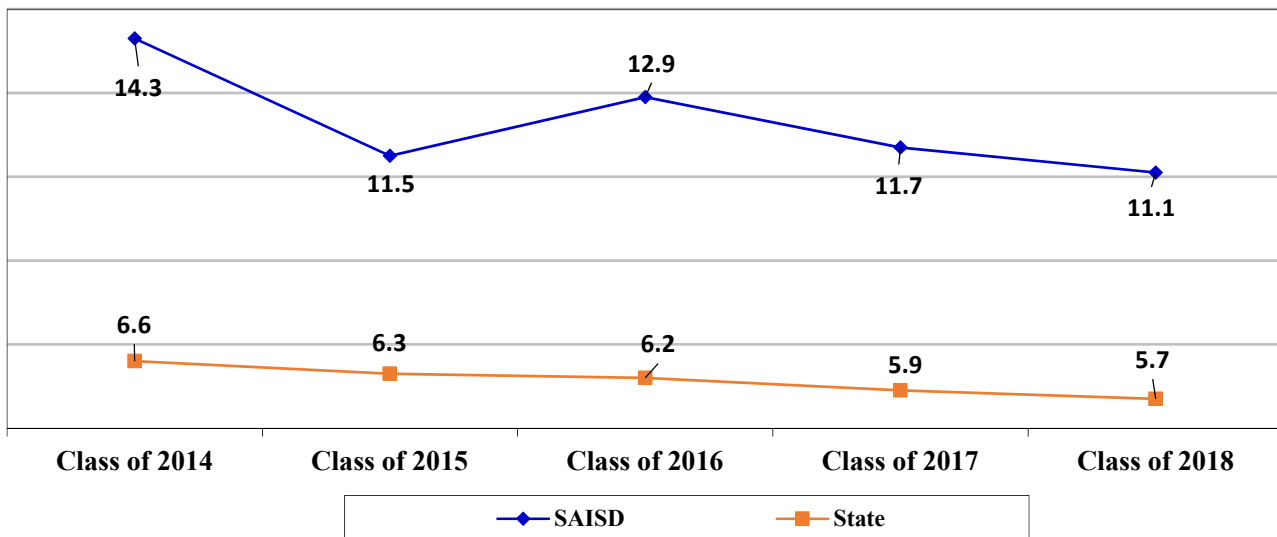
### Dropout Rates by Accountability Subgroups

	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018
All Students	14.3	11.5	12.9	11.7	11.1
African American	15.8	11.7	17.5	14.7	16.8
Hispanic	14.0	11.5	12.5	11.2	11.5
White	20.8	17.9	13.0	20.0	14.6
Economically Disadvantaged	15.2	11.8	13.3	12.6	12.9

### Dropout Rates for Special populations

	Class of 2014	Class of 2015	Class of 2016	Class of 2017	Class of 2018
Special Education	20.7	17.4	18.4	19.1	16.0
ELL (grades 9 – 12)	16.3	13.8	14.6	9.8	13.8
At Risk	17.1	11.4	12.6	12.4	12.5

### District Drop Out Rate vs. State



Drop Out rates for the District decreased for the Class of 2018. Despite this drop, SAISD’s Dropout Rates remain significantly higher than State rates.

Source: TEA - Class of (2014-2018) Four-Year Longitudinal Graduation and Dropout Rates Report

# State Accountability: Analysis of District and Campus Performance

**A – F Accountability System:** In 2017-18 a new State Accountability system was introduced, based on an A-F system where three Domain Measures were used to determine the district or campus final rating. Districts and campuses with an overall scaled score of 60 or higher (A-D) were rated “Met Standard”. Scale scores less than 60 (F) were considered “Improvement Required”. The three domains were:

**Student Achievement** - For elementary and middle schools, the Student Achievement domain score is based solely on a STAAR component which measures the percent of students meeting Approaches, Meets, and Masters Grade Level standards. For districts and high schools, the three components are evaluated on STAAR Performance, College, Career, & Military Readiness Rate, and Graduation Rate, weighted 40%-40%-20%, respectively.

**School Progress** – The School Progress domain has two parts. Part A: Academic Growth measures the individual student growth in Reading and Math, and Part B: Relative Performance recalculates the Achievement Domain Scores based on the percent of students identified as Economically Disadvantaged. This component is designed to take into account the effect of income on standardized testing and add equity to the accountability system.

**Closing the Gaps** – Credit is awarded based on weighted performance of student groups against annual targets set by subject area. The Closing the Gaps domain score is based on the four components (Grade Level Performance, Academic Growth, English Language Proficiency, Student Achievement) weighted by district or campus type.

## Summary of District Domain Ratings

	Student Achievement	School Progress Academic Growth	School Progress Academic Growth	Closing the Gaps	OVERALL RATING
2018-19	73 (C)	70 (C)	87 (B)	73 (C)	B
2017-18	64 (D)	70 (C)	75 (C)	72 (C)	C

## Historical District Index Performance

	Index 1	Index 2	Index 3	Index 4
2016-17	58 (60)	35 (22)	32 (28)	68 (60)
2015-16	59 (60)	37 (22)	32 (28)	62 (60)
2014-15	63 (60)	31 (20)	33 (28)	66 (57)
2013-14	62 (55)	37 (16)	33 (28)	58 (57)
2012-13	63 (50)	33 (21)	59 (55)	78 (75)

Annual Index Performance Standards appears in parenthesis.

## Comprehensive Support and Additional Targeted Support Schools

The State of Texas is required to identify all campuses that require additional support under the Every Student Succeeds Act (ESSA). Identification of these support groups reflects the Federal Accountability Ratings for 2018-19. In previous years, schools requiring the most support were identified as Priority Schools, but are now identified for **Comprehensive Support**. These schools generally reflect the bottom 5% performing schools in the State. Schools previously identified as Focus schools are now identified for **Additional Targeted Support**.

<b>There were 52 campuses identified for Targeted Support:</b>				<b>Targeted Support</b>		<b>Additional Targeted Support</b>	
<b>Targeted Support</b>				<b>Additional Targeted Support</b>		<b>Additional Targeted Support</b>	
005	Highlands HS	129	Graebner ES	030	Texans CAN (AEA)		
006	Sam Houston HS	131	Green Academy	101	Arnold ES		
007	Jefferson HS	136	Hillcrest ES				
008	Lanier HS	137	Hirsch ES				
043	Davis MS	141	Eloise Japhet Academy				
053	Page MS	142	ML King Academy				
054	Poe MS	143	Kelly ES				
055	Rhodes MS	144	King ES				
057	Rogers MS	146	Lamar ES				
059	Whittier MS	148	Madison ES				
061	Tafolla MS	149	Margil Academy				
064	Brewer Academy (AEA)	150	Maverick ES				
103	Ball ES	153	Miller ES				
106	Beacon Hill Academy	155	Neal ES				
107	Bonham Academy	157	Ogden Academy				
110	JT Brackenridge ES	158	Pershing ES				
112	Briscoe ES	160	Riverside Park Academy				
114	Cameron ES	161	Rogers Academy				
116	Collins Garden ES	162	Barkley/Ruiz ES				
117	Cotton Academy	165	Smith ES				
118	Crockett Academy	168	Stewart ES				
119	Douglass Academy	172	Washington ES				
121	De Zavala ES	174	Wilson ES				
123	Fenwick Academy	175	Woodlawn Academy				
124	Forbes Academy	176	Woodlawn Hills ES				
125	Foster Academy	179	Hawthorne Academy				
				<b>Comprehensive Support</b>			
				024	Cooper Academy		
				047	Harris MS		
				050	Longfellow MS		
				051	Lowell MS		
				132	Herff Academy		
				139	Huppertz ES		
				140	Rodriguez ES		
				147	Bowden Academy		
				169	Storm ES		
				182	Healy Murphy		

**Criteria for identification are:**

COMPREHENSIVE SUPPORT	TARGETED SUPPORT	ADDITIONAL TARGETED SUPPORT
<p>The Closing the Gaps domain scaled score is used to identify schools for comprehensive support and improvement. TEA rank orders the scaled domain score for all campuses. The lowest five percent of campuses that receive Title I, Part A funds are identified for comprehensive support and improvement. Also, if a campus does not attain a 67 percent four-year graduation rate for the all students group, the campus is also automatically identified for comprehensive support and improvement. Additionally, any Title I campus identified for targeted support and improvement for three consecutive years is identified for comprehensive support and improvement the following school year.</p>	<p>TEA uses the Closing the Gaps domain to identify campuses that have consistently underperforming student groups. TEA defines “consistently underperforming” as a campus having one or more student groups that do not meet interim benchmark goals for three consecutive years. Any campus that has one or more achievement gap(s) between individual student groups and the performance targets will be identified for targeted support and improvement.</p> <p>Campuses are evaluated annually, and identification will occur for the first time in August 2019 based on 2017, 2018, and 2019 data.</p>	<p>Any campus that is not identified for comprehensive or targeted support and improvement will be identified for additional targeted support if an individual student group’s percentage of evaluated indicators met is at or below the percentage used to identify that campus type for comprehensive support and improvement.</p>

**Exit Criteria for Comprehensive Support and Improvement**

Schools Campuses that do not rank in the bottom five percent of the Closing the Gaps domain for two consecutive years and have increased a letter grade (for example, from F to D or from D to C) on the Closing the Gaps domain will be considered as having successfully exited comprehensive support and improvement status.

**Exit Criteria for Additional Targeted Support and Improvement Schools**

To exit additional targeted support and improvement status, a student group must meet at least 50 percent of the indicators evaluated and meet the targets for the Academic Achievement component in both reading and mathematics.

## Distinction Designations

Distinction Designations reward excellence and are based on campus performance in relation to a comparison group of campuses. Each campus is assigned to a unique comparison group of 40 other public schools (from anywhere in the state), that closely matches that school on the following characteristics: campus type, campus size, percent economically disadvantaged students, mobility rates (based on cumulative attendance), and percent of students who are in Special Education and/or limited English proficiency.

### Campus Top Twenty-Five Percent Distinction Designations

Campus top twenty-five percent distinction designations were based on performance on Index 2, 3 and 4 in relation to campuses in the comparison group.

- Top 25% Progress (Index 2)
- Top 25% Closing the Achievement Gap (Index 3)
- Top 25% Postsecondary Readiness (Index 4)

### Campus Academic Achievement Distinction Designations (AADD)

The Academic Achievement Distinction Designations recognizes outstanding academic achievement in reading/ELA, mathematics, science and social studies on a variety of indicators, including completion of advanced/dual enrollment courses and SAT and ACT performance and participation, based on comparison groups of similar campuses.

#### AADD Targets

Campuses in the top 25% (top quartile) of their campus comparison group in Step 2 are eligible for a distinction designation for that subject area.

- Elementary and middle school campuses in the top quartile on at least 50% of their eligible measures receive a distinction designation for that subject area.
- High schools in the top quartile on at least 33% of their eligible measures receive a distinction designation for that subject area.

### 2019 Distinction Designation Performance

There were 42 campuses in SAISD which earned one or more distinction designations, up from 34 in 2018:

Campus Type	Earned 1 Distinction	Earned 2 Distinctions	Earned 3 Distinctions	Earned 4 Distinctions	Earned 5 Distinctions	Earned 6 Distinctions	Earned 7 Distinctions	Total
High School	2	3	3	3			7	<b>50</b>
Middle School	3	2	1		1			<b>15</b>
Elementary	6	1	3	4		6		<b>41</b>
Academy	3	1		2				<b>13</b>
<b>Total</b>	<b>14</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>1</b>	<b>6</b>	<b>7</b>	<b>119</b>

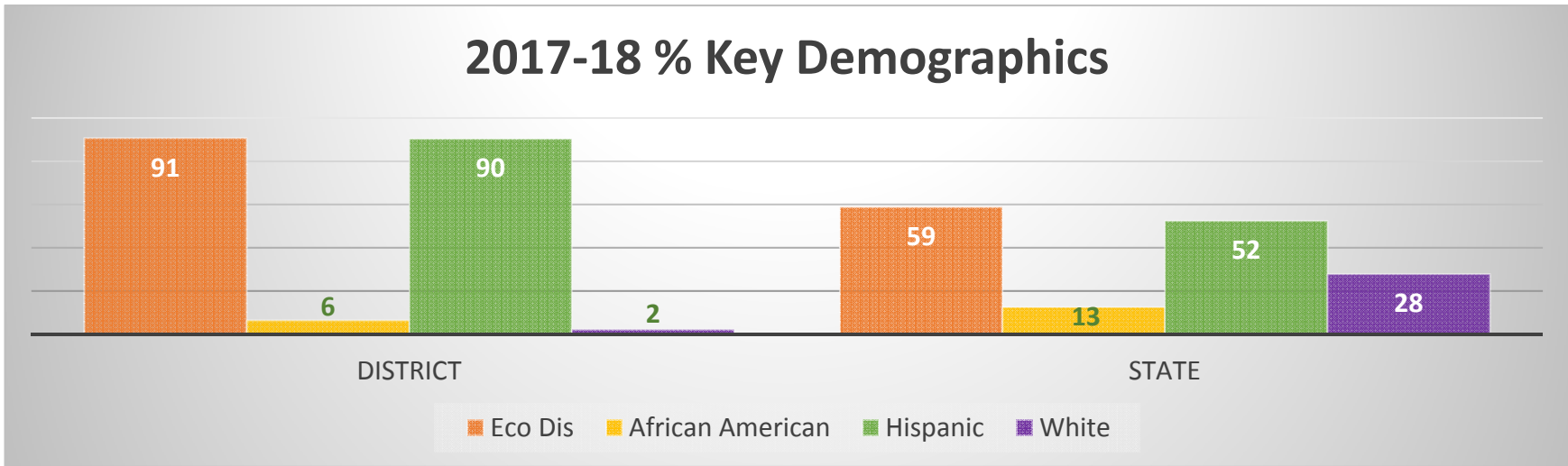
There were 5 campuses which earned all possible Distinction Designations:

All Possible Distinction Designations
Young Women’s Leadership (7 out of 7)
Fox Tech High School (7 out of 7)
Young Men’s Leadership Academy (7 out of 7)
Highland Park Elementary (6 out of 6)
Schenck Elementary (6 out of 6)

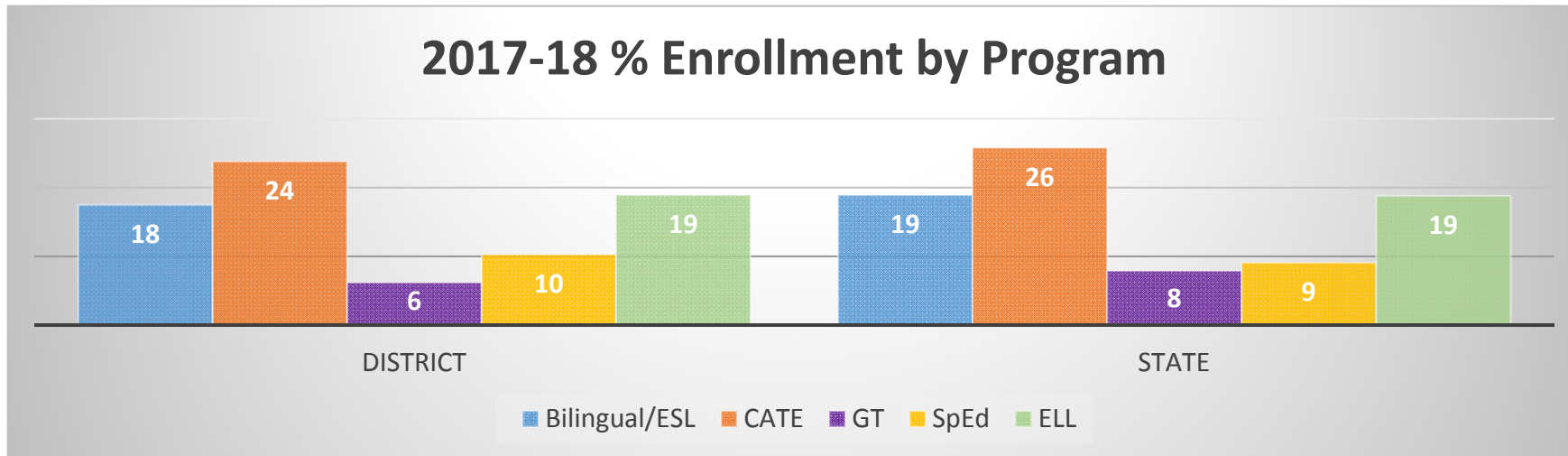


# 2018 District and State Enrollment

## 2017-18 % Key Demographics



## 2017-18 % Enrollment by Program



Data Source: 2016-17 Texas Academic Performance Report



# Attendance Rate and Membership

District membership and average daily attendance (ADA) for 2017-2018

GRADE	ENRL	MBRS	A.D.M.	A.D.A.	% ATTN
EE	107	97	33	30	94.5%
PK	5722	5066	4777	4472	93.6%
KN	3977	3470	3401	3211	94.4%
01	4050	3608	3540	3361	95.0%
02	4082	3657	3565	3399	95.3%
03	4399	3981	3897	3722	95.5%
04	4433	4014	3944	3773	95.7%
05	4293	3881	3833	3670	95.7%
06	3665	3276	3177	3018	95.0%
07	3718	3268	3245	3062	94.4%
08	3846	3294	3214	3010	93.6%
09	4868	3556	3599	3167	88.1%
10	3928	3087	3005	2687	89.6%
11	3435	2811	2681	2409	90.2%
12	3068	2721	2545	2274	89.6%
<b>TOTALS:</b>	<b>56809</b>	<b>49787</b>	<b>45451</b>	<b>41433</b>	<b>93.4%</b>

## Historical Attendance Rates

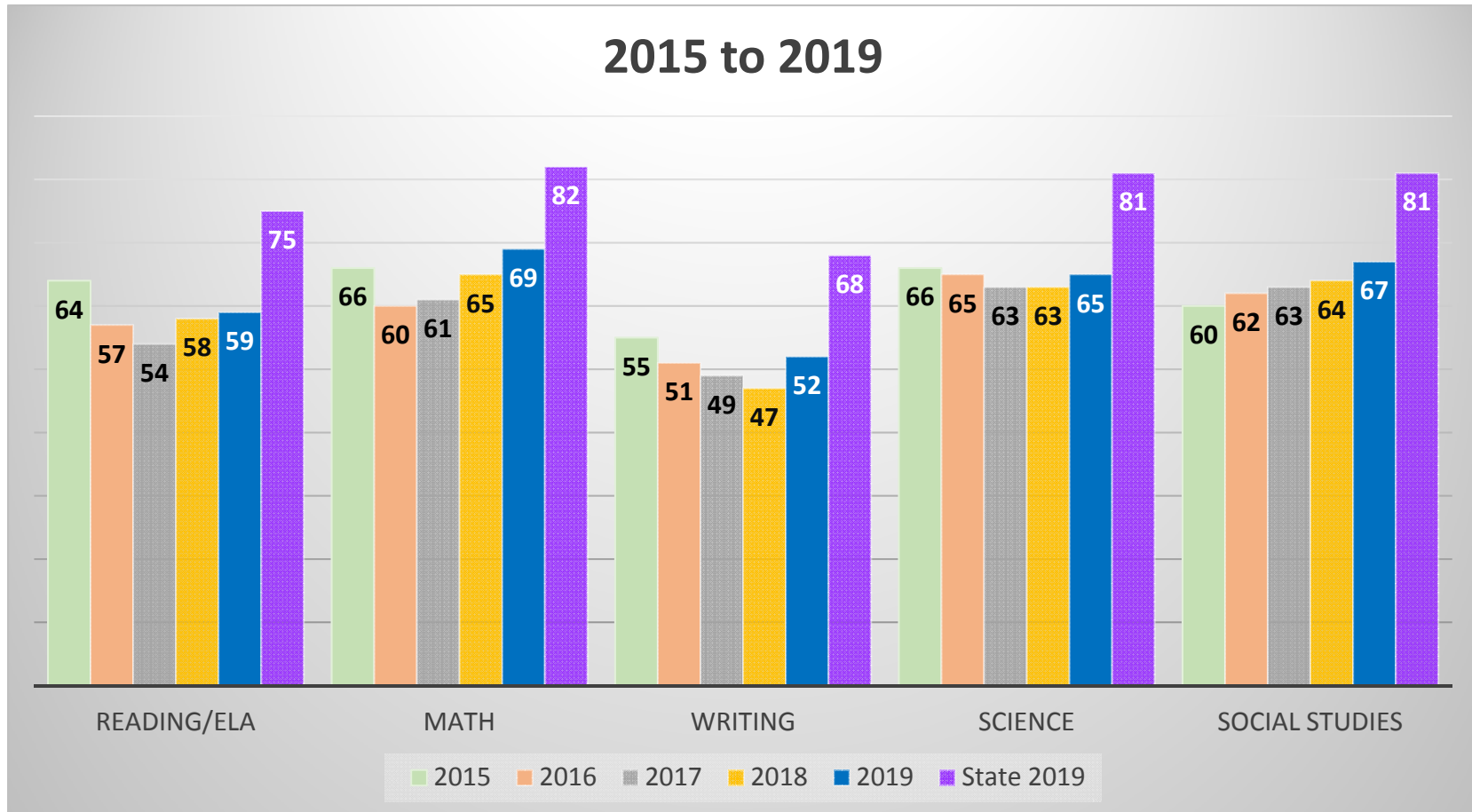
2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
94.1%	93.6%	94.1%	95.0%	95.0%	95.3%	94.9%	94.7%	94.3%	93.4%

Data Source: 2017-18 SAISD (Membershipgraph data tables)





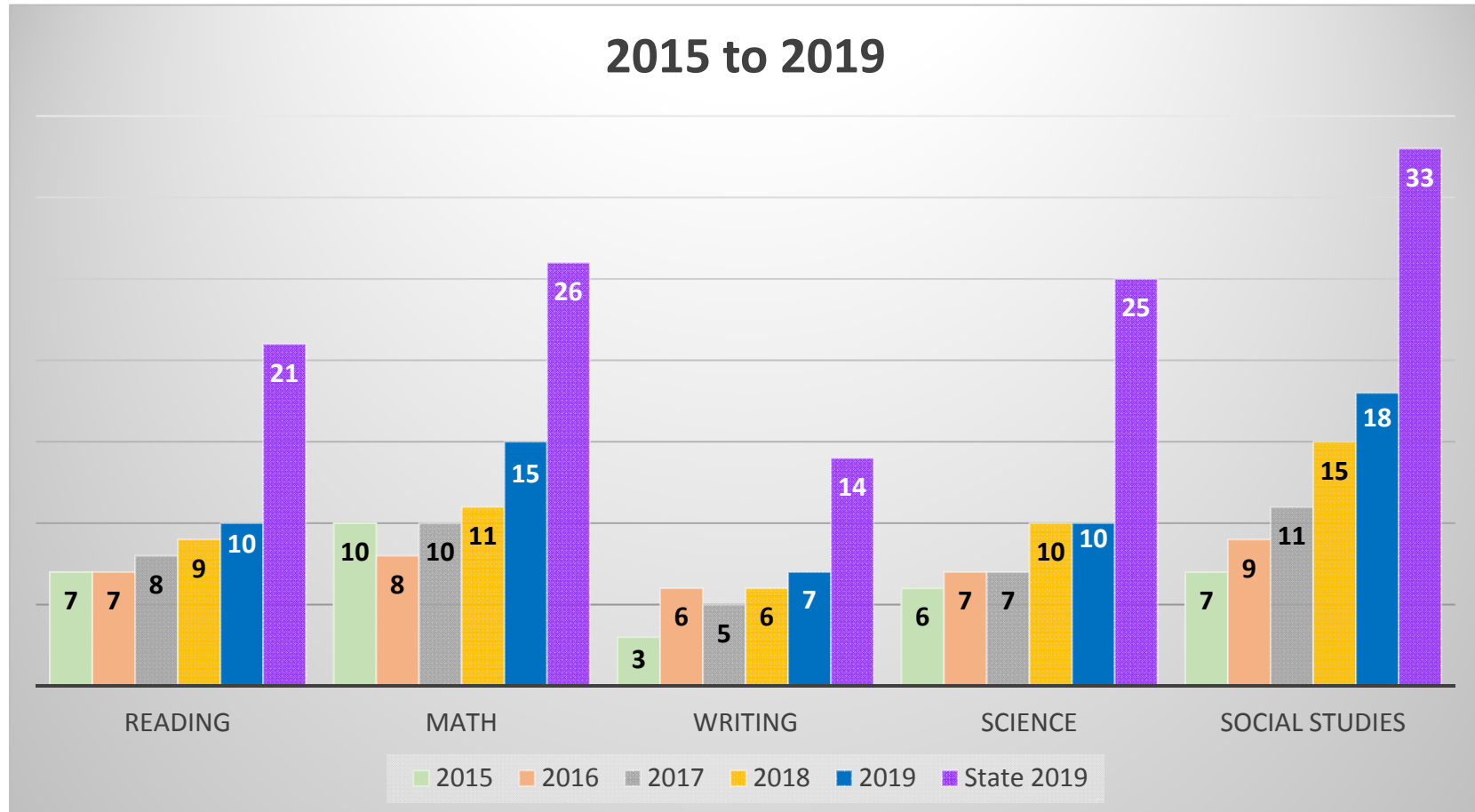
# STAAR Performance By Subject: Approaches Grade Level (Passing)



Data Source: Texas Academic Performance Report  
and 2018-19 STAAR Performance Data Tables (TEA)



# STAAR Percent Performance at Masters Grade Level (*previously Advanced*)

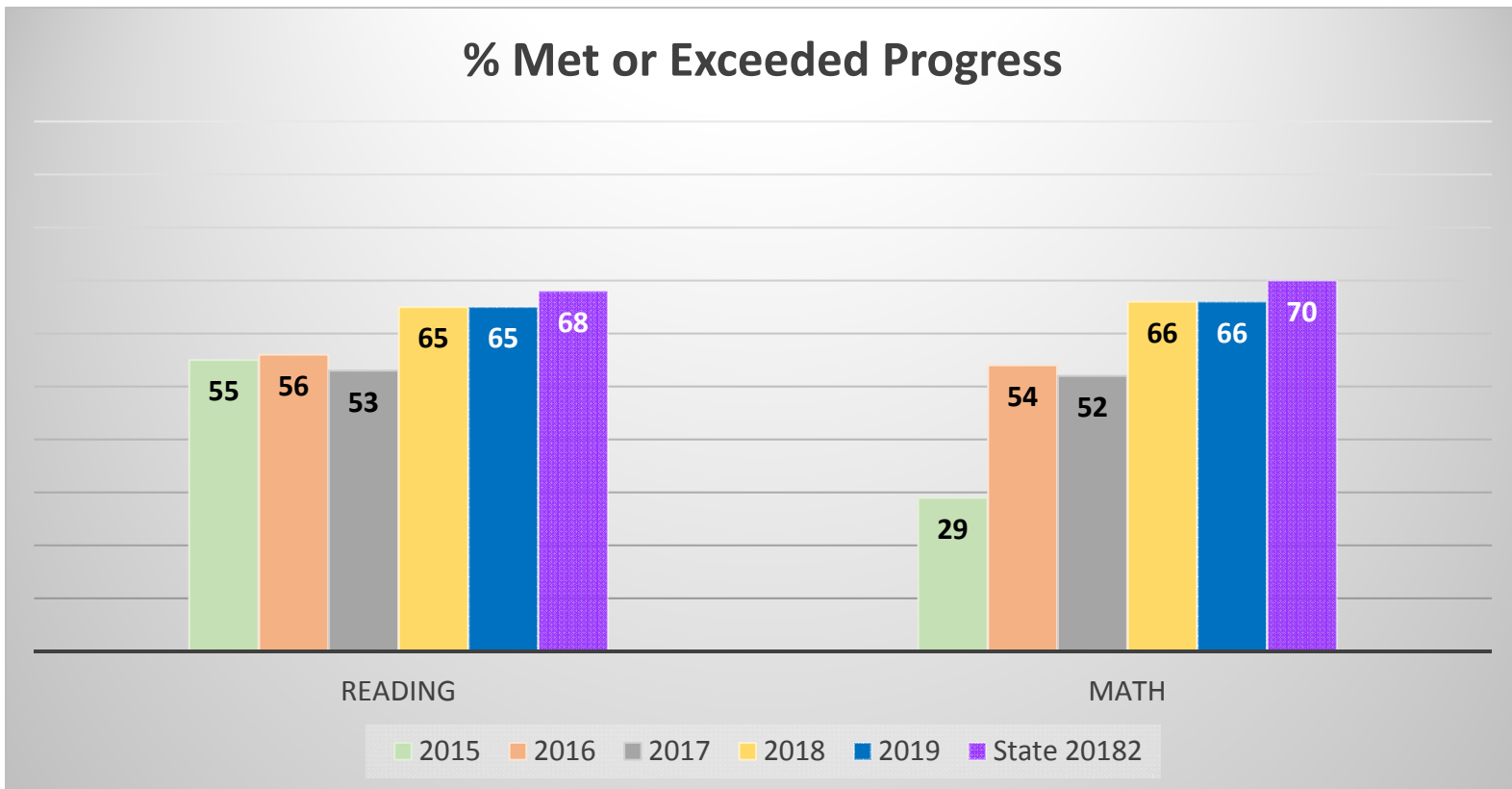


Data Source: Texas Academic Performance Report  
and 2018-19 STAAR Performance Data Tables (TEA)



# STAAR Percent Met or Exceeded Progress in Reading & Math

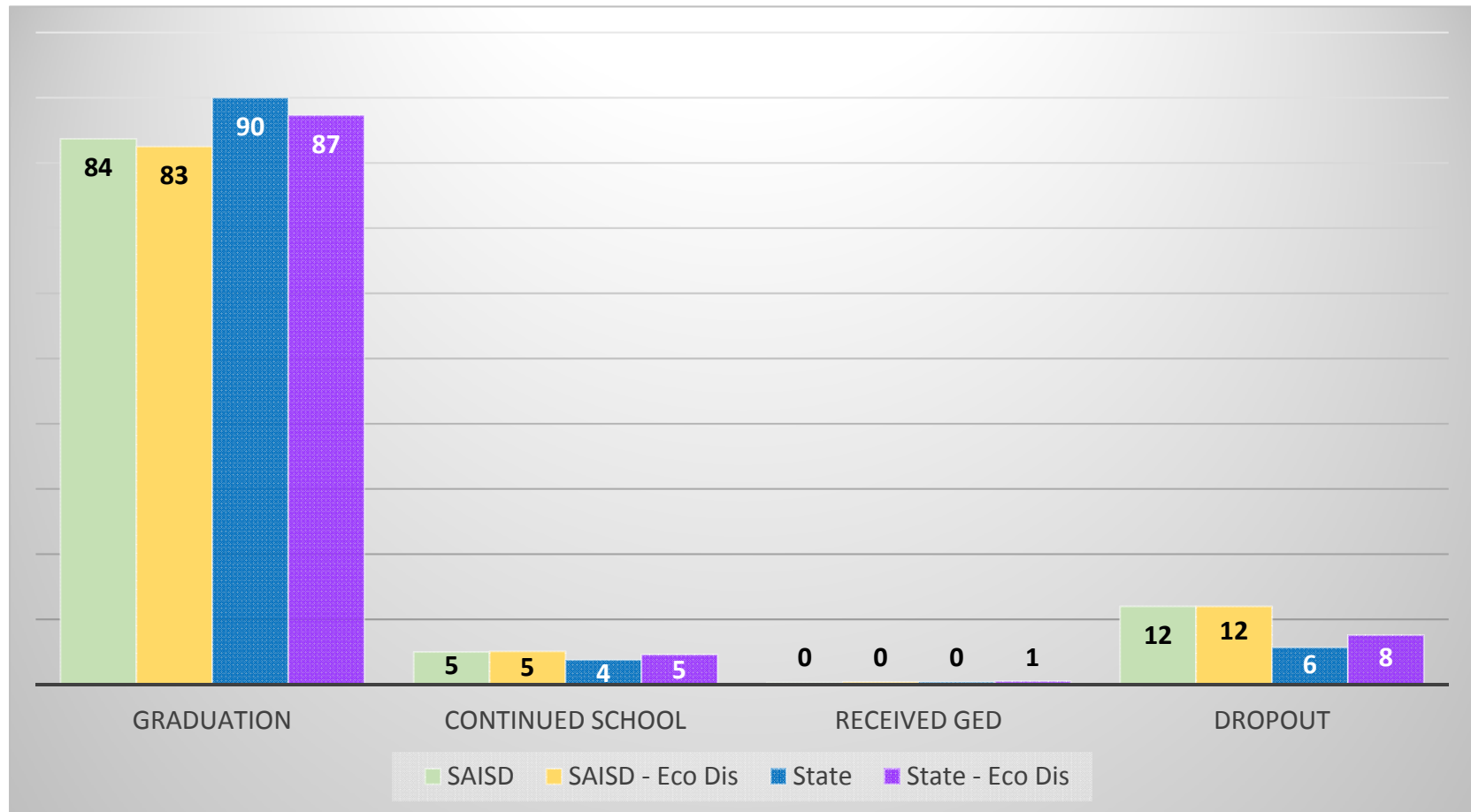
There were significant changes to the methodology for calculating growth introduced in 2018-19. This accounted for much of the increase from previous years.



*Data Source: Texas Academic Performance Report and 2018-19 STAAR Performance Data Tables (TEA)*



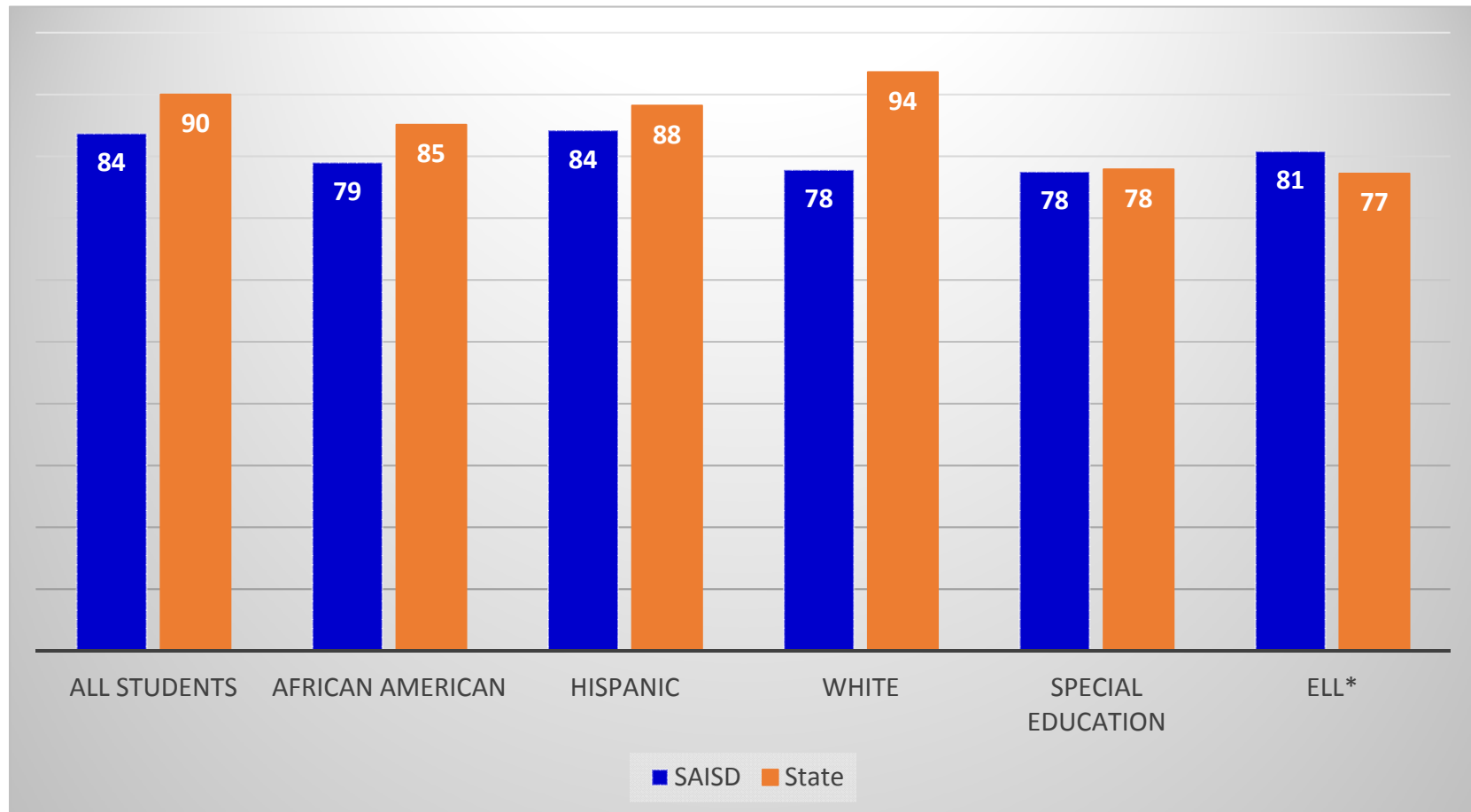
# SAISD, State and State-Economically Disadvantaged Comparing the Graduation, Continuer, GED Recipient and Dropout Rates: Class of 2018



Data Source: TEA – Search: Four-Year Longitudinal Graduation and Dropout Rates Class of 2018 > Data Search > District/State  
\* Select View by: Race/ethnicity, economic status and gender for eco-dis



# Class of 2018 Graduation Rate by Group



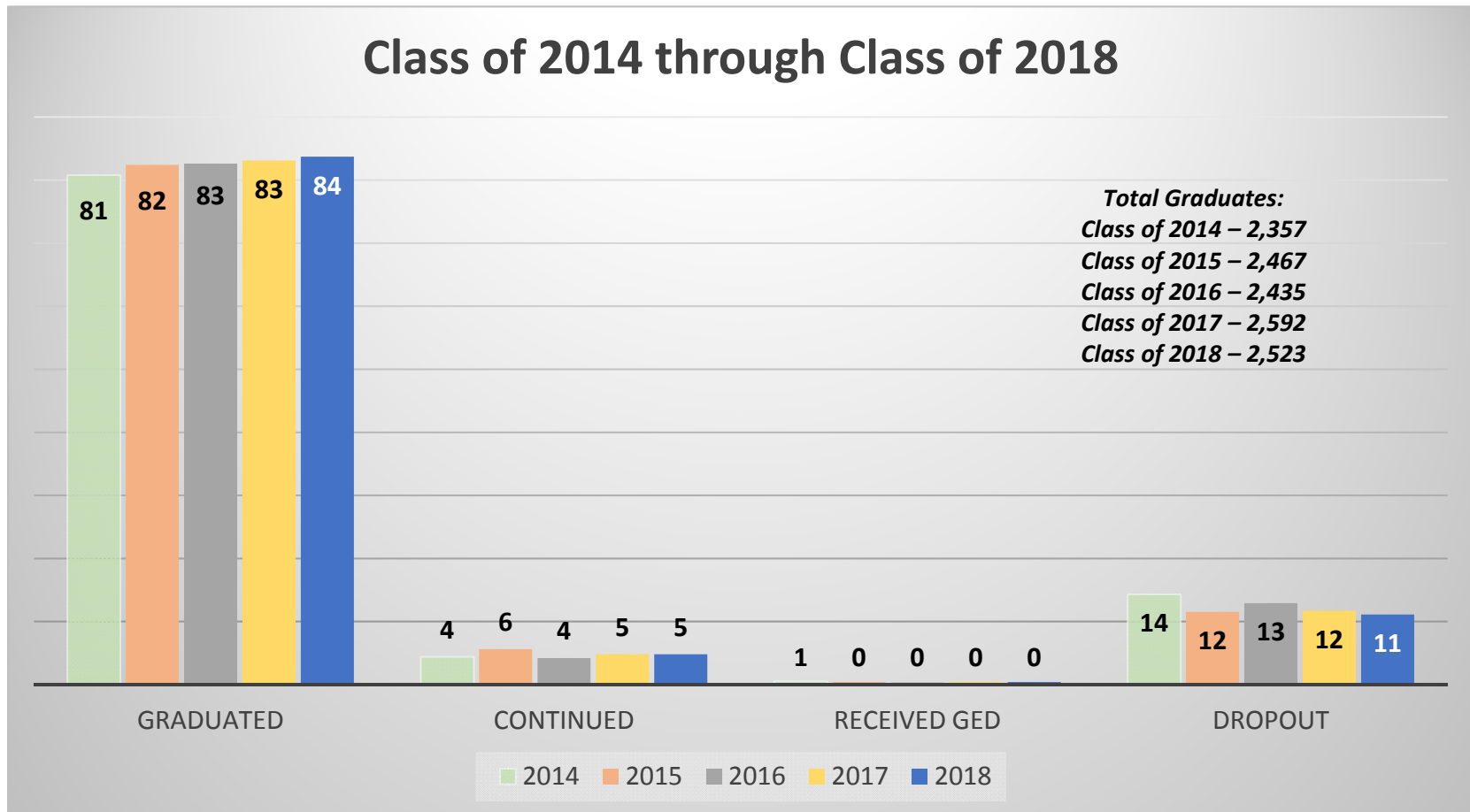
Data Source: TEA – Search: Four-Year Longitudinal Graduation and Dropout Rates Class of 2018 > Data Search > District/State

\* Select View by: Race/ethnicity, economic status and gender & Program participation and student characteristic

\* ELL is defined as a student who was ever identified as ELL in grades 9-12



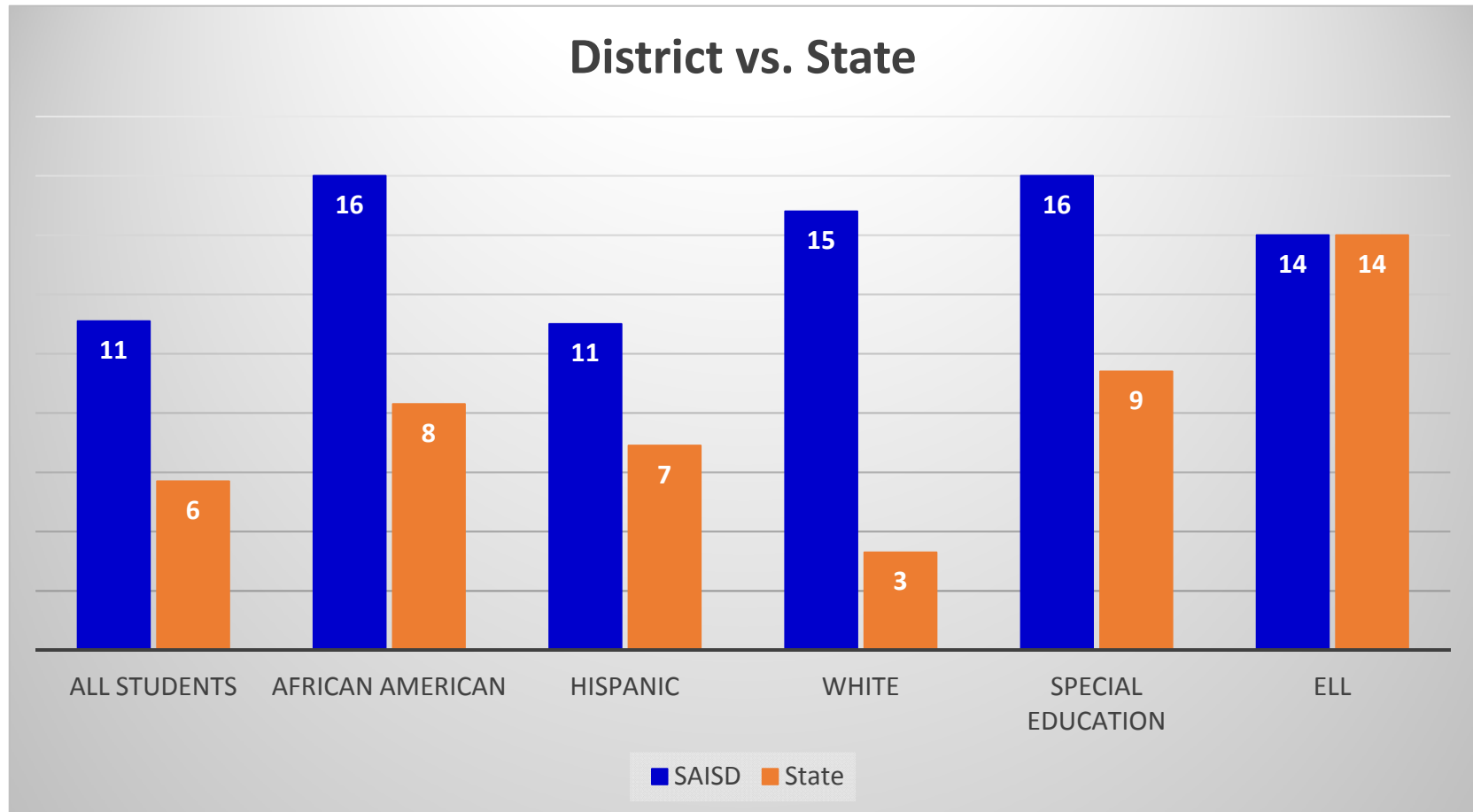
# Comparison of 4-Year Graduates, Continuers, GED Recipients and Dropouts



Data Source: TEA – Search: Four-Year Longitudinal Graduation and Dropout Rates Class of (2014 – 2018) > Data Search > District/State



# Class of 2018 Dropout Rate by Group



Data Source: TEA – Search: Four-Year Longitudinal Graduation and Dropout Rates Class of 2018 > Data Search > District/State

\* Select View by: Race/ethnicity, economic status and gender & Program participation and student characteristic

ELL is defined as a student who was ever identified as ELL in grades 9-12



# English Language Learners (ELL)

- 2019 STAAR Results for ELL, Exited ELL, and Non-ELL Students
  - Exited students continue to outperform Non-ELL students in every area, and continue to perform above average even beyond the two years of monitoring required after exiting from the ELL program.
  - Parent Denials (ELL Declined Services) underperform ELLs tested in all subjects except Writing (where they perform higher than ELLs tested in English, but not Spanish)

	SAISD	ELL (tested in English)	ELL (tested in Spanish)	ELL (Declined ELL Services)	Exited ELL (within last 2 years)	Exited ELL (more than 2 years)	Non-ELL Students
Reading/ELA	59	45	65	50	86	81	60
Math	69	69	66	64	92	87	69
Science	65	54	22	54	91	90	67
Social Studies	67	48	n/a	49	83	95	68
Writing	52	43	61	46	80	91	52

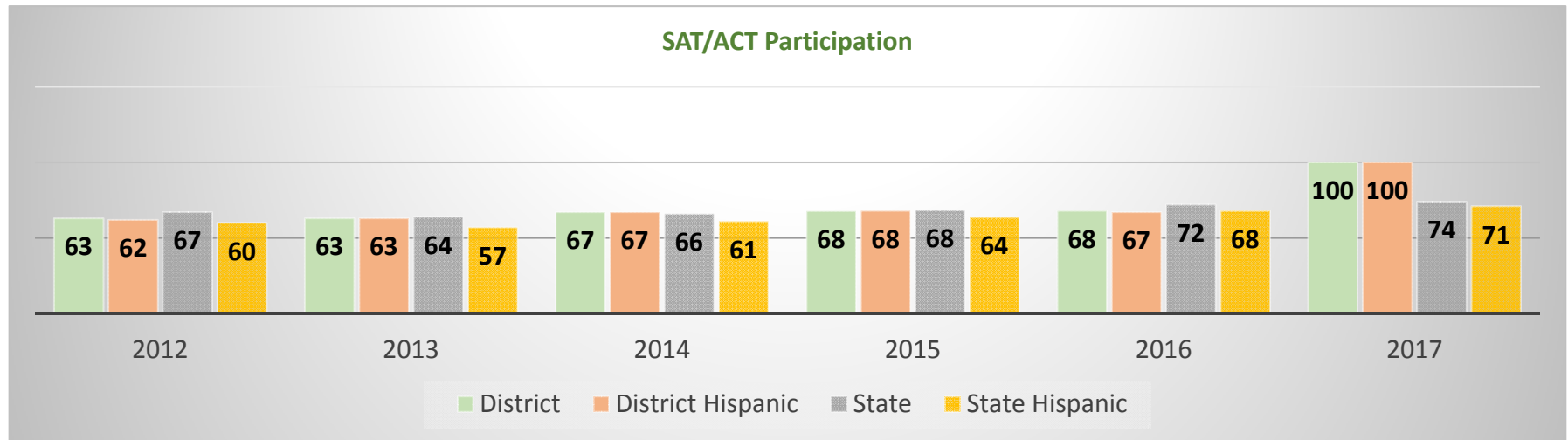
*Data Source: 2018-19 STAAR Performance Data Tables (TEA)  
Results for ELL & Non-ELL others using 2019 STAAR Results for ELL, Exited ELL, Non-ELL District Accountability Subset Report*



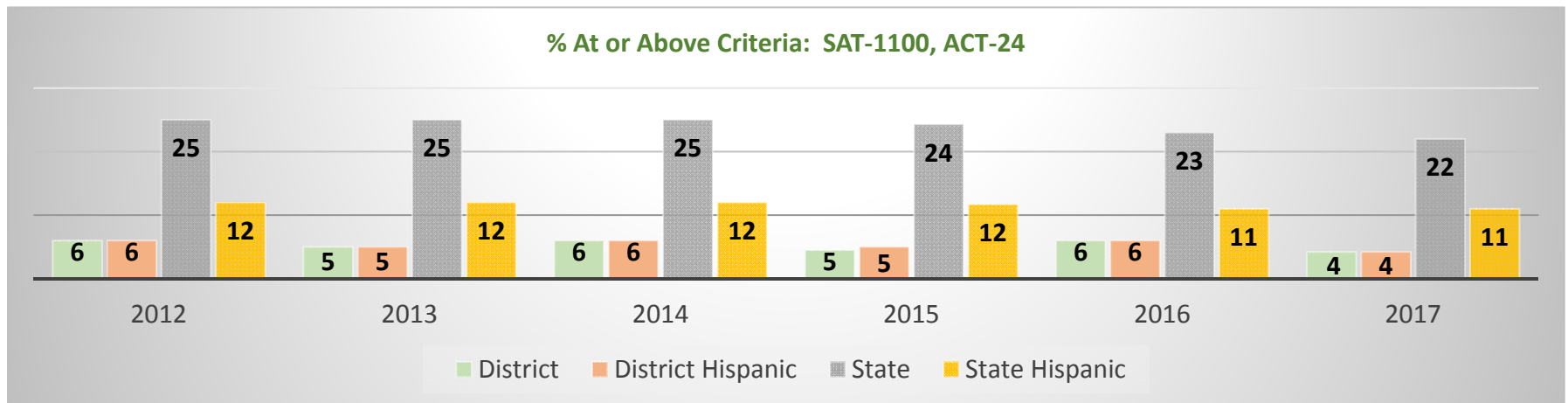


# Student College Entrance Exams: Participation and Performance

- SAISD has consistently offered students the opportunity to take the SAT/ACT.



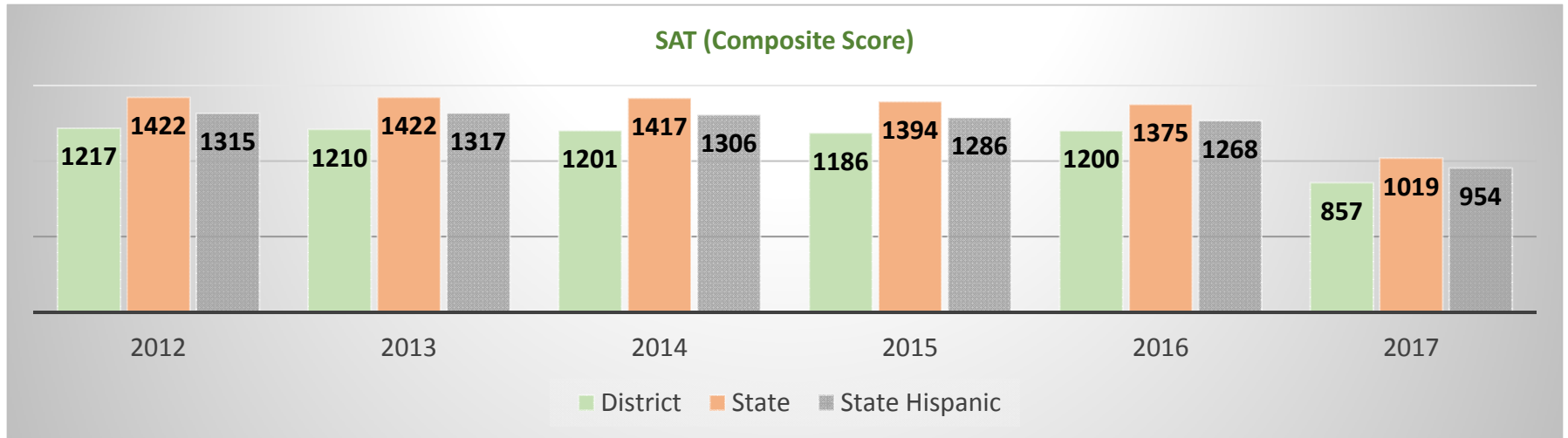
- Performance has not changed significantly at the State or District level for the past few years.



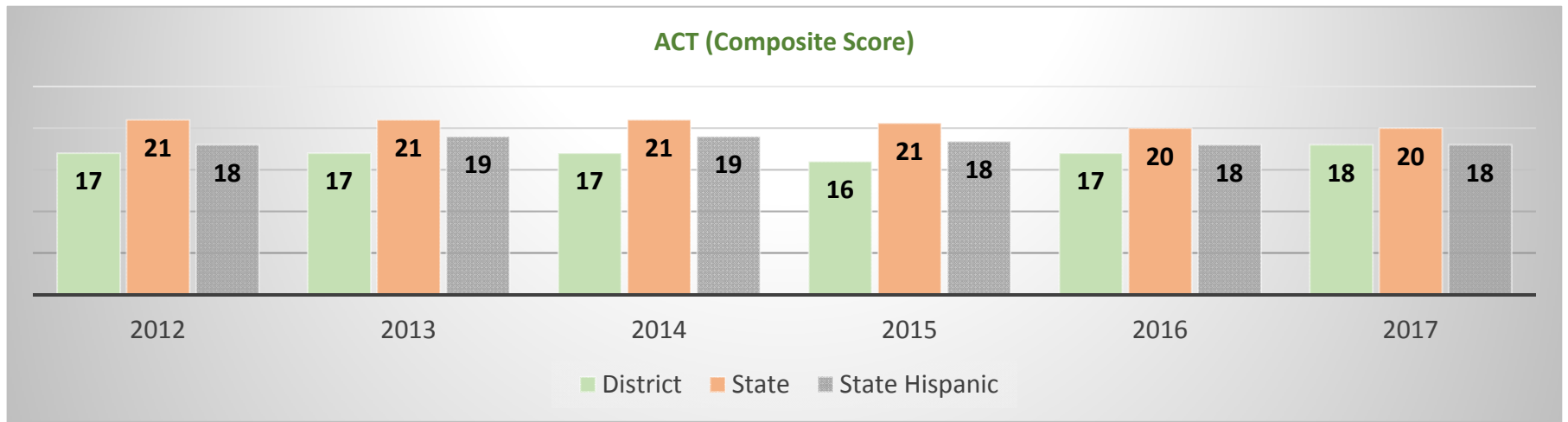
*Data Source: 2018-19 Texas Academic Performance Report (District/State)  
2018 SAISD and State results will be available in November 2019*



# Student College Entrance Exams: Average SAT and ACT Scores



*2012 SAT Composite is taken with Reading and Math score  
 2013-2016 SAT Composite is taken with Reading, Math and Writing score*



*Data Source: 2016-17 Texas Academic Performance Report  
 2017 SAISD and State results will be available in November 2018*



# Data Quality

- Data Quality: TEA tracks the percent of errors a district made based on the percent of Underreported Students in PEIMS Student Leaver Data.
  - Underreported students are 7th-12th graders who were enrolled at any time the prior year and who were not accounted for through district records or TEA processing in the current year.
- SAISD has had perfect or near perfect submissions for the last few years.

2010-2011		2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018	
SAISD	STATE	SAISD	STATE	SAISD	STATE	SAISD	STATE	SAISD	STATE	SAISD	STATE	SAISD	STATE	SAISD	STATE
0.3%	0.4%	0.1%	0.4%	0.0%	0.4%	0.1%	0.3%	0.1%	0.4%	0.0%	0.3%	0.0%	0.3%	0.1%	0.2%

Data Source: 2017-18 Texas Academic Performance Report

# Staff Projections and Population Served

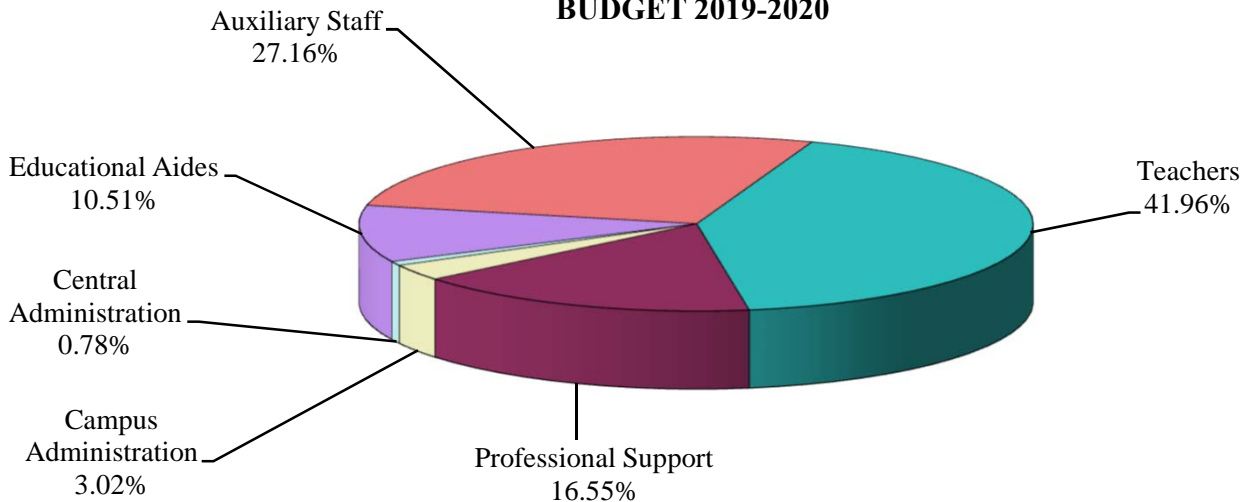


## STAFF FULL TIME EQUIVALENTS (FTE) BY CATEGORY

The information presented below depicts the District's actual actively filled counts for school years 2015 through 2020. These counts do not include vacant authorized positions. The bottom line of the table shows the percentage change from the prior year. The percentages fluctuated due to changes in enrollment, new programs, mandates from the TEA and/or the federal government, and the uncertainties in state funding. Current budget year shows an increase of 0.92%.

STAFF FTE CATEGORY	Actual	Actual	Actual	Actual	Actual	Preliminary
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Actual 2019-2020
Teachers	3,288.1	3,289.6	3,226.0	3,360.1	3,155.8	3,116.4
Professional Support	783.9	800.3	858.0	1,042.4	1,062.2	1,229.4
Campus Administration	205.0	210.0	222.0	235.0	219.3	224.3
Central Administration	74.0	78.0	71.0	69.0	64.0	58.1
Educational Aides	808.3	782.7	785.6	813.3	780.0	780.7
Auxiliary Staff	2,223.6	2,173.4	2,212.1	2,182.7	2,077.1	2,017.3
<b>TOTAL STAFF FTE</b>	<b>7,382.9</b>	<b>7,334.0</b>	<b>7,374.7</b>	<b>7,702.5</b>	<b>7,358.4</b>	<b>7,426.2</b>
<b>Percentage Change from Prior Year</b>	<b>-0.77%</b>	<b>-0.66%</b>	<b>0.55%</b>	<b>4.44%</b>	<b>-4.47%</b>	<b>0.92%</b>

**FTEs BY CATEGORY AND PERCENTAGE  
BUDGET 2019-2020**



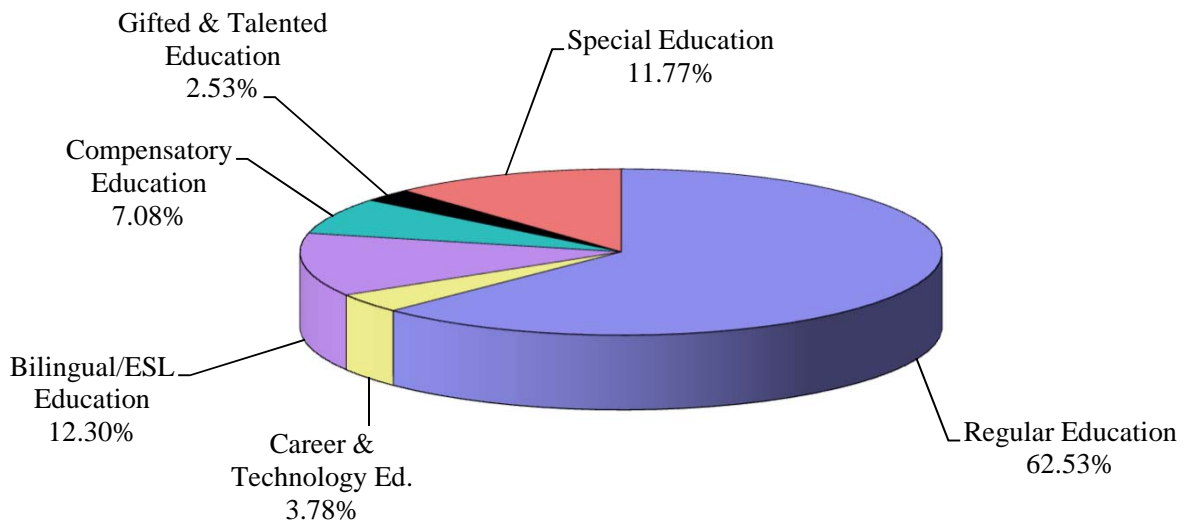
\* Source: PEIMS Fall collection.

## TEACHERS BY POPULATION SERVED

The graph below this table illustrates that over 63% of the District's teachers serve the Regular student population, followed by the Bilingual population at 10.59%. The next largest population served is Special Education, followed by Compensatory Education at 6.65%. The remaining groups comprised of Career & Technology, Gifted & Talented Education and other students make a combined total of 6.32%.

POPULATION SERVED:	Actual 2014-2015	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Preliminary Actual 2019-2020
Regular Education	2,050.7	2,079.0	2,081.1	2,297.7	2,106.8	1,948.8
Career & Technology Ed.	106.0	112.7	103.2	115.9	99.4	117.9
Bilingual/ESL Education	308.8	302.2	292.3	273.2	330.2	383.2
Compensatory Education	241.6	242.5	231.9	235.2	200.1	220.7
Gifted & Talented Education	209.0	185.6	169.1	90.5	73.3	79.0
Special Education	372.0	367.6	348.5	347.6	346.0	366.9
Other	-	-	-	-	-	-
<b>TOTAL TEACHERS</b>	<b>3,288.1</b>	<b>3,289.6</b>	<b>3,226.1</b>	<b>3,360.1</b>	<b>3,155.8</b>	<b>3,116.5</b>

**TEACHERS BY POPULATION SERVED \*  
BUDGET 2019-2020**



\* Source: PEIMS Fall collection.

# District Divisions



## DISTRICT DIVISIONS

The District is divided into these major operating division. Identified below are the organizations that comprise each division.

On the following pages, the current year General Fund budget for each department is provided.

<div style="background-color: #ffffcc; text-align: center; padding: 2px;"><b>Superintendent</b></div> <ul style="list-style-type: none"> <li>701 - Office of the Superintendent</li> <li>726 - Communications</li> <li>728 - Internal Audit</li> <li>806 - Office of Innovation</li> <li>807 - Office of Access &amp; Enrollment</li> <li>841 - Talent Management</li> <li>884 - Safety &amp; Security (Police)</li> <li>945 - Accountability, Research &amp; Evaluation, and Testing</li> <li>960 - Printing Services</li> </ul>	<div style="background-color: #d9e1f2; text-align: center; padding: 2px;"><b>Deputy Superintendent of Schools</b></div> <ul style="list-style-type: none"> <li>803 - Office of Acad &amp; Sch Ldrshp</li> </ul> <p style="text-align: center; font-style: italic;">The following two divisions report to the Deputy Supt. of Schools</p> <div style="background-color: #d9e1f2; text-align: center; padding: 2px;"><b>Campus Leadership</b></div> <ul style="list-style-type: none"> <li>815 - Asst. Supt. - All Levels</li> <li>821 - Asst. Supt. - Elementary Schools</li> <li>825 - Asst. Supt. - IB Schools</li> <li>826 - Asst. Supt. - Elementary Schools</li> <li>840 - Asst. Supt. - All Levels</li> </ul> <div style="background-color: #d9e1f2; text-align: center; padding: 2px;"><b>District Instruction</b></div> <ul style="list-style-type: none"> <li>198 - Special Education District-Wide</li> <li>367 - Head Start</li> <li>805 - Student Behavior &amp; Discipline</li> <li>810 - Extended Learning</li> <li>830 - Bilingual / ESL / LOTE</li> <li>849 - Gifted and Talented</li> <li>851 - Family &amp; Student Support Svcs.</li> <li>855 - Adult &amp; Community Education</li> <li>856 - Org Learning &amp; Support Services</li> <li>858 - Fine Arts</li> <li>860 - Student &amp; Academic Support Svcs</li> <li>862 - Grants Development, Mgmt.</li> <li>865 - College, Career &amp; Military Rdnss</li> <li>866 - Dyslexia / 504</li> <li>868 - Early Childhood</li> <li>873 - Literacy (ELAR)</li> <li>874 - Social Studies</li> <li>875 - Curriculum &amp; Instruction</li> <li>876 - Office of 21st Century Learning</li> <li>878 - Advanced Acad &amp; Post-Sec Access</li> <li>880 - Mathematics</li> <li>881 - Science</li> <li>883 - Health / Physical Education</li> <li>886 - Special Education</li> <li>888 - School Age Parenting</li> <li>889 - Athletics</li> <li>948 - SAISD Learning Center</li> </ul>	<div style="background-color: #d9ead3; text-align: center; padding: 2px;"><b>Operations</b></div> <ul style="list-style-type: none"> <li>808 - Operations</li> </ul> <p style="text-align: center; font-style: italic;">The following five divisions report to the Chief Operating Officer</p> <div style="background-color: #d9ead3; text-align: center; padding: 2px;"><b>Procurement Services</b></div> <ul style="list-style-type: none"> <li>743 - Procurement Services</li> </ul> <div style="background-color: #d9ead3; text-align: center; padding: 2px;"><b>Transportation</b></div> <ul style="list-style-type: none"> <li>885 - Transportation</li> </ul> <div style="background-color: #d9ead3; text-align: center; padding: 2px;"><b>Child Nutrition Services</b></div> <ul style="list-style-type: none"> <li>887 - Child Nutrition Services</li> </ul> <div style="background-color: #d9ead3; text-align: center; padding: 2px;"><b>Facility Services</b></div> <ul style="list-style-type: none"> <li>930 - Plant Services</li> <li>932 - PS Custodial Services</li> <li>933 - PS Facilities Maintenance</li> <li>934 - PS MEP Maintenance</li> </ul> <div style="background-color: #d9ead3; text-align: center; padding: 2px;"><b>Construction Services</b></div> <ul style="list-style-type: none"> <li>935 - Construction &amp; Development Svcs</li> </ul>
<div style="background-color: #d9e1f2; text-align: center; padding: 2px;"><b>Financial Services</b></div> <ul style="list-style-type: none"> <li>703 - Tax Costs</li> <li>741 - Planning &amp; Budget</li> <li>742 - Financial Services</li> <li>848 - State Comp Student Services</li> <li>890 - Student Health Services</li> <li>893 - Finance - Medicaid</li> </ul>	<div style="background-color: #d9e1f2; text-align: center; padding: 2px;"><b>Human Resources</b></div> <ul style="list-style-type: none"> <li>730 - Human Resources</li> <li>735 - Employee Benefits, Risk Management &amp; Safety</li> </ul>	<div style="background-color: #d9e1f2; text-align: center; padding: 2px;"><b>Family Engagement Services</b></div> <ul style="list-style-type: none"> <li>809 - Family Engagement Services</li> <li>702 - Board of Trustees</li> <li>725 - Governmental &amp; Community Relations</li> <li>727 - Parent &amp; Family Engagement</li> <li>732 - Integrated Communications Network</li> </ul>
<div style="background-color: #d9ead3; text-align: center; padding: 2px;"><b>Technology &amp; Mgmt. Info. Systems</b></div> <ul style="list-style-type: none"> <li>950 - Technology &amp; Management Information Systems</li> </ul>		



# Superintendents Division



**Superintendent's Office - Org. # 701**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

To plan, coordinate, prepare, present and monitor the Superintendent's Annual Budget. To provide timely budget assistance to all vendors, schools, departments, and process all budget documents.

**Vision 2020 Objectives**

Maintain a smooth operating Superintendent's budget. Maintain all incoming and outgoing requisitions, invoices, payments in an efficient manner.

**Vision 2020 Initiatives & Strategies**

The annual budget process will take into account district enhancements and priorities to ensure that long term planning and goals determine what budget decisions are made.

**Vision 2020 Performance Measurements**

An annual budget will incorporate strategies and be adopted by the Board of Trustees prior to June 30th of each year and budget changes and reports will be processed in an efficient manner.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	453,483	23.0%
6200 Contracted Services	1,376,208	69.9%
6300 Supplies & Materials	8,000	0.4%
6400 Other Operating Costs	131,431	6.7%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 1,969,122</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 643,034	28.9%	\$ 497,105	22.5%	\$ 483,816	18.1%
6200 Contracted Services	1,431,106	64.4%	1,579,196	71.6%	\$ 2,061,234	77.1%
6300 Supplies & Materials	11,362	0.5%	4,057	0.2%	\$ 6,889	0.3%
6400 Other Operating Costs	136,826	6.2%	125,112	5.7%	\$ 121,620	4.5%
6600 Capital Outlay	-	0.0%	-	0.0%	\$ -	0.0%
<b>TOTAL</b>	<b>\$ 2,222,327</b>	<b>100.0%</b>	<b>\$ 2,205,469</b>	<b>100.0%</b>	<b>\$ 2,673,560</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	3.00	60.0%	1.00	50.0%	1.00	50.0%
Paraprofessional	2.00	40.0%	1.00	50.0%	1.00	50.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>5.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>

## Communications - Org. # 726

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Our mission is to increase the value of SAISD among its publics through the creation of clear, honest, timely and targeted communications strategies and products that foster trust with our audiences and influence perceptions. We develop communications that deliver key messages to inform and engage stakeholders using multiple channels, including the media, web, social media, publications, marketing, video, events and a variety of public awareness programs.

### Vision 2020 Objectives

□ Build the reputation as a District providing students a high-quality education with access to best-in-class programs and offerings. □ Ensure awareness of progress of bond 2016 projects while building support and buy-in for a future bond. □ Retain & Recruit students through a comprehensive marketing program.

### Vision 2020 Initiatives & Strategies

Sustained communications on District plan and progress toward goals. Build on the shared vision of providing students what they need to succeed and utilize a combination of outreach/communications strategies to reach all stakeholders around bonds. Execute broad, integrated campaigns for choice application period and registration and support campuses in engaging with their community.

### Vision 2020 Performance Measurements

A well-informed public on SAISD successes, and increased confidence among key stakeholders in the District and our schools. Increased community trust in District's implementation of the bond, and a shared view of bond's success in providing for our students. Enrollment maintained or increased.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 789,150	76.2%
6200 Contracted Services	153,240	14.8%
6300 Supplies & Materials	48,337	4.7%
6400 Other Operating Costs	38,706	3.7%
6600 Capital Outlay	6,620	0.6%
TOTAL	\$ 1,036,053	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 671,674	62.2%	\$ 721,602	73.2%	\$ 734,181	73.1%
6200 Contracted Services	294,409	27.3%	134,458	13.6%	159,891	15.9%
6300 Supplies & Materials	75,433	7.0%	46,937	4.8%	53,010	5.3%
6400 Other Operating Costs	38,648	3.6%	82,914	8.4%	56,596	5.6%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
TOTAL	\$ 1,080,164	100.0%	\$ 985,911	100.0%	\$ 1,003,677	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	7.00	87.5%	8.50	89.5%	9.50	90.5%
Paraprofessional	1.00	12.5%	1.00	10.5%	1.00	9.5%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
TOTAL	8.00	100.0%	9.50	100.0%	10.50	100.0%

## Internal Auditors - Org. # 728

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The purpose of the San Antonio ISD Internal Audit (IA) Department is to provide independent and objective assurance and consulting services designed to add value and improve district's operations. We do this by providing risk-based and objective assurance, advice and insight. In addition, the IA Department helps SAISD accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

### Vision 2020 Objectives

We are committed to the highest level of excellence in performing each audit in the approved 2019-2020 Audit Plan, as well as, any special projects or investigations that may be requested or required from the department. On an ongoing basis, we will assess significant risk exposures and control issues and if necessary adjust the Audit Plan; communicating changes to the Board.

### Vision 2020 Initiatives & Strategies

Our approach to auditing includes the following critical success factors and strategies:

- identify and focus on the District's highest risks
- provide impactful reporting to management and the Board
- maintain efficient and effective audit processes

The main initiative for this year is to have audit processes in place that ensure we conform to the Standards and be ready to conduct a self assessment in 2021. This involves revamping the Audit Manual, processes related to planning, work paper preparation and reporting and finally having a readiness assessment done by an outside party.

### Vision 2020 Performance Measurements

Our success in meeting our objectives will be measured as follows:

- complete 90% of the projects on the 2019-2020 Audit Plan and 100% of the scheduled prior year audit follow ups.
- 100% of audit recommendations are implemented by management timely and result in tangible improvements to the district's operations.
- audit projects are completed within assigned budgeted hours

### General Fund Original Budget 2019-2020

Description	Amount	Percentage
6100 Payroll Costs	627,833	94.2%
6200 Contracted Services	6,000	0.9%
6300 Supplies & Materials	6,910	1.0%
6400 Other Operating Costs	25,570	3.8%
6600 Capital Outlay	-	0.0%
TOTAL	\$ 666,313	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

Description	2016 - 2017	%	2017 - 2018	%	2018 - 2019	%
6100 Payroll	\$ 428,478	95.8%	\$ 454,760	97.0%	\$ 509,261	97.2%
6200 Contracted Services	-	0.0%	2,236	0.5%	1,676	0.3%
6300 Supplies & Materials	10,707	2.4%	3,089	0.7%	1,399	0.3%
6400 Other Operating Costs	8,007	1.8%	8,785	1.9%	11,838	2.3%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
TOTAL	\$ 447,191	100.0%	\$ 468,869	100.0%	\$ 524,174	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

Description	2017 - 2018	%	2018 - 2019	%	2019 - 2020	%
Professional	4.00	80.0%	5.00	83.3%	6.00	85.7%
Paraprofessional	1.00	20.0%	1.00	16.7%	1.00	14.3%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
TOTAL	5.00	100.0%	6.00	100.0%	7.00	100.0%

**Office of Innovation - Org. # 806**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The purpose of the Office of Innovation is to increase student achievement in SAISD by empowering educators to create high-quality learning opportunities. The OI consists of three divisions: Choice Schools and Programs, the Office of School Design & Charter Partnerships, and the Innovation Zone (I-Zone).

**Vision 2020 Objectives**

- Continue to refine existing and launch new central office systems, structures, and processes that are sustainable and support Innovation Zone (I-Zone) school models
- Continue to refine existing practices and scale the impact of I-Zone school models; ranging from transformation initiatives at existing schools to launching new, startup open enrollment school models
- Continue to refine and scale the district's Unified Enrollment and Controlled Choice initiative for Choice Schools and Programs
- Continue to refine the Annual Call for Quality Schools process for in-district charter school authorizing

**Vision 2020 Initiatives & Strategies**

- TEA System of Great Schools Technical Assistance Network participation
- Innovation Zone will serve as a formal "learning lab" for the district where educators and Senate Bill 1882 nonprofit partners and their school communities are given deep levels of autonomy over the use of talent, time, and resources in exchange for greater levels of autonomy
- Utilize recurring "Partner Coverings" to onboard and refine district systems to better support school models under the Senate Bill 1882 school governance structure
- Continue to refine the district's Annual Call for Quality Schools process to launch new in-district school models and ensure compliance with state and federal requirements for in-district charter school authorizers (Board Policy EL [LOCAL])
- Continue to refine the Unified Enrollment initiative under a Controlled Choice framework to ensure Choice Schools and Programs serve all students, especially historically underserved student populations; at-risk students; and students living in Block 3 and 4 communities
- Continue to operationalize the district's Managed Instruction with Performance Empowerment Theory of Action (Board Policy AE [LOCAL]) for school governance, support, and intervention in close collaboration with cross-functional teams
- Ensure Choice Schools and Programs are detracked (in compliance with state and federal charter school laws and guidelines) to ensure every student, regardless of academic abilities and geographic constraints, have access to a "best-fit" school in SAISD
- Finalize the initial iteration of SAISD's School Performance Framework (SPF 1.0) pilot to drive differentiated support, resources, and actions for schools

**Vision 2020 Performance Measurements**

- Continue to accelerate student achievement; I-Zone school models should be outpacing district- and statewide growth trends and narrow opportunity and achievement gaps for historically disadvantaged subgroups
- Continue to stabilize district wide enrollment trends and begin to shift towards an enrollment growth trajectory
- Continue to formally increase campus-based decision-making and autonomy in core areas (i.e. staffing; budgeting; use of time; programming; resources; etc.) and evolve district systems to support and sustain school autonomies in SAISD

**General Fund Original Budget 2019-2020**

	<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100	Payroll Costs	\$ 722,088	47.8%
6200	Contracted Services	89,000	5.9%
6300	Supplies & Materials	687,600	45.5%
6400	Other Operating Costs	11,100	0.7%
6600	Capital Outlay	-	0.0%
	<b>TOTAL</b>	<b>\$ 1,509,788</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 13,702	73.3%	\$ 467,726	51.0%	\$ 434,300	82.0%
6200 Contracted Services	-	0.0%	112,086	12.2%	79,499	15.0%
6300 Supplies & Materials	-	0.0%	289,702	31.6%	13,180	2.5%
6400 Other Operating Costs	5,000	26.7%	47,278	5.2%	2,806	0.5%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 18,702</b>	<b>100.0%</b>	<b>\$ 916,792</b>	<b>100.0%</b>	<b>\$ 529,784</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	4.00	80.0%	4.00	66.7%	4.00	66.7%
Paraprofessional	1.00	20.0%	2.00	33.3%	2.00	33.3%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>5.00</b>	<b>100.0%</b>	<b>6.00</b>	<b>100.0%</b>	<b>6.00</b>	<b>100.0%</b>

**Office of Access & Enrollment - Org. # 807**  
**Budget Year 2019 - 2020**

**Vision 2020 Statement of Duties**

The Office of Access and Enrollment Services supports and oversees the District’s enrollment procedures, which includes systems such as the registration process, the transfer process, and the Choice application and selection process. The department is focused on providing a unified enrollment process that ensures equitable access to all campuses in SAISD, with an overall goal of stabilizing and increasing districtwide enrollment.

**Vision 2020 Objectives**

- Establish, update, and maintain enrollment systems and processes, including registration, Choice application, transfers, withdrawals, and all policies related to unified enrollment and Controlled Choice framework
- Create and implement annual district enrollment recruitment and retention strategy

**Vision 2020 Initiatives & Strategies**

- Districtwide enrollment plan, to include targeted neighborhood retention and recruitment plans
- Districtwide transitions plan
- Districtwide enrollment manual
- Mobile registration strategy
- Centralized enrollment information hub for families
- “We Miss You” reach out campaign of withdrawn students

**Vision 2020 Performance Measurements**

- Stabilize districtwide enrollment from PEIMS snapshot to PEIMS snapshot
- Increase retention rate of currently enrolled students to the following year, especially in transition grades (PK to KG, 5 to 6, 8 to 9)
- Increase return of previously withdrawn students

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ -	0.0%
6200 Contracted Services	\$ -	0.0%
6300 Supplies & Materials	\$ -	0.0%
6400 Other Operating Costs	\$ -	0.0%
6600 Capital Outlay	\$ -	0.0%
<b>TOTAL</b>	<b>\$ -</b>	<b>0.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
6200 Contracted Services	-	0.0%	-	0.0%	-	0.0%
6300 Supplies & Materials	-	0.0%	-	0.0%	-	0.0%
6400 Other Operating Costs	-	0.0%	-	0.0%	-	0.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	0.00	0.0%	0.00	0.0%	4.00	50.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	4.00	50.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>	<b>8.00</b>	<b>100.0%</b>

**Talent Management - Org. # 841**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

Our vision is to supply the district high quality talent necessary to reach our organizational goal to improve academic achievement for all students through strategic recruitment and hiring, ongoing performance evaluation to enhance the skills and abilities of the workforce, retaining top talent and the district's 'irreplaceables' and using data to drive our decision-making.

**Vision 2020 Objectives**

Our objectives are to recruit, hire and retain high-quality educators and support staff and provide on-going guidance and support to all employees through fair and equitable evaluation practices and the expertise of experienced educators to support new and struggling teachers and leaders.

**Vision 2020 Initiatives & Strategies**

**To reach our vision and objectives, we will employ the following objectives:** 1) Launch a robust recruitment campaign and programs to attract talent to the district 2) Develop performance evaluations for non-certified and professional staff 3) Streamline and automate our hiring and onboarding processes using technology and LEAN processing best practices 4) Maintain a variety of personnel and program resources that will recruit and retain high-quality teachers, leaders, and support staff.

**Vision 2020 Performance Measurements**

1) High-quality educators and support staff, as demonstrated through evaluation metrics, student achievement, and survey data. 2) Satisfaction of hiring managers (principals, departments) in Talent Management services

**General Fund Original Budget 2019-2020**

	<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100	Payroll Costs	\$ 4,049,167	89.6%
6200	Contracted Services	138,500	3.1%
6300	Supplies & Materials	201,081	4.5%
6400	Other Operating Costs	129,750	2.9%
6600	Capital Outlay	-	0.0%
	<b>TOTAL</b>	<b>\$ 4,518,498</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

	<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100	Payroll	\$ 762,817	92.6%	\$ 2,342,340	89.1%	\$ 3,510,732	83.7%
6200	Contracted Services	18,418	2.2%	162,707	6.2%	484,674	11.5%
6300	Supplies & Materials	41,172	5.0%	38,842	1.5%	86,283	2.1%
6400	Other Operating Costs	1,485	0.2%	83,780	3.2%	115,177	2.7%
6600	Capital Outlay	-	0.0%	-	0.0%	-	0.0%
	<b>TOTAL</b>	<b>\$ 823,892</b>	<b>100.0%</b>	<b>\$ 2,627,670</b>	<b>100.0%</b>	<b>\$ 4,196,866</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

	<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
	Professional	17.00	85.0%	28.00	60.9%	17.00	45.9%
	Paraprofessional	3.00	15.0%	18.00	39.1%	20.00	54.1%
	Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
	<b>TOTAL</b>	<b>20.00</b>	<b>100.0%</b>	<b>46.00</b>	<b>100.0%</b>	<b>37.00</b>	<b>100.0%</b>

**Safety & Security (Police) - Org. # 884**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

To insure that the Police Department has well qualified officers, appropriate equipment, communications including appropriate security equipment following best practices. Promote a safe learning environment including but limited to, assurance that each school has strategies in place to support district goals. Assist all district employees in achieving district goals and to support the mission of the district. Have officers take an active participation in community programs.

**Vision 2020 Objectives**

Recruiting and training qualified applicants to fill all vacancies in the Police Department. Upgrade vehicles, technology and equipment for more efficient operation. Interact with students / staff in programs that foster a healthy school environment (e.g. Youth Crime watch).

**Vision 2020 Initiatives & Strategies**

Remain competitive in salary to retain quality officers. Continue to train officers and staff to perform their duties in professional manner. Determine best practices for providing service to the district.

**Vision 2020 Performance Measurements**

Professional Police response, presence and support for the protective and law enforcement needs of the District. Schools that are secure, prepared to effectively deal with crisis situations, and building student sense of responsibility and pride in maintaining a safe learning environment. To assist the district in developing and maintaining a plan for managing school violence issues. Assist district planners with inventory management issues.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 5,224,760	81.1%
6200 Contracted Services	931,432	14.4%
6300 Supplies & Materials	272,698	4.2%
6400 Other Operating Costs	17,415	0.3%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 6,446,305</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 5,084,328	91.6%	\$ 5,005,256	90.1%	\$ 4,898,007	79.9%
6200 Contracted Services	135,364	2.4%	162,790	2.9%	955,258	15.6%
6300 Supplies & Materials	235,697	4.2%	370,206	6.7%	252,795	4.1%
6400 Other Operating Costs	9,684	0.2%	14,518	0.3%	20,545	0.3%
6600 Capital Outlay	88,315	1.6%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 5,553,388</b>	<b>100.0%</b>	<b>\$ 5,552,769</b>	<b>100.0%</b>	<b>\$ 6,126,605</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	1.2%	5.00	5.6%	5.00	5.6%
Paraprofessional	3.00	3.5%	3.00	3.4%	3.00	3.4%
Classified	82.00	95.3%	81.00	91.0%	81.00	91.0%
<b>TOTAL</b>	<b>86.00</b>	<b>100.0%</b>	<b>89.00</b>	<b>100.0%</b>	<b>89.00</b>	<b>100.0%</b>



## Accountability, Testing, Research & Evaluation - Org. # 945

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The function of the department is to administer, evaluate, and disseminate all State and Local assessments while providing on-going data support and accountability-related services to help guide instruction, data management, and administrative decision-making.

### Vision 2020 Objectives

Improve services by coordinating all State and Local assessments and provide training and support to District, campuses, and programs to ensure District, State, and Federal guidelines are followed.

Use data to help guide academic instruction, data management and administrative decision-making.

Build capacity for data-driven inquiry and reflection at both the administrative and campus levels.

Provide relevant and innovative reporting to campus and district staff.

### Vision 2020 Initiatives & Strategies

Integrate program evaluation, data dissemination, and accountability-related services to provide a comprehensive campus/District profile. Model the process of data-driven inquiry and reflection. Manage, update, and provide training on usage of data delivery tools such as Crystal Enterprise (BI Platform Reports), Campus Operations, and Dashboards. Deliver informative, timely reports to all District administrators.

### Vision 2020 Performance Measurements

Redefine program support to include a formative and summative evaluation approach. Implement processes that reduce reactionary responses and increase proactive measures. By coordinating all State and Local assessments, the District can better manage the distribution and collection of all testing materials and resulting data files.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 1,789,257	50.9%
6200 Contracted Services	14,290	0.4%
6300 Supplies & Materials	1,681,129	47.8%
6400 Other Operating Costs	29,374	0.8%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 3,514,050</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 995,622	60.2%	\$ 1,083,850	60.9%	\$ 1,499,850	68.1%
6200 Contracted Services	14,034	0.8%	18,838	1.1%	15,633	0.7%
6300 Supplies & Materials	627,204	37.9%	653,574	36.7%	655,694	29.8%
6400 Other Operating Costs	16,198	1.0%	22,628	1.3%	30,663	1.4%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 1,653,057</b>	<b>100.0%</b>	<b>\$ 1,778,890</b>	<b>100.0%</b>	<b>\$ 2,201,840</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	9.70	82.9%	15.70	79.7%	17.00	77.3%
Paraprofessional	2.00	17.1%	2.00	10.2%	3.00	13.6%
Classified	0.00	0.0%	2.00	10.2%	2.00	9.1%
<b>TOTAL</b>	<b>11.70</b>	<b>100.0%</b>	<b>19.70</b>	<b>100.0%</b>	<b>22.00</b>	<b>100.0%</b>

## Printing Services - Org. # 960

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The Central Office Printing Services department strives to conduct business with respect and integrity towards all of our clients and to complete all requested projects in a timely manner. We support all SAISD campuses, departments and affiliated programs with design, print, copy and mail solutions. Our professional graphic designers collaborate with our clients to create custom solutions in the form of logos, posters, flyers, post cards, banners and much more. We provide print and copy options that strategically combine a high quality output while maintaining competitive and cost effective pricing. The SAISD Mailroom works in conjunction with Printing Services to provide internal and external mail needs throughout the District.

### Vision 2020 Objectives

□ Increase print business. □ Further utilize new printing equipment to increase production of outdoor banners and environment graphics including window, floor and vehicle decals. □ Further inform and educate employees on SAISD brand standards and facilitate adherence to guidelines.

### Vision 2020 Initiatives & Strategies

Continue to improve our communication with all campuses and departments through networking and marketing efforts to promote our visibility and offerings available with Printing Services. We will maintain SAISD brand standards and encourage others to adapt to our guidelines to provide clear, concise and consistent messaging throughout the District. Also, we will continue to upgrade our department equipment and peripherals as necessary in order to provide quality services and solutions to our clients.

### Vision 2020 Performance Measurements

In Printing Services, we strive to improve the quality and create professionally-printed Districtwide materials such as newsletters, logos, handbooks, brochures, posters, banners, website graphics, posters and mailers. We offer a myriad of services to our clients in-house reducing the need for outsourcing of projects. We aspire to elevate public awareness of SAISD in a positive manner and to promote the many successes of our District.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 457,858	46.7%
6200 Contracted Services	\$ 123,165	12.6%
6300 Supplies & Materials	\$ 384,096	39.2%
6400 Other Operating Costs	\$ 1,028	0.1%
6600 Capital Outlay	\$ 14,496	1.5%
TOTAL	\$ 980,643	100.0%

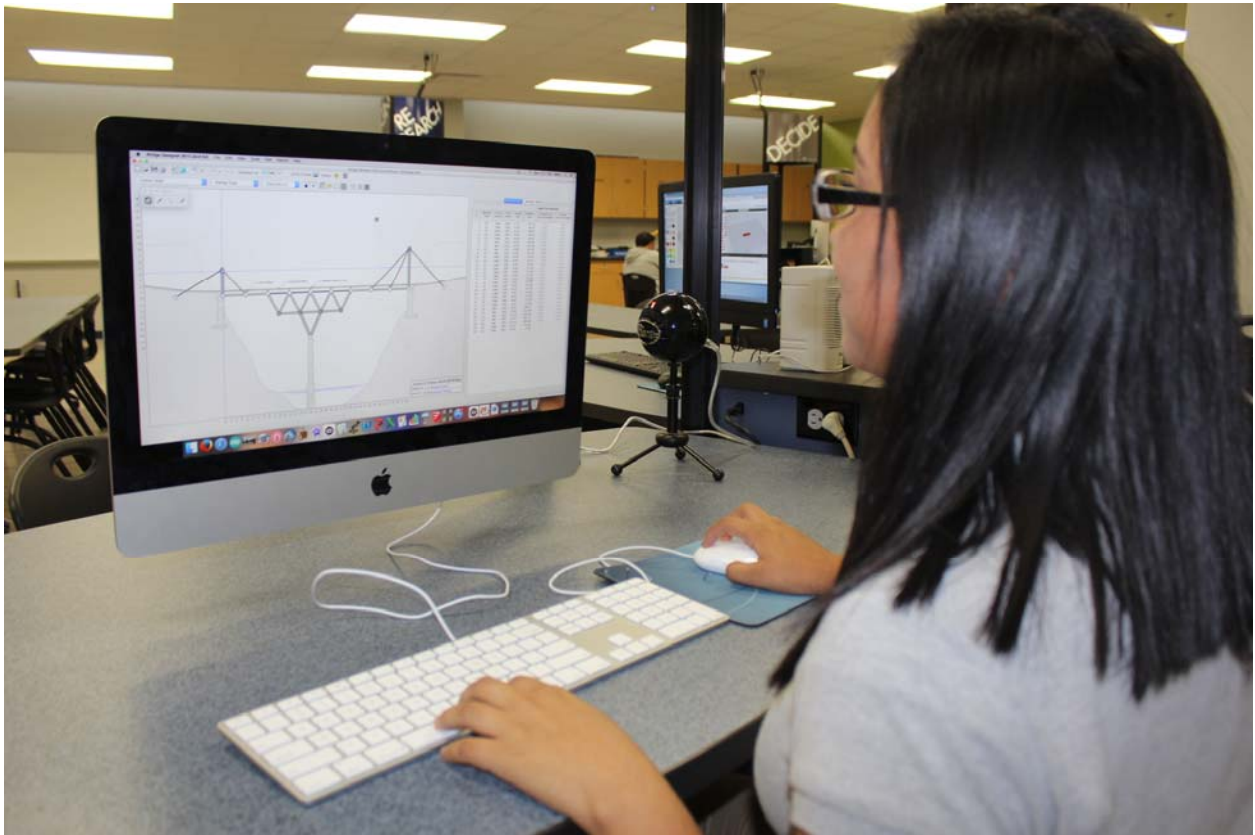
### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 382,936	99.5%	\$ 410,397	79.0%	\$ 445,187	54.1%
6200 Contracted Services	(161,205)	-41.9%	31,797	6.1%	227,401	27.6%
6300 Supplies & Materials	143,273	37.2%	77,343	14.9%	134,486	16.3%
6400 Other Operating Costs	197	0.1%	233	0.0%	220	0.0%
6600 Capital Outlay	19,740	5.1%	-	0.0%	15,545	1.9%
TOTAL	\$ 384,942	100.0%	\$ 519,770	100.0%	\$ 822,838	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.00	25.0%	2.00	22.2%	2.00	22.2%
Paraprofessional	6.00	75.0%	4.00	44.4%	4.00	44.4%
Classified	0.00	0.0%	3.00	33.3%	3.00	33.3%
TOTAL	8.00	100.0%	9.00	100.0%	9.00	100.0%

# Financial Services Division



**Tax Costs - Org. # 703**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The purpose of this organized cost unit is to provide a mechanism to collect property taxes. SAISD contracts with Bexar County for this service.

**Vision 2020 Objectives**

To monitor tax assessments and valuations performed by the Bexar Appraisal District.  
To monitor tax collections performed by the Bexar County Tax Office.  
To monitor delinquent tax collections by the delinquent tax attorney.

**Vision 2020 Initiatives & Strategies**

Prepare monthly reports of tax assessments and valuations.  
Deposit all collected taxes in a timely manner to allow the treasurer to invest monies and earn additional revenue for operating expenditures.

**Vision 2020 Performance Measurements**

The District will receive timely notification of all assessment and valuation changes to determine the effect of the assessment rolls on the district's tax revenue.  
The District will keep abreast of all legislative and economic changes that may impact anticipated revenues.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ -	0.0%
6200 Contracted Services	1,514,000	100.0%
6300 Supplies & Materials	-	0.0%
6400 Other Operating Costs	-	0.0%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 1,514,000</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
6200 Contracted Services	1,261,479	100.0%	1,469,221	100.0%	1,495,669	100.0%
6300 Supplies & Materials	-	0.0%	-	0.0%	-	0.0%
6400 Other Operating Costs	-	0.0%	-	0.0%	-	0.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 1,261,479</b>	<b>100.0%</b>	<b>\$ 1,469,221</b>	<b>100.0%</b>	<b>\$ 1,495,669</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>

**Planning & Budget - Org. # 741**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The Planning & Budget Office plans, coordinates, prepares and monitors the district's annual budget; prepares and submits accurate Public Education Information System (PEIMS) financial data; proficiently uses the Education Service Center's funding templates to forecast revenues; coordinates with other district departments to determine adequate staffing and financial allocations.

**Vision 2020 Objectives**

- Plan, coordinate, prepare and monitor the district's annual budget.
- Proficiently use the Summary of Finance models to forecast revenues.
- Provide management monthly budget amendment reports.

**Vision 2020 Initiatives & Strategies**

The annual budget process will take into account the district's mission and core values to assimilate the budget for 2019-2020. We will implement recommendations provided by consultants by using benchmarking with peer districts and performance measurements.

**Vision 2020 Performance Measurements**

Adoption of the annual budget for 2019-20 by no later than June 30, 2019.  
Budget change requests will be processed and archived in a more efficient manner.  
Continue to receive distinguished budget presentation awards from both GFOA and the ASBO for the 2019-20 district budgets.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 326,648	98.7%
6200 Contracted Services	2,100	0.6%
6300 Supplies & Materials	1,500	0.5%
6400 Other Operating Costs	604	0.2%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 330,852</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 311,631	99.4%	\$ 316,105	99.0%	\$ 325,323	98.7%
6200 Contracted Services	120	0.0%	2,267	0.7%	2,340	0.7%
6300 Supplies & Materials	1,684	0.5%	811	0.3%	2,050	0.6%
6400 Other Operating Costs	134	0.0%	49	0.0%	45	0.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 313,569</b>	<b>100.0%</b>	<b>\$ 319,232</b>	<b>100.0%</b>	<b>\$ 329,758</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	3.00	75.0%	3.00	75.0%	3.00	75.0%
Paraprofessional	1.00	25.0%	1.00	25.0%	1.00	25.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>4.00</b>	<b>100.0%</b>	<b>4.00</b>	<b>100.0%</b>	<b>4.00</b>	<b>100.0%</b>

## Financial Services & Business Operations - Org. # 742

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Financial Services includes the functions of Accounting, Accounts Payable, Funds Management, Treasury, Fixed Assets, and Payroll. These departments work to provide service to employees and other customers in the most efficient manner possible with level 5 customer service. Financial Services is charged with protecting the assets of the district and enhancing the financial standing of the district. Additionally, Financial Services is responsible for the ongoing recording and communication of financial results.

### Vision 2020 Objectives

Improve decision support through benchmarking and performance measurements; improve communication in order to educate taxpayers; invest in staff development in order to make sure our staff is ready for the future.

### Vision 2020 Initiatives & Strategies

Increase student enrollment in order to better utilize our facilities and bring in more state revenue.

### Vision 2020 Performance Measurements

To find the resources to be able to provide safe and improved learning environments for our students and employees.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 3,002,736	87.0%
6200 Contracted Services	335,800	9.7%
6300 Supplies & Materials	60,684	1.8%
6400 Other Operating Costs	50,500	1.5%
6600 Capital Outlay	-	0.0%
TOTAL	<u>\$ 3,449,720</u>	<u>100.0%</u>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 2,816,441	85.9%	\$ 2,632,861	88.7%	\$ 2,593,663	88.4%
6200 Contracted Services	349,870	10.7%	227,527	7.7%	228,773	7.8%
6300 Supplies & Materials	71,939	2.2%	77,485	2.6%	76,897	2.6%
6400 Other Operating Costs	40,396	1.2%	31,920	1.1%	33,241	1.1%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
TOTAL	<u>\$ 3,278,645</u>	<u>100.0%</u>	<u>\$ 2,969,793</u>	<u>100.0%</u>	<u>\$ 2,932,575</u>	<u>100.0%</u>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	16.00	37.2%	15.50	37.8%	15.50	36.9%
Paraprofessional	27.00	62.8%	25.50	62.2%	26.50	63.1%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
TOTAL	<u>43.00</u>	<u>100.0%</u>	<u>41.00</u>	<u>100.0%</u>	<u>42.00</u>	<u>100.0%</u>

**State Comp Student Services - Org. # 848**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

- Provide programs and/or services designed to supplement the regular education program for students identified as at risk of dropping out of school.
- Provide District professional development, support, and consultation on the state compensatory education (SCE) Program and ensure compliance with any and all requirements.
- Develop and implement a District strategy to identify, document, and provide instructional services to the at-risk population of students.

**Vision 2020 Objectives**

- Provide financial support for programs and/or services designed by the District to increase the achievement of students at risk of dropping out of school.
- Provide accelerated intensive instruction to students who have not performed satisfactorily or who are at risk of dropping out of school.

**Vision 2020 Initiatives & Strategies**

- Increase the academic achievement and reduce the dropout rate of at-risk students.
- Provide a challenging and meaningful instructional program to close the achievement gap between children at risk of dropping out of school and their peers.

**Vision 2020 Performance Measurements**

- Accurately identify at-risk students based on the state's criteria and ensure the proper supportive documentation is on file for the identified criteria.
- Reduce any disparity in performance on state assessment instruments or disparity in the rates of high school completion between students at risk of dropping out of school and all other students.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 94,145	94.2%
6200 Contracted Services	800	0.8%
6300 Supplies & Materials	1,500	1.5%
6400 Other Operating Costs	3,510	3.5%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 99,955</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 83,351	96.8%	\$ 92,961	96.8%	\$ 93,130	96.8%
6200 Contracted Services	-	0.0%	1,387	1.4%	870	0.9%
6300 Supplies & Materials	1,090	1.3%	-	0.0%	314	0.3%
6400 Other Operating Costs	1,693	2.0%	1,715	1.8%	1,908	2.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 86,134</b>	<b>100.0%</b>	<b>\$ 96,063</b>	<b>100.0%</b>	<b>\$ 96,222</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	100.0%	1.00	100.0%	1.00	100.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>1.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>0.0%</b>

## Student Health Services - Org. # 890

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The Student Health Services Department provides services to students designed to promote attendance and academic achievement. Services include management of acute and chronic illnesses, health screenings, prevention and response to communicable diseases, medication administration, maintenance of immunization compliance, health teaching/counseling and specialized care of medically involved students.

### Vision 2020 Objectives

Provide services to promote the health and safety and enhanced academic achievement of the SAISD student population. Support and enhance the professional competencies of the campus Health Services staff. Promote health practices to foster life-long healthy lifestyles. Continue training and implementation of features of Health Office Anywhere (HOA), the District student electronic health records system.

### Vision 2020 Initiatives & Strategies

Conduct required health screenings, generate referrals as needed, and follow-up on received evaluation and treatment. Provide dental services through the SAMHD Miles of Smiles Program and through collaboration with community resources. Provide vision services and eyeglasses to students who qualify for programs. Track and follow-up immunization compliance.

### Vision 2020 Performance Measurements

100% of campus nurse positions to be staffed at beginning of the Academic Year. Campuses will maintain 98% immunization compliance. 94% of students seen in clinic for office visits/parasitic exams will be returned to class. Preventive dental services will be provided to 80% of the elementary campuses through collaboration with community resources.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 1,525,012	84.6%
6200 Contracted Services	121,577	6.7%
6300 Supplies & Materials	153,550	8.5%
6400 Other Operating Costs	2,100	0.1%
6600 Capital Outlay	-	0.0%
TOTAL	\$ 1,802,239	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 1,329,660	89.9%	\$ 1,269,248	85.3%	\$ 1,309,032	87.4%
6200 Contracted Services	82,567	5.6%	72,445	4.9%	52,852	3.5%
6300 Supplies & Materials	59,321	4.0%	137,532	9.2%	134,919	9.0%
6400 Other Operating Costs	325	0.0%	1,371	0.1%	1,433	0.1%
6600 Capital Outlay	6,950	0.5%	6,950	0.5%	-	0.0%
TOTAL	\$ 1,478,822	100.0%	\$ 1,487,546	100.0%	\$ 1,498,236	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	15.00	65.2%	17.00	73.9%	17.00	73.9%
Paraprofessional	8.00	34.8%	6.00	26.1%	6.00	26.1%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
TOTAL	23.00	100.0%	23.00	100.0%	23.00	100.0%



## Finance-Medicaid - Org. # 893

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The purpose of the Medicaid Department is to collect eligible reimbursement payments for the district, from the two state Medicaid Programs (SHARS and MAC) in which the district participates.

- SHARS - reimburses for direct services to Medicaid-eligible special education students, and other supplemental costs
- MAC - reimburses for the administrative costs of providing medical outreach to all students

### Vision 2020 Objectives

Ensuring that all eligible special education students are identified, and that the services rendered to those students are appropriately documented and submitted for billing; ensuring that all eligible costs are identified and captured in the annual SHARS cost report; ensuring that all staff eligible to participate in MAC are appropriately trained and participate in the MAC time study as applicable.

### Vision 2020 Initiatives & Strategies

Improve the efficiency of billing practices, ensure that billing meets regulatory compliance, and will collaborate with other departments to increase understanding of the Medicaid Programs compliance requirements.

### Vision 2020 Performance Measurements

To maximize the Medicaid reimbursement payments relative to the percentage of special education students served for that school year. Demonstrate participating district staffs adherence to quarterly billing timelines through compliance reports. Complete the MAC quarterly claims and the annual SHARS cost report in a timely manner.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 482,019	60.6%
6200 Contracted Services	286,631	36.0%
6300 Supplies & Materials	17,188	2.2%
6400 Other Operating Costs	10,105	1.3%
6600 Capital Outlay	-	0.0%
TOTAL	\$ 795,943	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 428,300	61.9%	\$ 458,761	53.8%	\$ 457,930	63.6%
6200 Contracted Services	254,086	36.7%	384,567	45.1%	253,046	35.1%
6300 Supplies & Materials	5,286	0.8%	5,542	0.6%	4,085	0.6%
6400 Other Operating Costs	4,234	0.6%	4,557	0.5%	5,171	0.7%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
TOTAL	\$ 691,906	100.0%	\$ 853,426	100.0%	\$ 720,232	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	5.00	100.0%	5.00	100.0%	5.00	100.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
TOTAL	5.00	100.0%	5.00	100.0%	5.00	100.0%

# Human Resources Division



## Human Resources - Org. # 730

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

To achieve the District's mission and embodying its core values by recruiting and retaining highly qualified teachers, support staff and administrative staff. A "student centered" District cannot thrive without hard-working, passionate educators teaching classes, providing support and administering programs. Our main purpose is to use creative solutions and efficient processes to attract and support high performing employees.

### Vision 2020 Objectives

Recruit and retain highly qualified teachers, support staff and administrative staff; Maintain an equitable compensation plan; Provide on-going guidance and support to all employees; Maintain and provide guidance on District policies and administrative procedures; Enhance preparation and awareness for new employees through orientation and training sessions.

### Vision 2020 Initiatives & Strategies

Maintain a variety of personnel and program resources that will attract highly qualified applicants for teaching, support staff and professional positions. Maintain an equitable compensation plan. Implement staffing efficiencies in an effort to streamline costs and align functions more effectively.

### Vision 2020 Performance Measurements

A high quality cadre of academically prepared, professionally performing, and student caring teachers, support staff and professional staff.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 864,643	89.0%
6200 Contracted Services	57,823	6.0%
6300 Supplies & Materials	22,871	2.4%
6400 Other Operating Costs	26,432	2.7%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 971,769</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 3,308,116	75.3%	\$ 2,833,137	78.2%	\$ 1,482,830	74.2%
6200 Contracted Services	670,182	15.3%	529,050	14.6%	323,456	16.2%
6300 Supplies & Materials	133,772	3.0%	160,197	4.4%	122,358	6.1%
6400 Other Operating Costs	281,531	6.4%	101,642	2.8%	69,352	3.5%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 4,393,600</b>	<b>100.0%</b>	<b>\$ 3,624,026</b>	<b>100.0%</b>	<b>\$ 1,997,997</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	17.00	39.5%	5.00	33.3%	5.00	55.6%
Paraprofessional	26.00	60.5%	10.00	66.7%	4.00	44.4%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>43.00</b>	<b>100.0%</b>	<b>15.00</b>	<b>100.0%</b>	<b>9.00</b>	<b>100.0%</b>

## Employee Benefits, Risk Management & Safety - Org. # 735

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

To protect human, financial and physical assets of the District. The goal is to materially reduce our risk-related losses and concurrently our costs by following good risk management practices. Our safety program has been designed to comply with all recognized local, state, and federal safety laws and regulations, as well as to minimize exposures to the public. It is every employees' obligation to be knowledgeable of our safety standards and to work in a manner to ensure compliance with them.

### Vision 2020 Objectives

Analyze and classify risks and measure financial effect of risks on the District. Continue to promote a safe work environment and reduce workers' compensation injuries, property losses, auto liability and other identified risks that can adversely affect District operations or financial resources. Manage the Department of Transportation compliance standards for all District eligible drivers, to include white fleet.

### Vision 2020 Initiatives & Strategies

The analysis of insurance and employee benefits programs will take into account market availability, legislative action, and financial impact to employees and the District, which will be evaluated through the competitive solicitation process. Continuous development and support of the District-wide Safety Program through Investigation, Inspection & Training initiatives.

### Vision 2020 Performance Measurements

Offer valuable benefits, are cost-effective, and are prudently managed to support the District's recruiting and retention initiatives. Ensure fiscal health by reducing costs associated with property and casualty exposures and claims. Continuously increase safety awareness through on-going initiatives.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 399,972	12.3%
6200 Contracted Services	19,500	0.6%
6300 Supplies & Materials	13,000	0.4%
6400 Other Operating Costs	2,823,916	86.7%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 3,256,388</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 452,520	20.3%	\$ 431,519	20.5%	\$ 418,900	21.9%
6200 Contracted Services	188,222	8.4%	174,506	8.3%	10,002	0.5%
6300 Supplies & Materials	6,838	0.3%	8,145	0.4%	11,727	0.6%
6400 Other Operating Costs	1,580,609	70.9%	1,492,536	70.8%	1,470,188	76.9%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 2,228,188</b>	<b>100.0%</b>	<b>\$ 2,106,706</b>	<b>100.0%</b>	<b>\$ 1,910,817</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.70	22.7%	1.35	18.9%	1.35	20.9%
Paraprofessional	5.80	77.3%	5.80	81.1%	5.10	79.1%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>7.50</b>	<b>100.0%</b>	<b>7.15</b>	<b>100.0%</b>	<b>6.45</b>	<b>100.0%</b>

# Technology & Management Information Systems



## Technology & Management Information Systems - Org. # 950

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Information Technology's vision is to promote equity and equality for all SAISD students and staff that supports their instructional and business goals and objectives. This will be accomplished by developing and implementing a technology environment and providing technology tools that accelerates learning and business opportunities. This technology environment will be the foundation that prepares the SAISD 21st Century Learners for today and for the future.

### Vision 2020 Objectives

1. Provide a secure and reliable infrastructure and computing environment that fosters academic development and learning in the classroom. 2. Provide seamless access to content, resources, and tools. 3. Provides for efficiency and productivity in all classrooms and business environments across the District. 4. Provide access to 21st Century classrooms and emerging technology tools and applications that will assist in developing our students to be contributors and productive in an increasingly complex digital world.

### Vision 2020 Initiatives & Strategies

Information Technology will accomplish its vision by collaborating with district stakeholders and bringing new partners into the conversation to determine the needs for its students and staff. IT will be actively seeking and reaching out to all the campuses/departments to make sure all their technology needs are met by actualizing the following: 1. IT will strive to provide excellent customer service. 2. IT will increase the outreach within the community by becoming more visible. 3. IT will visit our customers and invite them to visit the Technology Department to increase our exposure to current and future technology needs.

### Vision 2020 Performance Measurements

To provide efficient data solutions and systems that monitors and supports all business and instructional functions within SAISD to obtain quantitative and qualitative metrics. It will utilize its current data systems used for accountability data processing to address changes in state, federal and local reporting which will also include the district's student achievement measures to reflect opportunities and achievements in meeting the district and department mission and vision.

### General Fund Original Budget 2019-2020

Description	Amount	Percentage
6100 Payroll Costs	\$ 5,957,813	63.4%
6200 Contracted Services	2,399,427	25.5%
6300 Supplies & Materials	800,943	8.5%
6400 Other Operating Costs	123,732	1.3%
6600 Capital Outlay	117,095	1.2%
TOTAL	\$ 9,399,010	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

Description	2016 - 2017	%	2017 - 2018	%	2018 - 2019	%
6100 Payroll	\$ 5,656,385	67.3%	\$ 5,605,086	63.0%	\$ 5,602,746	70.4%
6200 Contracted Services	2,058,693	24.5%	2,284,003	25.7%	1,719,927	21.6%
6300 Supplies & Materials	514,556	6.1%	773,593	8.7%	527,734	6.6%
6400 Other Operating Costs	157,801	1.9%	81,837	0.9%	64,893	0.8%
6600 Capital Outlay	18,756	0.2%	150,184	1.7%	45,714	0.6%
TOTAL	\$ 8,406,192	100.0%	\$ 8,894,703	100.0%	\$ 7,961,014	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

Description	2017 - 2018	%	2018 - 2019	%	2019 - 2020	%
Professional	55.00	62.5%	51.75	61.1%	51.75	61.1%
Paraprofessional	29.00	33.0%	29.00	34.2%	29.00	34.2%
Classified	4.00	4.5%	4.00	4.7%	4.00	4.7%
TOTAL	88.00	100.0%	84.75	100.0%	84.75	100.0%

# Deputy Superintendent of Schools



**Office of Academics and School Leadership - Org. # 803**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The Office of Academics & School Leadership supports the district mission to transform SAISD into one of the highest performing urban school districts in the country, by providing strategic direction and leadership to the departments under the Office of Academics. If we leverage students' cultural and linguistic heritage, ensure ambitious academic instruction, distribute human and financial resources equitably, and support and empower leaders, then students will reach their college and career goals; and develop the skills, habits, and dispositions to enable success in school and beyond.

**Vision 2020 Objectives**

Domain 1: Student Achievement Domain Goal: 40=C; Domain 2 School Progress: Growth 60%

**Vision 2020 Initiatives & Strategies**

Strategies and initiatives currently implemented include: Expanding dual language programming districtwide, ensuring Advanced Placement and Dual Credit offerings, providing innovative curricula from PK-12, and creating a robust menu of options for summer enrichment.

**Vision 2020 Performance Measurements**

See Performance Objectives above as measured by state assessment program results.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 689,813	93.6%
6200 Contracted Services	21,456	2.9%
6300 Supplies & Materials	5,500	0.7%
6400 Other Operating Costs	20,044	2.7%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 736,813</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ -	0.0%	\$ 394,013	64.0%	\$ 684,623	93.7%
6200 Contracted Services	-	0.0%	189,018	0.3071	21,626	3.0%
6300 Supplies & Materials	-	0.0%	18,268	3.0%	4,522	0.6%
6400 Other Operating Costs	-	0.0%	14,141	2.3%	19,793	2.7%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 615,440</b>	<b>100.0%</b>	<b>\$ 730,563</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	50.0%	3.00	33.3%	3.00	33.3%
Paraprofessional	1.00	50.0%	3.00	33.3%	3.00	33.3%
Classified	0.00	0.0%	3.00	33.3%	3.00	33.3%
<b>TOTAL</b>	<b>2.00</b>	<b>100.0%</b>	<b>9.00</b>	<b>100.0%</b>	<b>9.00</b>	<b>100.0%</b>



**Assistant Superintendent - All Levels - Org. # 815**  
**Budget Year 2019 - 2020**

**Vision 2020 Statement of Duties**

Provide consultation and guidance to school leaders in instruction, operation and/or emergencies, as well as support school leaders with professional growth and development. Ensure that all campuses receive timely information and required updates necessary for enhancing the best learning environment for all stake holders. Our office works toward informing instructional leaders about best practices and educational trends that meets the vision of our district.

**Vision 2020 Objectives**

Ensure that campuses are aligned with district initiatives by providing support and technical assistance in ways that enable campuses to maximize instructional implementation of academic initiatives; thus ensuring and impacting student success.

**Vision 2020 Initiatives & Strategies**

- Assist in the development of comprehensive school improvement plans for sustained improvement.
- Provide assistance with the implementation of school improvement plans, monitor progress of school improvement plans, provide professional growth and development opportunities for campus staff.
- Provide necessary training coupled with coaching focused on implementation plan, roll out, and systems to protect leadership team's time to focus on instructional leadership.

**Vision 2020 Performance Measurements**

Campuses will maximize instructional time, to maintain alignment with district initiatives and realize individual campus goals in meeting state and federal accountability.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 212,468	81.6%
6200 Contracted Services	3,908	1.5%
6300 Supplies & Materials	36,025	13.8%
6400 Other Operating Costs	7,932	3.0%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 260,333</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 209,862	84.6%	\$ 202,816	86.8%	\$ 211,328	88.6%
6200 Contracted Services	8,723	3.5%	3,970	1.7%	8,485	3.6%
6300 Supplies & Materials	13,790	5.6%	16,757	7.2%	9,765	4.1%
6400 Other Operating Costs	15,764	6.4%	10,227	4.4%	9,049	3.8%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 248,139</b>	<b>100.0%</b>	<b>\$ 233,769</b>	<b>100.0%</b>	<b>\$ 238,627</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	50.0%	1.00	50.0%	7.00	87.5%
Paraprofessional	1.00	50.0%	1.00	50.0%	1.00	12.5%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>	<b>8.00</b>	<b>100.0%</b>

## Assistant Superintendent - Elementary Schools - Org. # 821

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

To mentor, coach and guide 26 campuses (IR, D-rated and C-A traditional schools) To promote best instructional/Leadership practices are used frequently with support of District Content Departments, campuses will work towards obtaining B or higher rating with TEA distinction.

### Vision 2020 Objectives

Ensure continuous improvement cycle with the understanding and implementation of the Effective School Framework (ESF) so that all campuses are rated B or higher.

### Vision 2020 Initiatives & Strategies

Continue to work with 4th grade teachers from 26 campuses on Writers Workshops. Conduct monthly instructional rounds with a focus of F and D campuses. PLN Teams with Lead principal to help mentor and support campuses on their PLN. Ensure all campuses complete ESF (TIP) to monitor student performance.

### Vision 2020 Performance Measurements

Increases student performance on STAAR. Have performance at 50% - 60% Tier 1 MAP and increase on growth. Decrease failure rate from previous year. Increase attendance T-PSS goals are obtained.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 207,755	81.6%
6200 Contracted Services	5,679	2.2%
6300 Supplies & Materials	30,072	11.8%
6400 Other Operating Costs	10,949	4.3%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 254,455</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 193,264	36.7%	\$ 204,251	43.3%	\$ 203,355	88.9%
6200 Contracted Services	312,052	59.3%	246,060	52.2%	4,120	1.8%
6300 Supplies & Materials	11,749	2.2%	9,328	2.0%	16,735	7.3%
6400 Other Operating Costs	9,376	1.8%	11,652	2.5%	4,437	1.9%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 526,442</b>	<b>100.0%</b>	<b>\$ 471,292</b>	<b>100.0%</b>	<b>\$ 228,647</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	50.0%	1.00	50.0%	1.00	50.0%
Paraprofessional	1.00	50.0%	1.00	50.0%	1.00	50.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>

**Assistant Superintendent - International Baccalaureate Schools - Org. # 825**  
 Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

Ensure that campuses are aligned with SAISD by providing professional support and assistance that enable campuses to maximize instructional implementation of the International Baccalaureate Program and other academic initiatives; thus ensuring higher student achievement and growth.

**Vision 2020 Objectives**

To guide campus leaders to implement the International Baccalaureate program with fidelity and obtain IB authorization; thus create two distinct feeder patterns of IB schools that will provide the structure to improve student performance in all areas.

**Vision 2020 Initiatives & Strategies**

- Monitor campus leader's progress through campus visits.
- Work with 1882 partner, TCIS and campuses to build a strong partnership of supporting IB students.
- Provide professional development focused on building instructional leadership skills that will help administrators lead their campus. Have 6 out of 9 campus authorized by IB.

**Vision 2020 Performance Measurements**

Ensure campuses meets the District, State and Federal goals, provide principals the leadership skills needed to enhance their instructional leadership through professional development.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 316,267	85.7%
6200 Contracted Services	3,679	1.0%
6300 Supplies & Materials	15,472	4.2%
6400 Other Operating Costs	33,549	9.1%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 368,967</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 213,530	77.7%	\$ 196,209	87.0%	\$ 229,453	84.4%
6200 Contracted Services	13,462	4.9%	3,069	1.4%	2,812	1.0%
6300 Supplies & Materials	36,410	13.2%	8,531	3.8%	14,185	5.2%
6400 Other Operating Costs	11,453	4.2%	17,624	7.8%	25,530	9.4%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 274,856</b>	<b>100.0%</b>	<b>\$ 225,433</b>	<b>100.0%</b>	<b>\$ 271,979</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	0.00	0.0%	2.00	66.7%	3.00	75.0%
Paraprofessional	0.00	0.0%	1.00	33.3%	1.00	25.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>0.00</b>	<b>0.0%</b>	<b>3.00</b>	<b>100.0%</b>	<b>4.00</b>	<b>100.0%</b>

**Assistant Superintendent - Elementary Schools - Org. # 826**  
**Budget Year 2019 - 2020**

**Vision 2020 Statement of Duties**

To ensure that campuses are aligned with the District Improvement Plan by providing support and technical assistance in ways that enable campuses to maximize instructional implementation of academic initiatives, thus ensuring and impacting student success.

**Vision 2020 Objectives**

To monitor and hold accountable campus staff for all areas of the district's priorities in: Governance, Academics, Student Support, Administration, Student Support, Administration, Human Resources, Technology Services, Communications and School/Community Relations. In as much, professional development will be provided for principals and assistant principals/administrative assistants/academic deans. School Leadership staff will monitor District Initiatives through continuous site visits.

**Vision 2020 Initiatives & Strategies**

On going professional development in the areas of school leadership, coaching data analysis, leading meetings and best instructional practices.

**Vision 2020 Performance Measurements**

Maximizing instructional implementation of academic success for all students. The heart of the outcome is to focus on students, equip teachers, empower parents and leadership accountability. 80% of all students in Team 1 will meet District, State and Federal expectations.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 203,074	82.5%
6200 Contracted Services	4,000	1.6%
6300 Supplies & Materials	26,150	10.6%
6400 Other Operating Costs	12,850	5.2%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 246,074</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 195,515	88.0%	\$ 204,380	85.7%	\$ 207,471	89.4%
6200 Contracted Services	6,860	3.1%	1,009	0.4%	3,598	1.6%
6300 Supplies & Materials	10,876	4.9%	6,247	2.6%	10,858	4.7%
6400 Other Operating Costs	9,031	4.1%	26,986	11.3%	10,150	4.4%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 222,281</b>	<b>100.0%</b>	<b>\$ 238,622</b>	<b>100.0%</b>	<b>\$ 232,077</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	50.0%	1.00	50.0%	1.00	100.0%
Paraprofessional	1.00	50.0%	1.00	50.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>

**Assistant Superintendent - All Levels - Org. # 840**  
 Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

Improving student instruction and supporting school leaders with professional growth and development. Our team works toward ensuring all campuses receive information about best practices and required updates necessary for enhancing the best learning environment and meeting our district's vision. All schools are required to meet state accountability and federal safeguards.

**Vision 2020 Objectives**

Ensure that campuses are aligned with district initiatives by providing support and technical assistance in ways that enable them to maximize instructional implementation of academic initiatives; thus ensuring and impacting student success.

**Vision 2020 Initiatives & Strategies**

Assist in the development of comprehensive school improvement plans for sustained improvement. Provide assistance with the implementation of school improvement plans, and monitor progress of them. Provide professional growth and development opportunities for campus staff.

**Vision 2020 Performance Measurements**

All levels of campuses will maximize instructional time to maintain alignment with district initiatives and realize individual campus goals in meeting state and federal accountability.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 220,282	84.0%
6200 Contracted Services	500	0.2%
6300 Supplies & Materials	38,525	14.7%
6400 Other Operating Costs	2,905	1.1%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 262,212</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 224,778	80.3%	\$ 222,242	83.5%	\$ 219,763	85.1%
6200 Contracted Services	22,461	8.0%	6,322	2.4%	874	0.3%
6300 Supplies & Materials	19,988	7.1%	11,355	4.3%	21,908	8.5%
6400 Other Operating Costs	12,774	4.6%	26,238	9.9%	15,734	6.1%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 280,002</b>	<b>100.0%</b>	<b>\$ 266,156</b>	<b>100.0%</b>	<b>\$ 258,280</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	33.3%	1.00	50.0%	1.00	50.0%
Paraprofessional	2.00	66.7%	1.00	50.0%	1.00	50.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>3.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>

**Special Education- District Wide - Org. # 198**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

Support students with disabilities within the general curriculum. The intent of the support services is to enable all students with disabilities to make progress in the general curriculum, to participate in extracurricular and nonacademic activities, and to be educated and participate with disabled and non disabled peers in the public school system.

**Vision 2020 Objectives**

Program compliance guidelines will support student instruction and achievement.  
Continue to provide a full continuum of special education services.  
Actively promote parent education, training, and participation.

**Vision 2020 Initiatives & Strategies**

Develop systems for ensuring program compliance and instructional implementation.  
Provide information to parents related to program and related services.  
Maintain initiatives to support parent education, training and participation.

**Vision 2020 Performance Measurements**

Increase student performance on state mandated assessments and progress toward mastery of Individual Education Plan (IEP) goals. Increase student graduation rate and maintain parent support systems for information and education.

**General Fund Original Budget 2019-2020**

	<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100	Payroll Costs	\$ 8,169,456	92.8%
6200	Contracted Services	600,000	6.8%
6300	Supplies & Materials	-	0.0%
6400	Other Operating Costs	33,500	0.4%
6600	Capital Outlay	-	0.0%
	<b>TOTAL</b>	<b>\$ 8,802,956</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 6,090,784	85.7%	\$ 6,489,067	89.6%	\$ 6,254,257	87.0%
6200 Contracted Services	995,794	14.0%	737,182	10.2%	906,352	12.6%
6300 Supplies & Materials	-	0.0%	-	0.0%	-	0.0%
6400 Other Operating Costs	22,583	0.3%	13,819	0.2%	24,672	0.3%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 7,109,161</b>	<b>100.0%</b>	<b>\$ 7,240,068</b>	<b>100.0%</b>	<b>\$ 7,185,281</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	81.00	73.0%	84.00	81.6%	90.20	83.4%
Paraprofessional	30.00	27.0%	19.00	18.4%	18.00	16.6%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>111.00</b>	<b>100.0%</b>	<b>103.00</b>	<b>100.0%</b>	<b>108.20</b>	<b>100.0%</b>

## Head Start - Org. # 367

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Provide required Head Start services to 2,243 three and four year old children with bilingual, special and regular educational programming in compliance with both state and federal regulations and standards.

### Vision 2020 Objectives

To maintain the funded enrollment of 2,243 with 10% of the population being children with disabilities and to implement best practices in teaching strategies so that children will be prepared for Kindergarten and future success.

### Vision 2020 Initiatives & Strategies

Professional development, strategic monitoring reports, classroom instruction, collecting and analyzing student assessment and development data, reporting regularly to teachers, directors, principal and program staff.

### Vision 2020 Performance Measurements

Four year old students will be ready for Kindergarten and future success and to serve families with medical and social services provided through the Head Start program.

### General Fund Original Budget 2019-2020

Description	Amount	Percentage
6100 Payroll Costs	\$ 148,226	24.0%
6200 Contracted Services	120,000	19.4%
6300 Supplies & Materials	230,000	37.2%
6400 Other Operating Costs	119,996	19.4%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 618,222</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

Description	2016 - 2017	%	2017 - 2018	%	2018 - 2019	%
6100 Payroll	\$ 178,528	36.9%	\$ 177,465	28.5%	\$ 178,026	37.7%
6200 Contracted Services	36,001	7.4%	27,713	4.4%	37,131	7.9%
6300 Supplies & Materials	131,634	27.2%	215,441	34.6%	148,446	31.4%
6400 Other Operating Costs	137,134	28.4%	187,221	30.0%	101,732	21.5%
6600 Capital Outlay	-	0.0%	15,495	2.5%	7,020	1.5%
<b>TOTAL</b>	<b>\$ 483,297</b>	<b>100.0%</b>	<b>\$ 623,336</b>	<b>100.0%</b>	<b>\$ 472,355</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

Description	2017 - 2018	%	2018 - 2019	%	2019 - 2020	%
Professional	1.00	100.0%	1.50	100.0%	1.50	100.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>1.00</b>	<b>100.0%</b>	<b>1.50</b>	<b>100.0%</b>	<b>1.50</b>	<b>100.0%</b>

## Student Behavior & Discipline - Org. # 805

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

To create a classroom culture where thoughtful and caring approaches to student discipline would have a de-escalating effect on adverse student behavior and where students thrive academically due to mutually respectful relationships with campus leaders, teachers and other staff.

### Vision 2020 Objectives

Improve relationships and strengthen school community between:

- Students
- students and campus staff
- campus staff and parents

### Vision 2020 Initiatives & Strategies

To support district-wide and campus interventions of Restorative Practices that create a culture of improved disciplinary practices that reflect the value we place on our students by not excluding certain groups of students from the educational process and by ensuring fair and equitable disciplinary consequences for all students.

### Vision 2020 Performance Measurements

- Reduce out-of-school suspensions
- Reduce in-school suspensions
- Increase district ADA
- Increase graduation rates

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 533,042	98.1%
6200 Contracted Services	2,100	0.4%
6300 Supplies & Materials	4,748	0.9%
6400 Other Operating Costs	3,460	0.6%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 543,350</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 651,747	97.0%	\$ 1,171,823	88.7%	\$ 643,772	98.8%
6200 Contracted Services	5,946	0.9%	17,094	1.3%	2,163	0.3%
6300 Supplies & Materials	8,651	1.3%	100,840	7.6%	1,861	0.3%
6400 Other Operating Costs	5,487	0.8%	30,957	2.3%	3,887	0.6%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 671,830</b>	<b>100.0%</b>	<b>\$ 1,320,715</b>	<b>100.0%</b>	<b>\$ 651,682</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.00	50.0%	4.00	57.1%	4.00	57.1%
Paraprofessional	2.00	50.0%	3.00	42.9%	3.00	42.9%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>4.00</b>	<b>100.0%</b>	<b>7.00</b>	<b>100.0%</b>	<b>7.00</b>	<b>100.0%</b>



## Extended Learning - Org. # 810

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The Office of Extended Learning and Summer School supports the District's 5-Year Goals by implementing an Extended Day Program in partnership with the City of San Antonio and coordinating and implementing a robust district wide Summer Learning Program designed for enrichment, intervention, summer bridge, acceleration and college, career and military readiness experiences.

### Vision 2020 Objectives

In the Extended Day programs, provide students with a safe extended learning environment focused on homework assistance, reading, STEM education, and physical and enrichment activities. Through Summer Learning, reduce the summer learning loss by increasing the number of students participating in enrichment opportunities and increasing the number of students passing HS EOC exams and Math and ELAR STARR assessments.

### Vision 2020 Initiatives & Strategies

Implement new district STEM, Coding, and Reading units of study in all extended day programs; enhance curricular programming with after school partners to coordinate professional development and the standardization of effective safety and curricular practices; and align systems of support to expand access to educational facilities and high quality teachers. For the summer learning program, develop a comprehensive summer camp program for K-5 that integrates popular enrichment activities in technology, fine arts and physical education within a reading and math program. Increase the use of technology-embedded tools for registration, marketing and program coordination including payroll. Facilitate coordination of campus-based and district summer programming beyond the traditional program offerings in K-12.

### Vision 2020 Performance Measurements

Meet the City of San Antonio Scorecard measurements in attendance, STAAR performance, grade progress, and discipline referrals. In summer learning, increase student achievement levels for students re-testing in STAAR and EOC; and the number of students re-enrolling in SAISD the following year.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 196,443	33.0%
6200 Contracted Services	314,771	52.9%
6300 Supplies & Materials	79,359	13.3%
6400 Other Operating Costs	4,747	0.8%
6600 Capital Outlay	-	0.0%
TOTAL	\$ 595,320	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 22,186	100.0%	\$ 221,964	48.6%	\$ 233,104	41.1%
6200 Contracted Services	-	0.0%	228,137	50.0%	326,769	57.7%
6300 Supplies & Materials	-	0.0%	4,090	0.9%	6,681	1.2%
6400 Other Operating Costs	-	0.0%	2,136	0.5%	245	0.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
TOTAL	\$ 22,186	100.0%	\$ 456,327	100.0%	\$ 566,800	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.00	66.7%	2.00	50.0%	1.00	50.0%
Paraprofessional	1.00	33.3%	2.00	50.0%	1.00	50.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
TOTAL	3.00	100.0%	4.00	100.0%	2.00	100.0%

**Bilingual/ESL/LOTE - Org. # 830**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

Provide support of the Bilingual Program in the elementary schools and the ESL and LOTE Program in secondary schools, and also provides support to campuses in the proper identification and placement of students in the appropriate courses. Campus audits of student LEP records are conducted. Professional learning sessions are provided to staff. Department staff develop curriculum and assessments to support instruction. Campus visits are conducted to provide technical support and ensure fidelity to the program. The department also provides funds for supplementary staff to support instruction as well as instructional materials.

**Vision 2020 Objectives**

Create and revise curriculum guides for K-8 ESL adoption and ESOL I & II. Provide professional learning, and technical assistance to campuses as well as monitor implementation of best practices.

**Vision 2020 Initiatives & Strategies**

Conduct campus visits and provide recommendations for improvement, provide professional learning for Bilingual/ESL and content area teachers, implement summer academy for Bilingual Pre-K and Kindergarten students, provide EL support in secondary summer programs.

**Vision 2020 Performance Measurements**

Improve student performance to meet the state Performance Based Monitoring Analysis System (PBMAS) and federal targets for Annual Measurable Achievement Objectives (AMAOs).

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 2,172,467	85.8%
6200 Contracted Services	153,938	6.1%
6300 Supplies & Materials	57,689	2.3%
6400 Other Operating Costs	148,310	5.9%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 2,532,404</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 562,982	73.2%	\$ 1,762,092	83.4%	\$ 1,831,314	86.1%
6200 Contracted Services	98,066	12.7%	144,807	6.9%	139,182	6.5%
6300 Supplies & Materials	40,266	5.2%	88,794	4.2%	45,304	2.1%
6400 Other Operating Costs	67,946	8.8%	117,232	5.5%	110,168	5.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 769,261</b>	<b>100.0%</b>	<b>\$ 2,112,925</b>	<b>100.0%</b>	<b>\$ 2,125,968</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	21.40	91.5%	21.40	91.5%	20.40	91.1%
Paraprofessional	2.00	8.5%	2.00	8.5%	2.00	8.9%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>23.40</b>	<b>100.0%</b>	<b>23.40</b>	<b>100.0%</b>	<b>22.40</b>	<b>100.0%</b>

**Gifted & Talented Program - Org. # 849**  
**Budget Year 2019 - 2020**

**Vision 2020 Statement of Duties**

The mission of the San Antonio Independent School District's Gifted and Talented Education (GATE) Department is to transform potential in youth into outstanding achievement in adulthood. The district is committed to identifying and nurturing individual strengths in order to cultivate the unique intellectual and academic gifts and talents of our students.

**Vision 2020 Objectives**

To implement an identification system allowing students to demonstrate diverse talents & abilities & that matches those students with appropriate GATE services, provide an array of evidence-based GATE service options to support educational needs, strengths, & interests of identified students, provide access to curriculum & instruction appropriately modified in terms of depth, complexity, & pacing to meet the needs of identified students, provide opportunities for professional development for faculty & staff involved in the planning, creation, & delivery of services to identified students, to ensure that stakeholders (family, community, students) are aware of & have opportunities to be involved in services that are provided for GATE identified students, & to meet the goals of the Javits GT grant focused on developing an identification strategy for giftedness in the visual arts and leadership, developing & implementing a service model to meet the needs of identified students.

**Vision 2020 Initiatives & Strategies**

Testing and Universal Screening, Review of GATE Identification practices, GATE Implementation Specialists services, Enrichment Instruction/Opportunities, Cluster Grouping, Dual Language Gifted Services, District Showcase, Region 20 Cooperative, Parent Outreach & Communication.

**Vision 2020 Performance Measurements**

Increase % of student identified as gifted to 7%, Ensure demographic statistics of GATE identified students matches that of the district, provide opportunities for enrichment/advanced coursework at every campus.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 132,647	63.0%
6200 Contracted Services	19,700	9.4%
6300 Supplies & Materials	45,086	21.4%
6400 Other Operating Costs	13,000	6.2%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 210,433</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 72,908	52.6%	\$ 130,785	65.6%	\$ 131,609	67.8%
6200 Contracted Services	18,598	13.4%	5,449	2.7%	10,928	5.6%
6300 Supplies & Materials	36,054	26.0%	49,071	24.6%	36,032	18.6%
6400 Other Operating Costs	10,918	7.9%	13,977	7.0%	15,553	8.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 138,477</b>	<b>100.0%</b>	<b>\$ 199,282</b>	<b>100.0%</b>	<b>\$ 194,122</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	100.0%	1.00	100.0%	1.00	100.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>1.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>

## Family & Student Support Services - Org. # 851

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Address, and intervene in support of the well being of students by removing barriers to enrollment, attendance and academic success. The department serves as the district's federal point of contact for students experiencing homelessness and in foster care and manages school uniforms.

### Vision 2020 Objectives

- Ensure all activities for the TEHCY grant and the McKinney-Vento Homeless Education Act are appropriately administered, accomplished and accurate completion of all reports.
- Work with Technology to adapt a web based system supporting all social worker data collection pertaining to homeless and foster care youth.
- Work with TEA and Department of Family and Protective Services (DFPS) with a pilot project supporting a more accurate identification of students in foster care and providing supportive services
- Manage the district wide application process of school uniforms
- Ensuring professional development for all social workers in the district as it pertains to homeless and foster care youth.

### Vision 2020 Initiatives & Strategies

Consult with technology supporting appropriate upgrades to the online system to ensure accuracy of data. Work with TEA and DFPS to ensure a good working relationship to benefit the students in foster care. Ensure accountability of school uniform data and reports. Ensure high quality professional development as it pertains to homeless and foster care youth.

### Vision 2020 Performance Measurements

- Children in homeless situations will increase their attendance to 93.5 % for the year.
- increase the identification of students in foster care and increase services for high school students as it pertains to CCMR accountability.
- Ensure student services throughout the district through feeder and campus based social worker teams
- Make ready online applications for school uniforms

### General Fund Original Budget 2019-2020

Description	Amount	Percentage
6100 Payroll Costs	\$ 303,765	60.3%
6200 Contracted Services	30,000	6.0%
6300 Supplies & Materials	149,001	29.6%
6400 Other Operating Costs	21,000	4.2%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 503,766</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

Description	2016 - 2017	%	2017 - 2018	%	2018 - 2019	%
6100 Payroll	\$ 253,585	82.6%	\$ 262,504	84.0%	\$ 296,733	63.2%
6200 Contracted Services	17,407	5.7%	23,042	7.4%	30,971	6.6%
6300 Supplies & Materials	5,514	1.8%	6,105	2.0%	121,960	26.0%
6400 Other Operating Costs	30,350	9.9%	20,815	6.7%	19,905	4.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 306,855</b>	<b>100.0%</b>	<b>\$ 312,465</b>	<b>100.0%</b>	<b>\$ 469,569</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

Description	2017 - 2018	%	2018 - 2019	%	2019 - 2020	%
Professional	2.00	50.0%	2.00	40.0%	2.00	40.0%
Paraprofessional	2.00	50.0%	3.00	60.0%	3.00	60.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>4.00</b>	<b>100.0%</b>	<b>5.00</b>	<b>100.0%</b>	<b>5.00</b>	<b>100.0%</b>

## Adult & Community Education - Org. # 855

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

To provide English as a Second Language (ESL) classes. Adult Basic & Intermediate classes (ABE), Adult Secondary Education classes (GED), Adult Secondary Education Work Readiness classes, EL Civics classes and Adult Literacy Program as the vital components that, at no cost to the students will help adults of all ages complete their secondary education and assist in their children's education.

### Vision 2020 Objectives

To improve the quality of life of the students through adult literacy services and prepare them with the knowledge and skills necessary to compete in a global economy. Adult literacy services support lifelong learning. Educational services focus on: outcomes of college education, GED, ESL and workplace literacy related to critical thinking, effective communication, and problem solving. In addition we strive to support K-12 students through increased literacy in the home.

### Vision 2020 Initiatives & Strategies

Classes will be offered at various times and locations to meet the needs of students. Collaborations and partnerships will be developed with various agencies throughout the district to maximize funding and class offerings.

### Vision 2020 Performance Measurements

To live and work by promoting increased proficiencies in educational skills needed to enter the workforce and progress in the high performance workplace of the 21st Century. We will raise the level of literacy in the community so that adult students are work ready and family units support increased literacy in the home. We are helping to ensure that our students will have the skills necessary to function effectively in their personal and family lives, in the workplace, and in the community.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 123,233	87.5%
6200 Contracted Services	13,078	9.3%
6300 Supplies & Materials	2,150	1.5%
6400 Other Operating Costs	2,354	1.7%
6600 Capital Outlay	-	0.0%
TOTAL	<u>\$ 140,815</u>	<u>100.0%</u>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 122,355	84.0%	\$ 133,443	89.1%	\$ 247,896	94.0%
6200 Contracted Services	22,259	15.3%	14,427	9.6%	11,044	4.2%
6300 Supplies & Materials	1,021	0.7%	196	0.1%	1,483	0.6%
6400 Other Operating Costs	101	0.1%	1,713	1.1%	3,201	1.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
TOTAL	<u>\$ 145,736</u>	<u>100.0%</u>	<u>\$ 149,778</u>	<u>100.0%</u>	<u>\$ 263,625</u>	<u>100.0%</u>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	79.4%	1.00	79.4%	1.00	79.4%
Paraprofessional	0.26	20.6%	0.26	20.6%	0.26	20.6%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
TOTAL	<u>1.26</u>	<u>100.0%</u>	<u>1.26</u>	<u>100.0%</u>	<u>1.26</u>	<u>100.0%</u>

**Organizational Learning & Support Services - Org. # 856**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

Design, monitor and sustain systems that support the district, campus and the individual professional development goals of SAISD staff: Establish guidelines, codify procedures and practices, integrate technology to enhance professional learning.

**Vision 2020 Objectives**

All students will demonstrate SAISD core values as they develop college readiness skills in PK-12. Students will engage in creativity/innovation across content by reinforcing the habit of asking good questions; and accessing and analyzing information to understand more deeply as evidenced by student work, classroom walkthroughs, and curriculum-based assessments. Students will be provided with opportunities for dual-credit early college coursework as measured by dual-credit program participation.

**Vision 2020 Initiatives & Strategies**

Develop professional learning opportunities focused on innovative instructional practices that promote the use of technology tools, social media, critical questioning, problem solving skills and effective communication. Develop professional learning opportunities focused on deepening content knowledge, pedagogy and instructional leadership practices that increase student performance in reading and writing.

**Vision 2020 Performance Measurements**

To provide high quality job-embedded learning opportunities that serve to improve student achievement, foster collaboration, and build leadership capacity. Create systems of support for the effective implementation of intended learning outcomes amongst various departments district-wide by leveraging stakeholder feedback to design high quality, relevant PD.

**General Fund Original Budget 2019-2020**

	<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100	Payroll Costs	\$ 3,312,163	67.9%
6200	Contracted Services	1,487,795	30.5%
6300	Supplies & Materials	49,069	1.0%
6400	Other Operating Costs	29,750	0.6%
6600	Capital Outlay	-	0.0%
	<b>TOTAL</b>	<b>\$ 4,878,777</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 1,852,609	92.0%	\$ 2,334,501	96.8%	\$ 2,356,935	92.7%
6200 Contracted Services	76,362	3.8%	18,692	0.8%	96,001	3.8%
6300 Supplies & Materials	70,371	3.5%	51,439	2.1%	61,145	2.4%
6400 Other Operating Costs	14,510	0.7%	6,239	0.3%	27,511	1.1%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 2,013,851</b>	<b>100.0%</b>	<b>\$ 2,410,871</b>	<b>100.0%</b>	<b>\$ 2,541,592</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	31.00	96.9%	33.00	94.3%	48.00	90.6%
Paraprofessional	1.00	3.1%	2.00	5.7%	5.00	9.4%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>32.00</b>	<b>100.0%</b>	<b>35.00</b>	<b>100.0%</b>	<b>53.00</b>	<b>100.0%</b>

**Fine Arts - Org. # 858**  
**Budget Year 2019 - 2020**

**Vision 2020 Statement of Duties**

The Mission of the Fine Arts Department is to educate, challenge, and inspire our students through the fine arts, thereby enabling them to reach their artistic, creative, and expressive potential.

**Vision 2020 Objectives**

We will enable our students to attain higher levels of technical facility and artistic development in their chosen fine arts subject. Through the development of quality arts programs across the district, students will show parallel improvement and success in their personal study and academic skills.

**Vision 2020 Initiatives & Strategies**

Enhanced funding for purchase of supplies, equipment, and uniforms; Enhanced funding for UIL accompanists, Enhanced funding for maintenance of musical instruments, Enhanced funding for uniform cleaning; Additional teacher staffing allocations; Enhanced funding for central office coordinators and teacher specialist contract days; Enhanced funding for Contracted Services Instructors; The addition of a transportation budget and a professional development budget in the fine arts department; Enhanced funding for UIL related equipment; Continued funding for teacher training, and the Artist in Education and Kodaly programs.

**Vision 2020 Performance Measurements**

The Fine Arts Department will continue in the current / established direction. Student groups will show raised levels of performance as exhibited in scores from UIL and other professional / independent competitions. As reflected in the 5 Measures of Success, Fine Arts students will show higher attendance, fewer discipline referrals, and graduate at higher levels when compared with the general student population.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 567,379	22.2%
6200 Contracted Services	1,137,457	44.5%
6300 Supplies & Materials	798,762	31.2%
6400 Other Operating Costs	55,068	2.2%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 2,558,666</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 584,341	36.9%	\$ 581,885	27.5%	\$ 568,193	52.6%
6200 Contracted Services	271,320	17.1%	288,965	13.6%	111,136	10.3%
6300 Supplies & Materials	612,263	38.7%	1,109,446	52.4%	311,083	28.8%
6400 Other Operating Costs	108,982	6.9%	136,996	6.5%	66,998	6.2%
6600 Capital Outlay	6,599	0.4%	-	0.0%	21,963	2.0%
<b>TOTAL</b>	<b>\$ 1,583,505</b>	<b>100.0%</b>	<b>\$ 2,117,293</b>	<b>100.0%</b>	<b>\$ 1,079,374</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.00	40.0%	3.00	42.9%	4.00	50.0%
Paraprofessional	1.00	20.0%	2.00	28.6%	2.00	25.0%
Classified	2.00	40.0%	2.00	28.6%	2.00	25.0%
<b>TOTAL</b>	<b>5.00</b>	<b>100.0%</b>	<b>7.00</b>	<b>100.0%</b>	<b>8.00</b>	<b>100.0%</b>

## Student & Academic Support Services - Org. # 860

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Provide support services to students in order for them to be academically successful, graduate from high school, and prepare them for success in higher education. The department provides services to students in varied areas. Support is also provided to parents, campus staff and principals.

### Vision 2020 Objectives

The department addresses issues related to at-risk students. All students will be provided the opportunity to develop the academic, social, personal, and career competencies needed to prepare them for postsecondary options which includes work, military, higher education, and preparation as productive citizens and lifelong learners. Ongoing crisis support, district grief counseling, behavioral and academic intervention and support will be provided to campuses.

### Vision 2020 Initiatives & Strategies

Professional learning will be provided regarding identification of at-risk students, improvement of student attendance, STAAR, identification of homeless students, appropriate health care procedures, and development of teen parenting skills.

### Vision 2020 Performance Measurements

Continue to provide varied support services to all campuses and provide more direct services to students. Additional training for administrators and staff will be conducted. All programs will employ strategies that target at-risk students.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 432,935	35.1%
6200 Contracted Services	91,300	7.4%
6300 Supplies & Materials	700,001	56.7%
6400 Other Operating Costs	10,100	0.8%
6600 Capital Outlay	-	0.0%
TOTAL	\$ 1,234,336	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 375,786	69.7%	\$ 970,942	66.7%	\$ 495,823	89.1%
6200 Contracted Services	21,097	3.9%	141,695	9.7%	33,026	5.9%
6300 Supplies & Materials	135,441	25.1%	142,568	9.8%	21,166	3.8%
6400 Other Operating Costs	6,941	1.3%	200,276	13.8%	6,317	1.1%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
TOTAL	\$ 539,264	100.0%	\$ 1,455,481	100.0%	\$ 556,331	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.00	28.6%	3.00	42.9%	3.00	60.0%
Paraprofessional	3.00	42.9%	4.00	57.1%	2.00	40.0%
Classified	2.00	28.6%	0.00	0.0%	0.00	0.0%
TOTAL	7.00	100.0%	7.00	100.0%	5.00	100.0%



**Grants Development, Management & Monitoring - Org. # 862**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

To secure supplemental funding aligned with the mission and goals of the District and to ensure awarded projects are implemented on time and with fidelity. This is achieved by alerting departments and campuses to grant opportunities, developing quality proposals, and working collaboratively with grant awardees on implementation, including compliance and program tracking.

**Vision 2020 Objectives**

Improve overall management of funded grant projects utilizing an online grant management tool. Collaboratively develop quality proposals based on the needs of the campuses and departments.

**Vision 2020 Initiatives & Strategies**

Effective and timely communication of grant opportunities via department website and e-mail notifications. Collaborative approach to grant development and management via presentations, meetings, phone, emails and stakeholder feedback. Training on grant management database. Actively participate in district and community strategic planning.

**Vision 2020 Performance Measurements**

All grant projects will be monitored through an online grant management database. On-site quarterly check-ins with grant managers.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 314,467	90.5%
6200 Contracted Services	17,828	5.1%
6300 Supplies & Materials	11,502	3.3%
6400 Other Operating Costs	3,520	1.0%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 347,317</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 240,639	86.5%	\$ 286,454	92.8%	\$ 289,500	94.3%
6200 Contracted Services	23,538	8.5%	10,076	3.3%	6,307	2.1%
6300 Supplies & Materials	13,808	5.0%	10,060	3.3%	10,558	3.4%
6400 Other Operating Costs	284	0.1%	2,087	0.7%	686	0.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 278,268</b>	<b>100.0%</b>	<b>\$ 308,677</b>	<b>100.0%</b>	<b>\$ 307,051</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.00	66.7%	4.00	100.0%	4.00	100.0%
Paraprofessional	1.00	33.3%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>3.00</b>	<b>100.0%</b>	<b>4.00</b>	<b>100.0%</b>	<b>4.00</b>	<b>100.0%</b>

## College, Career & Military Readiness - Org. # 865

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

To support College, Career and Military Readiness activities for 6th-12th students and staff that include coordinating, supporting, scheduling and funding STEM programs, Career and Technical Education programs, Technology Applications programs, JROTC, LOTC, GEAR UP, and specialized programs like magnets, CAST, and PTECH programs.

### Vision 2020 Objectives

All students will receive quality instruction to prepare students for college, career and the military. All students will have an opportunity to fully develop their special interests, social life skills, and have an opportunity for community service learning.

### Vision 2020 Initiatives & Strategies

Programs of study will be aligned to the in-demand and living wage occupations and pathways that will include post secondary education, including military. Academic excellence will focus on certifications, dual credit, marketable skills, and academic knowledge and application.

### Vision 2020 Performance Measurements

Performance measures for programs will include completion rates, certifications, dual credit, internships, STAAR scores, access to programs for non-traditional students, career and military readiness skills, and student competitions.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 959,463	85.1%
6200 Contracted Services	55,245	4.9%
6300 Supplies & Materials	84,299	7.5%
6400 Other Operating Costs	28,995	2.6%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 1,128,002</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 511,733	78.1%	\$ 285,686	87.0%	\$ 625,962	99.2%
6200 Contracted Services	80,000	12.2%	-	0.0%	3,557	0.6%
6300 Supplies & Materials	701	0.1%	2,509	0.8%	870	0.1%
6400 Other Operating Costs	63,077	9.6%	40,328	12.3%	425	0.1%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 655,511</b>	<b>100.0%</b>	<b>\$ 328,523</b>	<b>100.0%</b>	<b>\$ 630,814</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	3.00	60.0%	6.00	66.7%	7.00	63.6%
Paraprofessional	2.00	40.0%	2.00	22.2%	3.00	27.3%
Classified	0.00	0.0%	1.00	11.1%	1.00	9.1%
<b>TOTAL</b>	<b>5.00</b>	<b>100.0%</b>	<b>9.00</b>	<b>100.0%</b>	<b>11.00</b>	<b>100.0%</b>

## Dyslexia/504 - Org. # 866

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Oversees compliance with the Rehabilitation Act of 1973 by ensuring early identification of students with disabilities and affording access to a Free Appropriate Public Education. Provides support to students with disabilities by implementing plans designed to ensure instructional support and services. Supports campuses by planning, creating, and implementing professional learning in the areas of Dyslexia, and Section 504 for legal compliance, instruction, and awareness. Promotes positive relationships with parents and the community through 504 and Dyslexia Awareness sessions and monthly newsletters. Ensures Deaf or Hard of Hearing parents have access to sign language interpreters for school meetings and events.

### Vision 2020 Objectives

- Evaluate students suspected of having a physical or mental impairment that significantly impacts a major life activity (i.e. dyslexia, ADHD, anxiety, etc.)
- Provide dyslexia services to eligible students and provide accommodations to students with disabilities
- Monitor compliance with Section 504 and Dyslexia Law including securing sign language interpreters for deaf or hard of hearing parents
- Provide targeted professional development and community outreach

### Vision 2020 Initiatives & Strategies

- Ensure a viable, rigorous, and state aligned curriculum in K-12.
- Ensure targeted professional learning in K-12.
- Ensure curriculum implementation through focused campus planning and classroom visits.
- Ensure adequate and appropriate instructional resources, materials, and books to support instruction.

### Vision 2020 Performance Measurements

85% of students will meet the state standard performance levels in Reading and Writing as measured by STAAR, EOC, and state accountability measures. 100% of students that require reading interventions will receive appropriate program support and monitoring to achieve grade level proficiency.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 1,904,931	82.6%
6200 Contracted Services	168,150	7.3%
6300 Supplies & Materials	199,230	8.6%
6400 Other Operating Costs	33,596	1.5%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 2,305,907</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 359,598	60.9%	\$ 1,209,329	77.1%	\$ 1,278,905	82.1%
6200 Contracted Services	47,739	8.1%	72,563	4.6%	81,972	5.3%
6300 Supplies & Materials	176,470	29.9%	266,955	17.0%	164,681	10.6%
6400 Other Operating Costs	6,556	1.1%	20,681	1.3%	31,435	2.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 590,363</b>	<b>100.0%</b>	<b>\$ 1,569,528</b>	<b>100.0%</b>	<b>\$ 1,556,993</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	14.00	93.3%	14.00	93.3%	24.00	96.0%
Paraprofessional	1.00	6.7%	1.00	6.7%	1.00	4.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>15.00</b>	<b>100.0%</b>	<b>15.00</b>	<b>100.0%</b>	<b>25.00</b>	<b>100.0%</b>

**Early Childhood - Org. # 868**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The overall function of the Early Childhood Education Department is to support all Pre-K teachers and teacher assistants by providing professional development, mentoring, coaching, and model teaching. The department also provides technical support to campus administrators. The results are a quality early childhood program where children are on or above grade level.

**Vision 2020 Objectives**

The vision of the Early Childhood Education Department is to prepare all SAISD children by providing them with the skills necessary to create a strong foundation for future learning and success. The department strives to ensure this by providing developmentally appropriate and high quality full day programs to all eligible three and four year-old children.

**Vision 2020 Initiatives & Strategies**

In an effort to enhance and strengthen instruction, the Pre-K 3, Pre-K 4 Focus Documents continue to be revised and refined. The Focus Documents are written at appropriate developmental levels and include all core areas. In an effort to ensure fidelity and consistent implementation, professional learning and support are also provided to teachers and teacher assistants. The department also provides guidance and support to campus administrators.

**Vision 2020 Performance Measurements**

Pre-K students will develop a strong foundation in oral language, vocabulary development, early literacy skills, numeric and math skills, social studies, science, physical development and fine arts. Alignment to the TEA Pre-K Curriculum Guidelines will strengthen assessment results.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 222,591	79.6%
6200 Contracted Services	-	0.0%
6300 Supplies & Materials	20,000	7.2%
6400 Other Operating Costs	37,000	13.2%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 279,591</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 244,814	78.4%	\$ 256,143	76.7%	\$ 231,232	75.8%
6200 Contracted Services	9,184	2.9%	1,902	0.6%	-	0.0%
6300 Supplies & Materials	5,142	1.6%	43,476	13.0%	41,401	13.6%
6400 Other Operating Costs	53,117	17.0%	32,325	9.7%	32,494	10.6%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 312,256</b>	<b>100.0%</b>	<b>\$ 333,845</b>	<b>100.0%</b>	<b>\$ 305,127</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.75	38.9%	1.25	33.3%	1.25	35.7%
Paraprofessional	2.75	61.1%	2.50	66.7%	2.25	64.3%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>4.50</b>	<b>100.0%</b>	<b>3.75</b>	<b>100.0%</b>	<b>3.50</b>	<b>100.0%</b>

## Literacy (ELAR) - Org. # 873

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

To support the overall literacy program through the implementation of the ELAR TEKS and STAAR/EOC state testing system. To accomplish this, the ELAR department provides K-12 curriculum documents, curriculum-based assessments, professional learning opportunities for content deepening, pedagogy, and leadership, and instructional resource.

### Vision 2020 Objectives

Continue to develop a comprehensive literacy program through refined curriculum and professional development. Increase fidelity of the implementation of the literacy curriculum in K-12; increase use of literacy strategies, including integrated reading and writing using the elementary and secondary instructional framework; targeted professional learning. Provide campuses with necessary resources to implement a rigorous literacy curriculum. Provide resources to update and increase the collections in classroom libraries.

### Vision 2020 Initiatives & Strategies

Provision of all necessary resources to implement the SAISD Elementary and Secondary Literacy Framework. Evaluation and alignment of SAISD literacy curriculum.

### Vision 2020 Performance Measurements

100% of ELAR teachers will be provided a guaranteed and viable curriculum and instructional resources; professional learning opportunities will be provided to 100% of ELAR teachers; 100% of Grades 3, 4, 5, 6, 7, 8, English I and II teachers will be provided curriculum-based assessments, participate in STAAR/EOC professional learning.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 414,905	37.3%
6200 Contracted Services	155,000	13.9%
6300 Supplies & Materials	539,489	48.5%
6400 Other Operating Costs	4,000	0.4%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 1,113,394</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 128,907	87.4%	\$ 124,917	92.2%	\$ 188,246	86.1%
6200 Contracted Services	5,748	3.9%	2,216	1.6%	18,052	8.3%
6300 Supplies & Materials	5,459	3.7%	4,697	3.5%	6,863	3.1%
6400 Other Operating Costs	7,387	5.0%	3,675	2.7%	5,591	2.6%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 147,501</b>	<b>100.0%</b>	<b>\$ 135,505</b>	<b>100.0%</b>	<b>\$ 218,751</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.00	100.0%	2.00	100.0%	2.00	100.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>100.0%</b>

**Social Studies - Org. # 874**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The Social Studies Department is responsible for supporting TEKS-aligned instruction in social studies classrooms throughout SAISD. This includes collaborating with teachers to write and implement a guaranteed and viable curriculum, delivering professional learning opportunities for teachers at all grade levels, providing instructional specialist support for teachers, and promoting student participation in social studies enrichment opportunities including the National History Day competition.

**Vision 2020 Objectives**

Increase student achievement as measured by the 8th grade Social Studies STAAR test and the U.S. History end-of-course exam. Increase the use of reading and writing strategies, including document-based questions, in order to build student literacy skills. Promote the implementation of the district social studies instructional framework through aligned professional development and instructional support.

**Vision 2020 Initiatives & Strategies**

Provide K-12 curriculum materials to support the implementation of TEKS aligned instruction. Increase the use of reading and writing strategies, including document-based questions, in all social studies classes in order to build literacy skills in students. Provide professional development that is aligned to best practices in social studies instruction and assessment.

**Vision 2020 Performance Measurements**

100% of K-12 Social Studies teachers have access to aligned curriculum documents and instructional resources. Provide teachers with professional development aligned to the district social studies instructional framework through a variety of different delivery methods. Continue to increase student performance in approaches, meets, and masters on the 8th grade social studies STAAR and US History EOC.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 157,023	56.7%
6200 Contracted Services	12,500	4.5%
6300 Supplies & Materials	76,700	27.7%
6400 Other Operating Costs	30,750	11.1%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 276,973</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 69,411	87.6%	\$ 119,717	89.1%	\$ 119,665	90.5%
6200 Contracted Services	2,975	3.8%	7,829	5.8%	458	0.3%
6300 Supplies & Materials	5,237	6.6%	1,169	0.9%	3,889	2.9%
6400 Other Operating Costs	1,585	2.0%	5,676	4.2%	8,272	6.3%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 79,208</b>	<b>100.0%</b>	<b>\$ 134,392</b>	<b>100.0%</b>	<b>\$ 132,283</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	100.0%	1.00	100.0%	1.00	100.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>1.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>

## Curriculum & Instruction - Org. # 875

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The main responsibility of the Curriculum, Instruction, & Assessment (C&I or CIA) department is to improve teaching and learning for students. C&I is charged with developing frameworks to outline the district's beliefs and practices regarding the creation of standards-aligned curriculum, the purpose and use of assessment, best instructional practices for delivery of daily instruction, and the key indicators for building collective efficacy through professional learning networks and coaching. The department provides continuous professional learning opportunities for both teachers, instructional support staff, and administrators aligned with research-based practices identified to support teacher and student needs.

### Vision 2020 Objectives

Increase the academic performance of students to meet the district performance objectives and state accountability measures. Provide a curriculum which is tightly aligned with college, career, and military readiness standards. Provide a progress monitoring tools through formative assessments for feedback to teachers, administrators, and students on growth.

### Vision 2020 Initiatives & Strategies

Develop, implement, and monitor a district-wide curriculum. Onboard new instructional support staff and continue the implementation of a student-centered instructional coaching model. Build programs that support equitable teaching and learning for all students. Continue to increase the quality of district professional learning. Develop assessment-capable teachers and students through clarity around learning targets.

### Vision 2020 Performance Measurements

STAAR, STAAR EOC, Curriculum-Based Assessments (CBAs), MAP, LAP-3, Fitness Gram, curriculum documents, program handbooks, legacy documents, professional learning surveys.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 265,991	24.3%
6200 Contracted Services	542,951	49.6%
6300 Supplies & Materials	282,500	25.8%
6400 Other Operating Costs	2,500	0.2%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 1,093,942</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 979,230	61.4%	\$ 1,141,744	39.7%	\$ 368,681	41.3%
6200 Contracted Services	440,662	27.6%	718,765	25.0%	494,668	55.4%
6300 Supplies & Materials	128,031	8.0%	964,789	33.6%	26,391	3.0%
6400 Other Operating Costs	48,168	3.0%	47,770	1.7%	3,754	0.4%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 1,596,092</b>	<b>100.0%</b>	<b>\$ 2,873,068</b>	<b>100.0%</b>	<b>\$ 893,493</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	4.00	44.4%	1.00	100.0%	2.00	66.7%
Paraprofessional	2.00	22.2%	0.00	0.0%	1.00	33.3%
Classified	3.00	33.3%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>9.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>	<b>3.00</b>	<b>100.0%</b>

**Office of 21st Century - Org. # 876**  
**Budget Year 2019 - 2020**

**Vision 2020 Statement of Duties**

The Office of 21st Century Learning supports the District's 5-Year Goals by connecting learners and constructing knowledge through innovative and collaborative approaches; personalized learning; creative use of digital content and authentic production of work; and transforming libraries into active learning spaces relevant to 21st Century learners.

**Vision 2020 Objectives**

Ensure that teachers and students have access to instructional materials to support daily rigorous instruction. Provide relevant and engaging professional development to leverage technology tools and software. Improve literacy and pleasure reading through access of print and digital library collections and databases.

**Vision 2020 Initiatives & Strategies**

Implement Future-Ready pathways for professional development, conduct ongoing PD for technology 1 to 1 initiatives; integrate units of study for K-5 Technology Application TEKS; coordinate K-5 STEM and technology initiatives. Implement Library standards, adaptive reading program, databases, eBooks and print collections. Manage the TIMA for textbook adoptions, IB, AP, DC, and ECHS resources. Implement Single Sign-on, comprehensive Web Management System, to facilitate access to instructional resources for teachers and students.

**Vision 2020 Performance Measurements**

Daily utilization of district print and digital instructional resources including technology tools for teaching and learning. Participation in professional development both face-to-face and virtual. Direct campus supports and cross departmental collaboration and services.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 866,945	49.5%
6200 Contracted Services	46,342	2.6%
6300 Supplies & Materials	826,566	47.2%
6400 Other Operating Costs	12,600	0.7%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 1,752,453</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 392,530	58.9%	\$ 445,334	48.6%	\$ 613,987	66.1%
6200 Contracted Services	23,035	3.5%	80,948	8.8%	18,090	1.9%
6300 Supplies & Materials	244,338	36.6%	372,282	40.7%	288,001	31.0%
6400 Other Operating Costs	6,874	1.0%	17,120	1.9%	8,712	0.9%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 666,777</b>	<b>100.0%</b>	<b>\$ 915,684</b>	<b>100.0%</b>	<b>\$ 928,789</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	4.00	66.7%	7.00	87.5%	8.00	80.0%
Paraprofessional	2.00	33.3%	1.00	12.5%	2.00	20.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>6.00</b>	<b>100.0%</b>	<b>8.00</b>	<b>100.0%</b>	<b>10.00</b>	<b>100.0%</b>



## Advanced Academics & Post-Secondary Access - Org. # 878

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The Advanced Academics & Postsecondary Initiatives (Awareness, Readiness, Access & Success) Dept coordinates the Advanced Placement (AP), Advancement Via Individual Determination (AVID), Dual Credit (DC), Gifted & Talented Education (GATE), World Language, Middle School Partners & Student Support/Online Learning, and postsecondary awareness, readiness, access & success programs. Programs are offered to all students to attain the 80-50-10 vision for all SAISD graduates. The department offers opportunities for teachers to develop increased capacity for providing engaging, rigorous and differentiated learning for their students.

### Vision 2020 Objectives

Increase student participation/achievement on AP exams, increase student performance at college readiness criterion on PSAT/SAT/ACT & TSI, meet college readiness benchmark for GPA, increase # of students participating in and successfully completing dual credit courses, increase # of students earning performance acknowledgements, reduce # of overage, undercredited students to increase on time graduation rates, increase # of students accepted to & matriculating into best match/best fit postsecondary choices.

### Vision 2020 Initiatives & Strategies

Increase # of students participating in & meeting criteria on AP exams including the Spanish Language exam. Increase # of students earning the Biliteracy/Bilingual Performance Acknowledgement. Identify and nurture potential and talent in students who demonstrate above average ability by providing opportunities for participation in challenging curriculum and enrichment experiences. Implement the Javits GT grant to develop new strategies for identifying & providing service to students with gifted potential in visual arts or leadership. Increase dual credit offerings at each campus through partnerships with Alamo Colleges, UTSA & UT Austin. Develop & implement a comprehensive/aligned postsecondary college readiness framework K - 12 using tools including Naviance, the AVID college readiness framework, Khan Academy & other locally developed strategies & activities. Develop/ enhance counselor capacity to lead advising activities on secondary campuses by building capacity with teachers to use college readiness & access information/tools. Develop the Grad Coach position at TIF campuses to support reduction of overage/undercredited students & proactively work to monitor students meeting "on track" criteria. Develop & monitor use of Edgenuity for credit repair, retrieval, & acceleration. Align college access activities with campus postsecondary teams to meet access targets. Develop partnerships with top 20 colleges & universities selected by SAISD students to provide preferential admissions, potential scholarships & retention/completion support. Track graduates from Classes of 2018 - 2019 for matriculation & retention using Naviance & Qualtrics.

### Vision 2020 Performance Measurements

Number of AVID students meeting/exceeding advanced course participation, STAAR/EOC scores at the meets/masters level & 3.0+ GPA. Increase Advanced Placement scores by 5%. Increase the percentage of trained/experience/retained AP teachers by 10%. Increase number of identified GT students to meet or exceed 7% and to match district demographics. Increase the average SAT/ACT scores to meet the college readiness benchmark score of 1010 &/or 23 composite. 80% college acceptance, 50% acceptance to 4 year colleges, & 10% acceptance to top tier universities. 80% FAFSA completion. Increase numbers of students earning at least 6 hours of dual credit by 5%. Reduce the number of overage, undercredited students by 25%. 10 new/continuing college/university partnerships. 60% college matriculation/retention for all C/O 2018 - 2019 admitted students. 60% secondary students meet/exceed 3.0 GPA.

### General Fund Original Budget 2019-2020

	<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100	Payroll Costs	\$ 1,468,962	45.9%
6200	Contracted Services	686,300	21.4%
6300	Supplies & Materials	487,500	15.2%
6400	Other Operating Costs	557,500	17.4%
6600	Capital Outlay	-	0.0%
	TOTAL	\$ 3,200,262	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

	<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100	Payroll	\$ 431,631	83.9%	\$ 626,730	72.7%	\$ 1,143,475	77.9%
6200	Contracted Services	8,187	1.6%	112,374	13.0%	83,529	5.7%
6300	Supplies & Materials	11,902	2.3%	36,858	4.3%	41,892	2.9%
6400	Other Operating Costs	62,759	12.2%	86,173	10.0%	199,396	13.6%
6600	Capital Outlay	-	0.0%	-	0.0%	-	0.0%
	TOTAL	\$ 514,479	100.0%	\$ 862,135	100.0%	\$ 1,468,292	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

	<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
	Professional	6.00	100.0%	9.00	81.8%	9.00	69.2%
	Paraprofessional	0.00	0.0%	2.00	18.2%	4.00	30.8%
	Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
	TOTAL	6.00	100.0%	11.00	100.0%	13.00	100.0%

**Mathematics - Org. # 880**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The math department is developing a K-12 curriculum aligned to the TEKS and is providing; curriculum-based assessments, professional learning opportunities for content deepening, pedagogy, and leadership; and instructional resources.

**Vision 2020 Objectives**

Increase fidelity of the implementation of the math curriculum in K-12 to meet college, career, and military readiness expectations; increase use of literacy strategies, investigations and technology in K-12 classrooms; use of LEP and Special Education instructional strategies for daily instruction; launching of the new math curriculum; increased use of models and vocabulary practices; targeted professional learning; implementation of a new course sequence.

**Vision 2020 Initiatives & Strategies**

Professional development for curriculum writers to develop a quality curriculum District wide professional development on effective teaching strategies. District-wide expectation of implementation of the curriculum and math initiatives. District wide lesson development using the math framework. District wide expectation of quality teaching including the integration of best practices (differentiation, pre-AP, language support, literacy, and technology) into curriculum development and professional learning. Communicate effectively with asst. superintendents, principals, and teachers.

**Vision 2020 Performance Measurements**

Implementation of the Math Instructional Framework, process standards, and problem solving process as evidenced through learning walks, student work. 100% of 3-8, and Algebra I teachers will be provided curriculum-based assessments, participate in STAAR/EOC professional learning. Utilize MAP data in grades K-8 to measure growth.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 201,711	16.7%
6200 Contracted Services	511,167	42.3%
6300 Supplies & Materials	492,919	40.8%
6400 Other Operating Costs	3,000	0.2%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 1,208,797</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 19,998	84.0%	\$ 110,692	96.1%	\$ 193,870	83.3%
6200 Contracted Services	1,000	4.2%	894	0.8%	4,394	1.9%
6300 Supplies & Materials	1,833	7.7%	645	0.6%	19,786	8.5%
6400 Other Operating Costs	964	4.1%	2,949	2.6%	14,552	6.3%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 23,795</b>	<b>100.0%</b>	<b>\$ 115,180</b>	<b>100.0%</b>	<b>\$ 232,602</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	100.0%	2.00	100.0%	2.00	100.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>1.00</b>	<b>100.0%</b>	<b>2.00</b>	<b>0.0%</b>	<b>2.00</b>	<b>100.0%</b>

**Science - Org. # 881**  
**Budget Year 2019 - 2020**

**Vision 2020 Statement of Duties**

To support the overall science program through the implementation of the science TEKS and STAAR/EOC state testing system. To accomplish this, the science department provides K-12 curriculum documents, curriculum-based assessments, professional learning opportunities for content deepening, pedagogy, and leadership; instructional resources, living materials, student study aids, and ensures state program requirements for labs, lab equipment and safety are met.

**Vision 2020 Objectives**

Increase fidelity of the implementation of the science curriculum in K-12; increase use of literacy strategies, investigations and technology in K-12 classrooms; use of LEP and Special Education instructional strategies for daily instruction; launching of the new science curriculum; increased use of models and vocabulary practices; targeted professional learning; implementation of a new course sequence.

**Vision 2020 Initiatives & Strategies**

Professional development for the district specialists and writers to develop and deliver quality curriculum and professional development. District wide expectation of quality teaching including the integration of best practices (differentiation, pre-AP, language support, literacy, and technology) into curriculum development and professional learning. Provide effective communication with asst. superintendents, principals, and teachers.

**Vision 2020 Performance Measurements**

100% of science will be provided a guaranteed and viable curriculum and instructional resources; 100% of 5, 8, and Biology teachers will be provided curriculum-based assessments, participate in STAAR/EOC professional learning; classrooms will have the basic science tools, literacy materials, and consumables to conduct instruction.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 114,678	40.5%
6200 Contracted Services	132,000	46.7%
6300 Supplies & Materials	35,170	12.4%
6400 Other Operating Costs	1,000	0.4%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 282,848</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 18,286	16.8%	\$ 115,263	57.5%	\$ 113,812	59.7%
6200 Contracted Services	73,573	67.7%	70,769	35.3%	69,647	36.5%
6300 Supplies & Materials	15,934	14.7%	12,069	6.0%	3,889	2.0%
6400 Other Operating Costs	925	0.9%	2,461	1.2%	3,335	1.7%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 108,719</b>	<b>100.0%</b>	<b>\$ 200,562</b>	<b>100.0%</b>	<b>\$ 190,681</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	0.50	33.3%	1.00	100.0%	1.00	100.0%
Paraprofessional	1.00	66.7%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>1.50</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>	<b>1.00</b>	<b>100.0%</b>

**Health/PE, Safe & Drug Free Schools - Org. # 883**  
 Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The Health and Physical Education Department oversees District wide health instruction and physical education, in addition to community partnerships that enhance efforts in both those areas. The department seeks to develop the mind, body and spirit to increase the academic performance of our students; while supporting a positive and active lifestyle to continuously help decrease the obesity rate.

**Vision 2020 Objectives**

Promoting aerobic and anaerobic activities to increase student Healthy Fitness Zones (HFZ) and decrease the obesity rate district wide.

**Vision 2020 Initiatives & Strategies**

Increasing the activity times in our curriculum guides to more than 50% according to national standards of the class time. Monitor and analyze students beginning, middle, and end of the year FitnessGram scores. Promote Family fitness participation through partnerships such as: Zumba, GOKids Challenge, Kids Rock, and IPlay, .

**Vision 2020 Performance Measurements**

To ensure that Moderate to Vigorous Physical Activity is implemented in Physical Education class for 50% of class as required in SB891. To measure student performance in Fitnessgram three times a year (Beginning, Middle, and End).

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 303,947	100.0%
6200 Contracted Services	-	0.0%
6300 Supplies & Materials	-	0.0%
6400 Other Operating Costs	-	0.0%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 303,947</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 313,420	80.8%	\$ 428,044	64.1%	\$ 359,597	88.9%
6200 Contracted Services	47,724	12.3%	52,010	7.8%	8,229	2.0%
6300 Supplies & Materials	23,751	6.1%	176,176	26.4%	32,769	8.1%
6400 Other Operating Costs	3,208	0.8%	11,830	1.8%	4,104	1.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 388,103</b>	<b>100.0%</b>	<b>\$ 668,060</b>	<b>100.0%</b>	<b>\$ 404,700</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	4.00	80.0%	3.00	75.0%	3.00	75.0%
Paraprofessional	1.00	20.0%	1.00	25.0%	1.00	25.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>5.00</b>	<b>100.0%</b>	<b>4.00</b>	<b>100.0%</b>	<b>4.00</b>	<b>100.0%</b>

## Special Education - Org. # 886

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Special Education is an integral part of the total educational program which ensures all eligible students receive a free appropriate public education. This inclusive philosophy endorses the concepts that:

- Students with disabilities will be educated with their non-disabled peers to the greatest extent possible within the Least Restrictive Environment (LRE).
- All students, regardless of disabilities will be provided access to the general curriculum in accordance to their individual needs.

### Vision 2020 Objectives

- Program compliance guidelines will support student instruction and achievement.
- Continue to provide a full continuum of special education services.
- Actively promote parent education, training and participation.

### Vision 2020 Initiatives & Strategies

- Provide continuum of services in Least Restrictive Environment (LRE).
- Provide specially designed instruction and alternative learning curriculum.
- Provide instructional and behavioral supports and related services.

### Vision 2020 Performance Measurements

- Increase students performance on state mandated assessments.
- Increase students progress toward mastery of Individual Education Plan (IEP) goals.
- Increase number of students transitioning to Least Restrictive Environment (LRE).

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 4,060,130	98.6%
6200 Contracted Services	4,818	0.1%
6300 Supplies & Materials	45,542	1.1%
6400 Other Operating Costs	7,100	0.2%
6600 Capital Outlay	-	0.0%
TOTAL	\$ 4,117,590	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 3,322,493	98.4%	\$ 3,539,536	98.7%	\$ 3,509,837	98.7%
6200 Contracted Services	13,713	0.4%	11,145	0.3%	12,930	0.4%
6300 Supplies & Materials	30,280	0.9%	28,939	0.8%	24,396	0.7%
6400 Other Operating Costs	10,603	0.3%	7,515	0.2%	7,415	0.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
TOTAL	\$ 3,377,089	100.0%	\$ 3,587,135	100.0%	\$ 3,554,578	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	42.00	79.2%	40.00	78.4%	44.00	80.0%
Paraprofessional	10.00	18.9%	10.00	19.6%	10.00	18.2%
Classified	1.00	1.9%	1.00	2.0%	1.00	1.8%
TOTAL	53.00	100.0%	51.00	100.0%	55.00	100.0%

**School Age Parenting Program - Org. # 888**  
 Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The School Age Parenting Program offers integrated programs of educational and support services designed to improve school attendance, reduce dropouts, increase high school graduation rates, and enhance parenting skills for students who are pregnant or parents (male or female) and at risk of dropping out of school.

**Vision 2020 Objectives**

Deploy district social workers to provide necessary services and follow up to ensure students are provided every opportunity to stay in school. To provide childcare services to school age parents in the district and ensure staff are provided with professional staff development to provide the best services.

**Vision 2020 Initiatives & Strategies**

Provide necessary staff to achieve goals and objectives, work with community agencies to support our teen pregnant and parenting population, provide flexible scheduling to meet student needs, and maintain the highest standards for on-site childcare services.

**Vision 2020 Performance Measurements**

Intended outcomes include but not limited to: increase high school graduation rate, reduce the dropout rate, improve school attendance, provide parenting and child development classes and provide materials to increase coping skills with the on-going relationship issues faced by school-aged parents to include reducing the incidence of repeat births.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 314,554	71.5%
6200 Contracted Services	40,000	9.1%
6300 Supplies & Materials	23,000	5.2%
6400 Other Operating Costs	62,200	14.1%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 439,754</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 535,379	74.6%	\$ 558,812	76.4%	\$ 425,919	81.6%
6200 Contracted Services	112,026	15.6%	91,686	12.5%	27,309	5.2%
6300 Supplies & Materials	21,656	3.0%	33,413	4.6%	22,124	4.2%
6400 Other Operating Costs	48,609	6.8%	47,786	6.5%	46,617	8.9%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 717,669</b>	<b>100.0%</b>	<b>\$ 731,698</b>	<b>100.0%</b>	<b>\$ 521,969</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	6.00	75.0%	6.00	75.0%	3.00	60.0%
Paraprofessional	2.00	25.0%	2.00	25.0%	2.00	40.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>8.00</b>	<b>100.0%</b>	<b>8.00</b>	<b>100.0%</b>	<b>5.00</b>	<b>100.0%</b>

**Athletics - Org. # 889**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

To provide competitive athletics to all SAISD middle and high school students while at the same time emphasizing the importance of academics. To prepare our athletes for success in higher education while providing them with life-learning experiences. To create an Athletics Department that provides our coaches and student-athletes with the resources and opportunities needed to be successful at the highest possible level.

**Vision 2020 Objectives**

To continue to provide a program of competitive athletics for students in Grades 7-12 at ten high schools, 12 middle schools, and twenty academies. To offer competition in 14 sports for boys and girls at the high school level and eight sports for boys and girls at the middle school level.

**Vision 2020 Initiatives & Strategies**

The Athletic Department will continue to provide support and services for the athletic programs at the schools, such as equipment, supplies, transportation, officials, maintenance of competition and practice fields, communication between staff, school administration, community and the Athletic Office.

**Vision 2020 Performance Measurements**

In implementing our goals, our primary vision is to develop responsible, productive and caring members of our society through the use of competition, instruction, and academic means.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 2,206,099	49.8%
6200 Contracted Services	1,026,530	23.2%
6300 Supplies & Materials	687,499	15.5%
6400 Other Operating Costs	506,425	11.4%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 4,426,553</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 2,148,379	58.3%	\$ 2,276,460	65.7%	\$ 2,264,366	61.7%
6200 Contracted Services	799,925	21.7%	845,930	24.4%	975,788	26.6%
6300 Supplies & Materials	205,909	5.6%	196,121	5.7%	268,532	7.3%
6400 Other Operating Costs	516,228	14.0%	146,790	4.2%	126,242	3.4%
6600 Capital Outlay	11,500	0.3%	-	0.0%	33,182	0.9%
<b>TOTAL</b>	<b>\$ 3,681,940</b>	<b>100.0%</b>	<b>\$ 3,465,300</b>	<b>100.0%</b>	<b>\$ 3,668,110</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	12.00	46.2%	12.00	46.2%	11.00	44.0%
Paraprofessional	5.00	19.2%	5.00	19.2%	5.00	20.0%
Classified	9.00	34.6%	9.00	34.6%	9.00	36.0%
<b>TOTAL</b>	<b>26.00</b>	<b>100.0%</b>	<b>26.00</b>	<b>100.0%</b>	<b>25.00</b>	<b>100.0%</b>

**SAISD Learning Center (Day Care) - Org. # 948**  
 Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

Assist in dropout prevention by providing services for pregnant and parenting students that attend SAISD schools. One of the main barriers that cause students to leave school is lack of childcare services for the baby (ies). The SAISD Learning Center provides on-site services for those students that primarily Cooper Academy and will serve any teen parent enrolled in an SAISD school.

**Vision 2020 Objectives**

Offer integrated programs of educational and support services designed to improve school attendance, reduce dropouts, increase high school graduation rates, and enhance parenting skills for students who are pregnant or parents (male or female) and at risk of dropping out of school.

**Vision 2020 Initiatives & Strategies**

Observing and monitoring services to include but are not limited: educational support, child development, parenting and home and family living skills, individual and career counseling, self help programs, job-readiness training, health services, transportation, child care, schedule modifications, case management.

**Vision 2020 Performance Measurements**

Increase high school graduation rate, reduce the dropout rate, improve school attendance, provide parenting and child development classes and provide materials to increase coping skills with the on-going relationship issues faced by school-aged parents to include reducing the incidence of repeat births. Ensure School Age Parenting participants are provided instruction that prepares school age parent participants for the bustling world of post-secondary.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 307,927	94.6%
6200 Contracted Services	200	0.1%
6300 Supplies & Materials	14,000	4.3%
6400 Other Operating Costs	3,500	1.1%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 325,627</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 283,862	94.8%	\$ 310,991	92.7%	\$ 274,110	91.8%
6200 Contracted Services	1,126	0.4%	1,167	0.3%	1,889	0.6%
6300 Supplies & Materials	13,892	4.6%	22,466	6.7%	21,781	7.3%
6400 Other Operating Costs	572	0.2%	928	0.3%	713	0.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 299,452</b>	<b>100.0%</b>	<b>\$ 335,552</b>	<b>100.0%</b>	<b>\$ 298,493</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.00	16.7%	2.00	22.2%	2.00	22.2%
Paraprofessional	10.00	83.3%	7.00	77.8%	7.00	77.8%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>12.00</b>	<b>100.0%</b>	<b>9.00</b>	<b>100.0%</b>	<b>9.00</b>	<b>100.0%</b>



# Operations Division



**Operations - Org. # 808**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The District Operations Services Division oversees several areas providing key support in Child Nutrition Services, Construction & Development Services, Facilities Services, Procurement Services, and Transportation Services.

**Vision 2020 Objectives**

The Operations Services Division's objective is to deliver excellent customer service through responsiveness, continuous improvement, and accountability in service to the instructional core.

**Vision 2020 Initiatives & Strategies**

Departments under the supervision of the Operations Services Division have noted numerous initiatives for the 2019-2020 school year, and details can be found in the subsequent pages of this section which represent each major department.

**Vision 2020 Performance Measurements**

Performance measurements are detailed on subsequent department pages, and include such measurements as minimizing school bus ride time, optimizing route efficiency, increasing recycling, reducing utility costs, demonstrating high levels of customer service, and more.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 382,838	96.5%
6200 Contracted Services	2,500	0.6%
6300 Supplies & Materials	2,000	0.5%
6400 Other Operating Costs	9,500	2.4%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 396,838</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 55,058	100.0%	\$ 264,758	95.0%	\$ 381,607	96.1%
6200 Contracted Services	-	0.0%	20	0.0%	20	0.0%
6300 Supplies & Materials	-	0.0%	3,338	1.2%	3,339	0.8%
6400 Other Operating Costs	-	0.0%	10,654	3.8%	11,931	3.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 55,058</b>	<b>100.0%</b>	<b>\$ 278,770</b>	<b>100.0%</b>	<b>\$ 396,898</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	1.00	50.0%	2.25	75.0%	2.25	75.0%
Paraprofessional	1.00	50.0%	0.75	25.0%	0.75	25.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>2.00</b>	<b>100.0%</b>	<b>3.00</b>	<b>100.0%</b>	<b>3.00</b>	<b>100.0%</b>

**Procurement Services - Org. # 743**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

Process District-wide department/campus level automated requisitions for purchase of goods, services, including construction, within a 5-7 day turnaround. Serve as the District's designee for all procurement related matters, including the issuance, e-commerce posting, advertisement, evaluation, Board approval.

**Vision 2020 Objectives**

To ensure assigned personnel are properly trained and equipped, utilizing technology and e-procurement tools i.e. iTCCS, Bonfire, to meet and/or exceed District-wide logistical requirements maximizing cost savings/cost containment efforts in support of the District Goals and Core Values.

**Vision 2020 Initiatives & Strategies**

Promote and utilize effective financial management aligned to the department's goals and objectives in support of the District at large, observing strategic sourcing, spend management and spend analysis to drive overall "best value" cost savings/cost containment, optimal procurement performance and operational excellence in supply management.

**Vision 2020 Performance Measurements**

To proactively employ observable and measurable strategies within each of Procurement's functional areas i.e. Purchasing, E-Procurement, Business Diversity, and Contract Management. This effort will encompass performance tracking, comparative spend/value analysis and compliance in an effort to increase innovative solutions, volume discounts/rebates, negotiate more favorable contract terms and conditions, reduce "paper-based" processes, and ensure timely reporting through consistent use of available systems.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 755,916	88.9%
6200 Contracted Services	38,957	4.6%
6300 Supplies & Materials	32,178	3.8%
6400 Other Operating Costs	23,684	2.8%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 850,735</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 827,540	89.4%	\$ 699,015	90.6%	\$ 575,033	91.0%
6200 Contracted Services	39,479	4.3%	18,645	2.4%	10,987	1.7%
6300 Supplies & Materials	31,262	3.4%	33,002	4.3%	31,814	5.0%
6400 Other Operating Costs	27,381	3.0%	20,670	2.7%	14,108	2.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 925,661</b>	<b>100.0%</b>	<b>\$ 771,332</b>	<b>100.0%</b>	<b>\$ 631,943</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	5.00	31.3%	4.00	26.2%	4.00	32.7%
Paraprofessional	7.00	43.8%	7.25	47.5%	8.25	67.3%
Classified	4.00	25.0%	4.00	26.2%	0.00	0.0%
<b>TOTAL</b>	<b>16.00</b>	<b>100.0%</b>	<b>15.25</b>	<b>100.0%</b>	<b>12.25</b>	<b>100.0%</b>

## Transportation - Org. # 885

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Transportation Services mission is to deliver students safely to their destinations on time and in a frame of mind ready to learn. These services include home-to-school bus routes, special programs, extracurricular field trips, Head Start, and athletic events. Vehicle Maintenance services include the maintenance and repair of school buses and district fleet vehicles.

### Vision 2020 Objectives

A continuation of greening the school bus fleet through the addition of propane. Leveraged technology to enhance customer service will also continue. And finally, enhance the school bus communication system to increase safety and security.

### Vision 2020 Initiatives & Strategies

Securing grants to supplement school bus capital purchases will continue. In addition, the rollout of the parent school bus tracking app and badge notification system will enhance customer service and school bus safety. And finally, a grant will fund the school bus communication system which will link all buses to every campus and police vehicle.

### Vision 2020 Performance Measurements

Key performance measurements include on-time performance, accidents, and route efficiencies versus student ridership.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 10,974,142	86.0%
6200 Contracted Services	355,029	2.8%
6300 Supplies & Materials	1,318,001	10.3%
6400 Other Operating Costs	(1,035,016)	-8.1%
6600 Capital Outlay	1,150,000	9.0%
TOTAL	<u>\$ 12,762,156</u>	<u>100.0%</u>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$10,207,643	93.7%	\$10,737,190	92.9%	\$ 9,884,068	93.1%
6200 Contracted Services	301,275	2.8%	294,909	2.6%	257,142	2.4%
6300 Supplies & Materials	1,424,202	13.1%	1,632,199	14.1%	1,612,463	15.2%
6400 Other Operating Costs	(1,036,141)	-9.5%	(1,111,489)	-9.6%	(1,144,068)	-10.8%
6600 Capital Outlay	-	0.0%	-	0.0%	9,995	0.1%
TOTAL	<u>\$10,896,979</u>	<u>100.0%</u>	<u>\$11,552,808</u>	<u>100.0%</u>	<u>\$10,619,600</u>	<u>100.0%</u>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	5.00	1.4%	6.00	1.7%	6.00	1.7%
Paraprofessional	11.00	3.1%	12.00	3.4%	12.00	3.4%
Classified	339.00	95.5%	338.00	94.9%	338.00	94.9%
TOTAL	<u>355.00</u>	<u>100.0%</u>	<u>356.00</u>	<u>100.0%</u>	<u>356.00</u>	<u>100.0%</u>

**Child Nutrition Services - Org. # 887**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The SAISD Child Nutrition Services Department enhances the learning and health of students by nourishing their bodies and minds through the availability of healthy, nutritious and appetizing meals. This standard of excellence and variety of programs offered enables the Department to support the academic core by improving student outcomes, attendance, and behavior.

**Vision 2020 Objectives**

The Child Nutrition Services Department plans to ensure fiscal responsibility by remaining self-sufficient and independent of the general fund.

**Vision 2020 Initiatives & Strategies**

The Child Nutrition Services Department will continuously improve the quality of food choices offered to San Antonio ISD students and maintain participation rates above the national standards.

**Vision 2020 Performance Measurements**

The Child Nutrition Services Department has put in place key performance indicators to monitor primary areas of the operation, to include: Meals per labor hour, food cost, student participation and inventory data.

**General Fund Original Budget 2019-2020**

	<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100	Payroll Costs	\$ 260,474	51.1%
6200	Contracted Services	12,776	2.5%
6300	Supplies & Materials	227,252	44.6%
6400	Other Operating Costs	9,054	1.8%
6600	Capital Outlay	-	0.0%
	<b>TOTAL</b>	<b>\$ 509,556</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 236,383	50.9%	\$ 241,497	56.6%	\$ 225,536	56.6%
6200 Contracted Services	26,303	5.7%	9,616	2.3%	1,204	0.3%
6300 Supplies & Materials	195,974	42.2%	169,958	39.8%	165,264	41.5%
6400 Other Operating Costs	5,411	1.2%	5,905	1.4%	6,523	1.6%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 464,071</b>	<b>100.0%</b>	<b>\$ 426,977</b>	<b>100.0%</b>	<b>\$ 398,527</b>	<b>100.0%</b>

**All Funds Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	26.00	29.5%	26.00	30.2%	26.00	29.5%
Paraprofessional	15.00	17.0%	15.00	17.4%	14.00	15.9%
Classified	47.00	53.4%	45.00	52.3%	48.00	54.5%
<b>TOTAL</b>	<b>88.00</b>	<b>100.0%</b>	<b>86.00</b>	<b>100.0%</b>	<b>88.00</b>	<b>100.0%</b>

**Plant Services - Org. # 930**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The Facilities Services Department is responsible for the maintenance of the physical plant of all schools and support facilities utilizing a computerized work order system, a radio dispatch center, a clerical staff, a vehicle fleet of vans, trucks and utility vehicles and various heavy equipment and construction equipment. The Department is comprised of various technical and trade work groups that address emergency and routine repairs, preventive maintenance as well as rehabilitation, retrofit and /or replacement of various building components and systems.

**Vision 2020 Objectives**

Maintain and repair campuses within budget and applicable building codes; Develop employees in technical, leadership, communications and customer service aspects of our mission; Develop and implement programs to provide efficiency; Develop programs that will save money.

**Vision 2020 Initiatives & Strategies**

Track leading indicators related to attendance, budget, staff development, customer service, care of equipment and shop productivity; Maintain close liaison with City and regulatory agencies to assure compliance with applicable codes; Utilize priority-oriented budget/service criteria.

**Vision 2020 Performance Measurements**

Funds will be used for the most needed repairs; Safety and Code issues will receive highest priority; Staff will be prepared for addressing unique problems, new needs of the District; Metrics will help manage progress towards goals/objectives; Those we serve will sense we have demonstrated prompt, polite professional service.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 858,384	48.0%
6200 Contracted Services	124,000	6.9%
6300 Supplies & Materials	300,000	16.8%
6400 Other Operating Costs	5,040	0.3%
6600 Capital Outlay	500,000	28.0%
<b>TOTAL</b>	<b>\$ 1,787,424</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 643,451	23.0%	\$ 722,990	31.9%	\$ 749,293	64.9%
6200 Contracted Services	1,100,281	39.3%	1,005,026	44.4%	62,473	5.4%
6300 Supplies & Materials	427,586	15.3%	432,293	19.1%	340,911	29.5%
6400 Other Operating Costs	15,039	0.5%	18,753	0.8%	2,710	0.2%
6600 Capital Outlay	611,765	21.9%	85,149	3.8%	-	0.0%
<b>TOTAL</b>	<b>\$ 2,798,121</b>	<b>100.0%</b>	<b>\$ 2,264,211</b>	<b>100.0%</b>	<b>\$ 1,155,387</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	2.50	16.1%	3.00	18.8%	2.75	17.5%
Paraprofessional	5.00	32.3%	5.00	31.3%	5.00	31.7%
Classified	8.00	51.6%	8.00	50.0%	8.00	50.8%
<b>TOTAL</b>	<b>15.50</b>	<b>100.0%</b>	<b>16.00</b>	<b>100.0%</b>	<b>15.75</b>	<b>100.0%</b>

**PS Custodial Services - Org. # 932**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The Custodial and Grounds Department provides technical expertise and support to ensure all SAISD facilities are clean, safe and properly maintained utilizing a staff of Custodial Supervisors, radio dispatch center, and clerical staff, and a vehicle fleet of vans, trucks, utility vehicles and various grounds and landscape maintenance equipment. Five area supervisors oversee the daily operations for the four areas in the District. Centralized custodial staff receive cleaning assistance and absence augmentation by using custodians assigned to this department. The department also oversees the District-wide pest control in adherence to the State Integrated Pest Management guidelines.

**Vision 2020 Objectives**

Maintain well-groomed, safe grounds. Use safe, effective preventive methods, and provide timely response, to reduce/eliminate pest problems. Reduce the annual budget by developing effective money saving strategies that provide efficient services to all District campuses at a reduced cost.

**Vision 2020 Initiatives & Strategies**

Continue to develop a well equipped, properly trained, motivated staff of sufficient size and composition to fulfill our objectives. Refine simple, measurable, comprehensive inspections that identify the level of cleanliness of our facilities. Improve efficiency without compromising the environment.

**Vision 2020 Performance Measurements**

Increase garbage recycling capabilities, reduce garbage collection costs, and reduce the amount of garbage that goes to a City landfill. Clean facilities and maintenance all campus grounds.

**General Fund Original Budget 2019-2020**

	<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100	Payroll Costs	\$ 4,107,134	68.5%
6200	Contracted Services	511,600	8.5%
6300	Supplies & Materials	1,375,816	22.9%
6400	Other Operating Costs	4,500	0.1%
6600	Capital Outlay	-	0.0%
	<b>TOTAL</b>	<b>\$ 5,999,050</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 4,164,787	63.9%	\$ 4,393,002	65.4%	\$ 4,484,444	82.8%
6200 Contracted Services	735,798	11.3%	658,080	9.8%	705,239	13.0%
6300 Supplies & Materials	1,615,683	24.8%	1,655,555	24.6%	220,844	4.1%
6400 Other Operating Costs	920	0.0%	3,558	0.1%	2,906	0.1%
6600 Capital Outlay	-	0.0%	7,407	0.1%	-	0.0%
<b>TOTAL</b>	<b>\$ 6,517,188</b>	<b>100.0%</b>	<b>\$ 6,717,601</b>	<b>100.0%</b>	<b>\$ 5,413,434</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	9.00	7.7%	10.00	10.1%	11.00	11.8%
Paraprofessional	2.00	1.7%	2.00	2.0%	2.00	2.2%
Classified	106.00	90.6%	87.00	87.9%	80.00	86.0%
<b>TOTAL</b>	<b>117.00</b>	<b>100.0%</b>	<b>99.00</b>	<b>100.0%</b>	<b>93.00</b>	<b>100.0%</b>

## PS Facilities Maintenance - Org. # 933

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The Plant Maintenance Department is comprised of various trade work groups that address emergency and routine repairs, as well as rehabilitation, retrofit and /or replacement of various building components and systems. The work groups managed under this department are: Carpentry, Painting, Roofing, Heavy Construction, Mill Shop and Warehouse.

### Vision 2020 Objectives

To maintain building structures, site, building envelope components. Carpentry: continue to assist various campuses and departments with District initiatives (Whiteboards). Shades & Stage: provide necessary services (fixing of blinds, stage curtains, etc.) that may be considered obsolete and increased costs for contracted services. Heavy Construction/Masonry/Welding/Fencing: maintain and build district parking lots, fencing, playgrounds, and provide welding and masonry services as needed. Roofing: inspect, repair, and implement and perform preventive maintenance on roof systems. Painting: provide services to assist other departments with District initiatives (Technology light house), parking lot striping, touch-ups, and major painting projects. Warehouse: provide customer service to all technicians and craftsman with providing inventory. Provide delivery and pickup services to various district schools and departments with surplus removal and auctioning of surplus items.

### Vision 2020 Initiatives & Strategies

Prioritize replacement of wooden windows so Deferred Funds can be utilized elsewhere in the District; extend the life of roof systems by applying sealant coatings as a preventive maintenance measure. Utilize materials-issuance practices that have resulted in highly-favorable reporting by the Internal Auditing Department.

### Vision 2020 Performance Measurements

Safety and Code issues will receive highest priority, funds will be used for the most needed repairs.

### General Fund Original Budget 2019-2020

	<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100	Payroll Costs	\$ 3,574,739	88.4%
6200	Contracted Services	80,000	2.0%
6300	Supplies & Materials	387,000	9.6%
6400	Other Operating Costs	-	0.0%
6600	Capital Outlay	-	0.0%
	TOTAL	\$ 4,041,739	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

	<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100	Payroll	\$ 3,009,013	81.7%	\$ 2,832,724	83.4%	\$ 2,644,784	80.9%
6200	Contracted Services	146,460	4.0%	83,672	2.5%	250,451	7.7%
6300	Supplies & Materials	526,515	14.3%	479,475	14.1%	374,261	11.4%
6400	Other Operating Costs	-	0.0%	-	0.0%	349	0.0%
6600	Capital Outlay	-	0.0%	-	0.0%	-	0.0%
	TOTAL	\$ 3,681,988	100.0%	\$ 3,395,871	100.0%	\$ 3,269,845	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

	<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
	Professional	2.00	2.6%	2.00	2.6%	3.00	4.0%
	Paraprofessional	1.00	1.3%	1.00	1.3%	1.00	1.3%
	Classified	74.00	96.1%	73.00	96.1%	71.00	94.7%
	TOTAL	77.00	100.0%	76.00	100.0%	75.00	100.0%



**PS MEP Maintenance - Org. # 934**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The MEP (mechanical, electrical and Plumbing) department is responsible for emergency and routine repairs, preventive maintenance as well as rehabilitation, retrofit and /or replacement of various building components and systems. The work groups managed under this department are: Plumbing, Air Conditioning, Heating, Electronics, Electrical, Fire Alarms and Elevators and chair lifts

**Vision 2020 Objectives**

Extend the life-cycle of all major building systems (HVAC, electrical, plumbing, etc.) through preventive maintenance programs. Comply with all school building-related Federal, State and Local mandates. Maintain awareness of most-needed renovations and major repairs.

**Vision 2020 Initiatives & Strategies**

Utilize Preventive Maintenance schedules to assure all major HVAC, Electrical and Plumbing systems operate efficiently. Maintain close communications and coordination with SAWS, CPS, City Departments. Annually inspect all facilities and update records to assure priority needs are addressed when funding is available.

**Vision 2020 Performance Measurements**

Safety and Code issues will receive highest priority. Analyze computer-based Work Order records for trends and related expenditures to determine where problems needing special attention exist, utilize knowledge/skills of technicians, additional training and research as means of identifying possible solutions.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 3,290,214	60.1%
6200 Contracted Services	865,686	15.8%
6300 Supplies & Materials	1,311,935	24.0%
6400 Other Operating Costs	5,000	0.1%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 5,472,835</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 2,815,119	59.2%	\$ 2,638,078	59.6%	\$ 2,608,262	50.0%
6200 Contracted Services	453,237	9.5%	366,489	8.3%	1,124,189	21.5%
6300 Supplies & Materials	1,486,312	31.3%	1,421,633	32.1%	1,476,303	28.3%
6400 Other Operating Costs	-	0.0%	-	0.0%	9,843	0.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 4,754,668</b>	<b>100.0%</b>	<b>\$ 4,426,201</b>	<b>100.0%</b>	<b>\$ 5,218,598</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	3.00	4.8%	2.50	4.0%	1.25	2.0%
Paraprofessional	1.00	1.6%	1.00	1.6%	1.00	1.6%
Classified	59.00	93.7%	59.00	94.4%	59.00	96.3%
<b>TOTAL</b>	<b>63.00</b>	<b>100.0%</b>	<b>62.50</b>	<b>100.0%</b>	<b>61.25</b>	<b>100.0%</b>

## Construction & Development Services - Org. # 935

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

The Construction & Development Services is comprised of (1) a Planning & Construction team dedicated for Bond and major project management; (2) a Capital Improvements team handling District's campus initiatives and capital replacement projects; (3) a Construction Support team providing technical support for the other teams as well as handling several limited scope campus and community projects; (4) a Real Estate and Leasing staff involved in buying, selling, exchanging, and leasing SAISD facilities and associated development matters, and (5) an office support group handling contracts, budgets, payments, controls, and other matters for the staff and projects.

### Vision 2020 Objectives

Continue to manage and complete funded work including 2016 Bond projects, several innovative campus initiatives, deferred maintenance projects, and campus/community projects. Continue to develop facility long-range strategic plan (Master Plan 2030) based on facility evaluations, school demographics, educational adequacy, and facility standards. Initiate the processes in support of an upcoming major bond program.

### Vision 2020 Initiatives & Strategies

Manage projects to remain on budget, on schedules, and on target with quality controls and assurance, and maintain progress communication with campus and District as well as affected community; Maintain record drawings, operations and maintenance manuals; Assign any needed corrective actions; and Administer warrantv work.

### Vision 2020 Performance Measurements

Complete projects and assessments on time, within budget, with accurate findings and comprehensive recommendations. Maintain vigilance concerning long-term needs, changing conditions and challenging opportunities.

### General Fund Original Budget 2019-2020

Description	Amount	Percentage
6100 Payroll Costs	\$ 517,492	27.6%
6200 Contracted Services	1,310,110	69.9%
6300 Supplies & Materials	28,200	1.5%
6400 Other Operating Costs	18,435	1.0%
6600 Capital Outlay	-	0.0%
TOTAL	\$ 1,874,237	100.0%

### General Fund Actual Expenditures with Prior Year Comparisons

Description	2016 - 2017	%	2017 - 2018	%	2018 - 2019	%
6100 Payroll	\$ 1,334,459	89.2%	\$ 790,691	66.7%	\$ 663,381	56.2%
6200 Contracted Services	102,255	6.8%	275,158	23.2%	364,336	30.9%
6300 Supplies & Materials	36,761	2.5%	91,785	7.7%	130,925	11.1%
6400 Other Operating Costs	8,921	0.6%	27,981	2.4%	16,037	1.4%
6600 Capital Outlay	13,876	0.9%	-	0.0%	5,239	0.4%
TOTAL	\$ 1,496,272	100.0%	\$ 1,185,616	100.0%	\$ 1,179,918	100.0%

### General Fund Budgeted Staff with Prior Year Comparisons

Description	2017 - 2018	%	2018 - 2019	%	2019 - 2020	%
Professional	11.50	62.2%	6.00	66.7%	3.50	60.9%
Paraprofessional	3.00	16.2%	1.50	16.7%	1.00	17.4%
Classified	4.00	21.6%	1.50	16.7%	1.25	21.7%
TOTAL	18.50	100.0%	9.00	100.0%	5.75	100.0%

# Family Engagement Services Division



**Family Engagement Services - Org. # 809**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

To connect families, community members and local and state leaders to campuses and to the District as a whole – engaging these groups as partners committed to the success of our students.

**Vision 2020 Objectives**

To increase family engagement in SAISD and on our campuses. To improve the volunteer engagement and onboarding process on campuses and across the District. To increase, engage and monitor existing and new strategic partners. To serve as a resource to families and community members and as an additional vehicle that spreads the great things that are happening in SAISD.

**Vision 2020 Initiatives & Strategies**

To develop NEW and support existing Campus/Districtwide Family Activities in partnership with various departments (Counseling, SPED, Bilingual, Innovation Zone/Enrollment and Curriculum and Instruction). To develop and implement family outreach efforts. To increase volunteer & mentor recruitment and online registration.

**Vision 2020 Performance Measurements**

Performance will be measured through a tracker designed to monitor progress and trends; family attendance at campus and District events; number of volunteers registered online; attendance at community meetings; number of family outreach efforts - home visits, mailers, texts, emails and phone calls; and the number of family calls received by family and customer care specialists.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 722,437	82.6%
6200 Contracted Services	23,500	2.7%
6300 Supplies & Materials	2,000	0.2%
6400 Other Operating Costs	126,477	14.5%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 874,414</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 56,666	100.0%	\$ 391,840	94.1%	\$ 423,713	75.6%
6200 Contracted Services	-	0.0%	5,364	1.3%	18,478	3.3%
6300 Supplies & Materials	-	0.0%	2,864	0.7%	10,586	1.9%
6400 Other Operating Costs	-	0.0%	16,408	3.9%	108,031	19.3%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 56,666</b>	<b>100.0%</b>	<b>\$ 416,476</b>	<b>100.0%</b>	<b>\$ 560,809</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	3.00	60.0%	5.00	71.4%	6.00	66.7%
Paraprofessional	2.00	40.0%	2.00	28.6%	3.00	33.3%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>5.00</b>	<b>100.0%</b>	<b>7.00</b>	<b>100.0%</b>	<b>9.00</b>	<b>100.0%</b>

**Board of Trustees - Org. # 702**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

We serve as a liaison between the Board and staff, parents, students, constituents and community groups. We assist with special requests and address concerns of these various groups. We schedule and plan all SAISD Board meetings, Board agendas maintain the Board's official minutes and meeting records.

**Vision 2020 Objectives**

Ensure transparency and open communication to the community and staff through the timely release of Board postings, agendas, minutes, etc. Ensure that Trustees meet and exceed all state training requirements. Support strong communication between the Superintendent and Board through the weekly newsletter, regular updates, and timely responses to Board requests.

**Vision 2020 Initiatives & Strategies**

Clearly defined goals and objectives set by Board, Superintendent and Cabinet. Developing a department strategic plan for the upcoming fiscal year. Identify opportunities for on-going professional development and training for the Board Services team.

**Vision 2020 Performance Measurements**

Assist the Superintendent and Staff with keeping Board informed (ie. Superintendent communication, District events, emergencies, department data, etc.) Provide timely support and assistance to meet the needs and requests of Superintendent, staff, Trustees and parents/community members. Ensure timely release of Board meeting postings, minutes and agendas.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ -	0.0%
6200 Contracted Services	3,500	5.4%
6300 Supplies & Materials	2,500	3.8%
6400 Other Operating Costs	59,000	90.8%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 65,000</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
6200 Contracted Services	5,559	11.3%	3,487	6.3%	1,771	2.5%
6300 Supplies & Materials	6,842	13.9%	1,213	2.2%	2,975	4.3%
6400 Other Operating Costs	36,668	74.7%	50,357	91.5%	64,929	93.2%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 49,069</b>	<b>100.0%</b>	<b>\$ 55,057</b>	<b>100.0%</b>	<b>\$ 69,675</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>

**Governmental & Community Relations - Org. # 725**

Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

To effectively engage parents, business and community through on-going partnerships/communication. Serve as a Liaison to various governmental entities and business and community groups including neighborhood associations, chambers of commerce, United Way, City of San Antonio, SAHA, COPS/Metro Alliance and VIA Metro Transit.

**Vision 2020 Objectives**

To inform and actively engage parents and community groups through effective communications and community relations, including mentoring/volunteer opportunities; To provide opportunities for the business community to engage with the school district and its students; To increase SAISD's visibility with elected officials; To provide support to the SAISD Foundation

**Vision 2020 Initiatives & Strategies**

Continue communication and/or forums with neighborhood associations, PTAs and community organizations; Work session on legislative priorities; Support the SAISD Foundation

**Vision 2020 Performance Measurements**

Increase leadership opportunities to middle and high school girls through Gamma Sigma; increase reading levels of second graders through San Antonio Youth Literacy; Monthly engagement with elected officials; Carry out Board elections and associated filings/legal requirements for May; Successfully process all Criminal History Records Information forms submitted by campuses and outside organizations for volunteers, mentors and chaperones.

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 10,314	100.0%
6200 Contracted Services	-	0.0%
6300 Supplies & Materials	-	0.0%
6400 Other Operating Costs	-	0.0%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 10,314</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 675,653	52.7%	\$ 554,794	75.2%	\$ 439,970	73.9%
6200 Contracted Services	123,252	9.6%	36,039	4.9%	31,019	5.2%
6300 Supplies & Materials	35,423	2.8%	30,878	4.2%	5,259	0.9%
6400 Other Operating Costs	447,140	34.9%	115,933	15.7%	119,134	20.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 1,281,466</b>	<b>100.0%</b>	<b>\$ 737,644</b>	<b>100.0%</b>	<b>\$ 595,382</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	6.00	60.0%	2.00	66.7%	0.00	0.0%
Paraprofessional	3.00	30.0%	1.00	33.3%	0.00	0.0%
Classified	1.00	10.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>10.00</b>	<b>100.0%</b>	<b>3.00</b>	<b>100.0%</b>	<b>0.00</b>	<b>0.0%</b>

**Parent & Family Engagement - Org. # 727**  
Budget Year 2019 - 2020

**Vision 2020 Statement of Duties**

The SAISD Office of Family and Community Engagement defines family and community engagement as the active participation of parents, family members and community members in the education of SAISD students through advocacy, academic support, and partnerships in the school system. The ultimate goal of family engagement is to effectively contribute to graduate college and career-ready students.

**Vision 2020 Objectives**

The Office of Family and Community Engagement will focus on the following areas to support the Vision 2020 plan: 1) Parenting and family development; 2) Two-way communication between the home, school and the community; 3) Creating a welcoming environment at school and an effective volunteer program; 4) Student learning at home; 5) Decision-making, governance and advocacy; 6) Collaboration with the community.

**Vision 2020 Initiatives & Strategies**

Family Power Hour Workshop Series; Summer Resource Fair; Campus Support Team; New FACE Specialist role; Parent newsletter; Family Engagement Road Map to Success; Creation of District Parent Advisory Council and other parent/community committees; FACE Training; Parent Organization Training and Support; Creation of new guidelines for SchoolMessenger System; Volunteer, partnership and donation services

**Vision 2020 Performance Measurements**

70% of campuses will be rated Acceptable or above by June 2020; Host a minimum of 20 Family Power Sessions by June 2020; Increase number of families visiting our web page by launching a new easy to navigate web page for families and the community; Increase number of volunteers supporting schools through revamped processes and support to campuses (individual campus goals)

**General Fund Original Budget 2019-2020**

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ 1,505,844	94.2%
6200 Contracted Services	38,300	2.4%
6300 Supplies & Materials	38,500	2.4%
6400 Other Operating Costs	16,500	1.0%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 1,599,144</b>	<b>100.0%</b>

**General Fund Actual Expenditures with Prior Year Comparisons**

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ 369,206	82.6%	\$ 766,997	84.8%	\$ 1,114,374	94.6%
6200 Contracted Services	48,520	10.9%	25,569	2.8%	23,121	2.0%
6300 Supplies & Materials	14,668	3.3%	95,652	10.6%	22,460	1.9%
6400 Other Operating Costs	14,702	3.3%	16,493	1.8%	17,552	1.5%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 447,095</b>	<b>100.0%</b>	<b>\$ 904,711</b>	<b>100.0%</b>	<b>\$ 1,177,508</b>	<b>100.0%</b>

**General Fund Budgeted Staff with Prior Year Comparisons**

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	6.00	85.7%	16.00	88.9%	12.00	80.0%
Paraprofessional	1.00	14.3%	2.00	11.1%	3.00	20.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>7.00</b>	<b>100.0%</b>	<b>18.00</b>	<b>100.0%</b>	<b>15.00</b>	<b>100.0%</b>

## Integrated Communications Network - Org. # 732

Budget Year 2019 - 2020

### Vision 2020 Statement of Duties

Establish and review the District's educational goals and objectives; review major district-wide instructional programs identified by the Board or Superintendent; analyze dropout rates, dropout prevention plans and graduation rates; and approve staff development of a district-wide nature.

### Vision 2020 Objectives

Increase engagement and support from community members and business partners; encourage dialogue and student-centric decision-making; the review and approval of the District Improvement Plan ahead of implementation for following school year; establish solid partnerships between District superintendent/administration/faculty/staff and parents, businesses and community members.

### Vision 2020 Initiatives & Strategies

Initiate CLT and DLT member elections at the start of the school year to fill vacancies ( members serve for two years); complete elections by end of September 2020; communicate with District administration about topics of discussion expected to be covered in the new school year; schedule 7 required DLT meetings at the start of the school year; publicly display DLT meeting schedule (district website).

### Vision 2020 Performance Measurements

100% of CLT rosters will be submitted to the Assistant Superintendents and Family Engagement Services with 100% designated positions filled. All 48 designated positions on DLT will be filled. Attendance at DLT meetings will continue to increase. All duties required in BQA - LOCAL will be completed by DLT.

### General Fund Original Budget 2019-2020

<u>Description</u>	<u>Amount</u>	<u>Percentage</u>
6100 Payroll Costs	\$ -	0.0%
6200 Contracted Services	1,938	15.3%
6300 Supplies & Materials	8,908	70.4%
6400 Other Operating Costs	1,811	14.3%
6600 Capital Outlay	-	0.0%
<b>TOTAL</b>	<b>\$ 12,657</b>	<b>100.0%</b>

### General Fund Actual Expenditures with Prior Year Comparisons

<u>Description</u>	<u>2016 - 2017</u>	<u>%</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>
6100 Payroll	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
6200 Contracted Services	1,071	10.2%	-	0.0%	-	0.0%
6300 Supplies & Materials	5,225	49.6%	1,850	36.2%	2,994	34.0%
6400 Other Operating Costs	4,231	40.2%	3,255	63.8%	5,810	66.0%
6600 Capital Outlay	-	0.0%	-	0.0%	-	0.0%
<b>TOTAL</b>	<b>\$ 10,527</b>	<b>100.0%</b>	<b>\$ 5,104</b>	<b>100.0%</b>	<b>\$ 8,804</b>	<b>100.0%</b>

### General Fund Budgeted Staff with Prior Year Comparisons

<u>Description</u>	<u>2017 - 2018</u>	<u>%</u>	<u>2018 - 2019</u>	<u>%</u>	<u>2019 - 2020</u>	<u>%</u>
Professional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Paraprofessional	0.00	0.0%	0.00	0.0%	0.00	0.0%
Classified	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>TOTAL</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>	<b>0.00</b>	<b>0.0%</b>



# Supplemental Information



# COMMUNITY PROFILE \*



The SAISD Central Office was originally Lamar School, which opened in 1878 at Lavaca St.

San Antonio is the seventh largest city in the United States and encompasses 368.6 square miles in South Central Texas. San Antonio is in the region of 140 miles northwest of the Gulf of Mexico and 150 miles northeast of the city of Laredo along the Mexican border. The city of San Antonio first got its name when Spanish explorers and missionaries came upon a river in 1691. It was the feast day of St. Anthony so they decided to name the river “San Antonio.”

Today, San Antonio Independent School District exists in the heart of the San Antonio metropolitan area. Living in a school district as diverse and historically rich as the city whose name it shares, SAISD residents enjoy easy access to a variety of activities. Those pursuing cultural outings will find major museums such as the Museo Alameda, an affiliate of the Smithsonian Institute boasting the nation’s largest Latino collection; the San Antonio Museum of Art, and the Witte Museum; art galleries; ballets; libraries; the Botanical Center; the Institute of Texan Cultures; Scobee Planetarium; the Southwest Craft Center and the Spanish Governor’s Palace, to name a few. Enjoy a performance by the San Antonio Symphony or catch a Broadway show, opera or concert in the splendour of one of downtown’s impeccably-restored historic theatres. Also a shopper’s paradise, the city’s vibrant downtown offers options ranging from the ultra-modern Rivercenter Mall, to the historic La Villita, festive Market Square, El Mercado, and along the Riverwalk, or explore the eclectic offerings in Southtown on the fringe of San Antonio’s central business district.

*That Home Town Feel* - One of San Antonio's most outstanding assets is the preservation of its historic sites and neighbourhoods, most of which are found within SAISD. These include the city’s registered residential historic districts of Dignowity Hill, Fulton Avenue, Government Hill, King William, Lavaca, Monte Vista, and Monticello Park. All have strong, active neighborhood associations, with styles of houses ranging from early Texas pioneer, late 1800s Colonial, Mediterranean and Spanish-style mansions to 1920s bungalows, 1930s art deco designs, and more modern homes, along with trendy urban chic lofts giving new life and identity to former factories and warehouses.

# COMMUNITY PROFILE \*

*Fiesta City USA* - Each April downtown hosts Fiesta's signature festivities and parades, while June means the multicultural Texas Folk Life Festival at the Institute of Texan Cultures. Festivals, in fact, are a way of life in San Antonio, whether the observance focuses on our rich heritage, our love of the arts or simply our love of life.



## **Our place in the Alamo City community**

Our residents live in the hub of what American humorist Will Rogers rightly called one of America's four unique cities. SAISD is a family-oriented, urban community of thriving neighborhoods, well-established businesses, including the downtown central business district, historic sites, active worship centers, world-renowned museums, excellent restaurants and recreational facilities. Supreme among our city's featured attractions are first-class institutes of education, ours and those that many from SAISD go on to attend. We share the inner-city with most of Bexar County's colleges and universities, some of which are internationally-recognized, which include Our Lady of the Lake University; St. Mary's University; Trinity University; University of the Incarnate Word; University of Mexico in San Antonio (Universidad Nacional Autonoma de Mexico); the University of Texas at San Antonio's downtown campus; and the Alamo Colleges.



# COMMUNITY PROFILE \*

## HISTORICAL ATTRACTIONS

**The Alamo**, located in the heart of downtown, represents a symbol of heroic courage where 189 defenders detained the old mission against 4,000 Mexican troops for 13 days. Today, the Alamo stands as a museum to “Remember the Alamo” of the Texan revolution against Mexico.

**La Villita** is an arts and crafts village along the San Antonio Riverwalk. La Villita was originally home to Spanish soldiers and their families serving at the nearby Mission San Antonio De Valero. Today La Villita hosts a number of special events throughout the year such as Night in Old San Antonio, Fiesta Noche del Rio held at the Arneson River theatre and the International Accordion Festival.

The **King William** historic district was established in the 1840’s when a large number of German immigrants settled in the vicinity; San Fernando Cathedral, built in 1731, is one of the country’s oldest churches in continuous use; the Spanish governor’s Palace erected in 1772 as a residence for the military commanders sent to govern the presidio of San Antonio.

### **San Antonio Missions National Historical Park**

The mission trail begins at the Alamo and goes south along a nine-mile stretch of the San Antonio River. The chain of missions was established along the San Antonio River in the 18<sup>th</sup> century. The park contains the historically and architecturally significant structures of mission Concepcion, San Jose, San Juan and Espada.



# COMMUNITY PROFILE \*

## OTHER ATTRACTIONS & INFORMATION

**Brackenridge Park** consisting of 343 acres which includes the **Witte Museum**, **San Antonio Zoo**, the **Japanese Tea Gardens** and a golf driving range; **Majestic Theatre**, home of the San Antonio symphony and where Broadway show series, concerts and artists perform for an unforgettable experience.

San Antonio is a host to countless shopping centers, boutiques and shopping malls including Rivercenter Mall which is located on our historic River Walk where you can enjoy a diverse variety of restaurants and entertainment. *Forbes.com* proclaims, it's "options, ease and affordability," and that esteemed publication places San Antonio in the top ten of America's 25 Best Cities for Shopping.

The **Institute of Texas Cultures** serves as the forum for the understanding and appreciation of Texas and Texans from various cultures in the region. It strives to develop a rich and vibrant culture in the arts and humanities that will expand the community's awareness and appreciation



of Texas through an engaging series of exhibits, programs, special events and hosts a four-day, fun-filled cultural celebration of Texas' rich and diverse heritage. **El Mercado or Market Square**, is the largest Mexican market outside Mexico where the sound of Mariachis and folk life dancing come alive and there are abundant shops with one of a kind treasures; San Antonio has over 25 museums to include the new **DoSeum**, a premier educational and interactive resource for families and children; **San Antonio Museum of Art**; and the **McNay Modern Art Museum**.

### Art Galleries

San Antonio was named one of America's top 25 cities for art by *AmericanStyle* magazine in 2011. The local art scene is located in downtown's Southtown neighborhood, where artists proudly display their work and on the first Friday of every month a stretch of the road joins in a community celebration with art, food and music.

**SeaWorld** San Antonio is one of 10 Worlds of Discovery parks operated by Busch Entertainment Corporation, the family entertainment division of Anheuser-Busch Companies, Inc. Experience the best in thrilling rides, exciting live entertainment and a free water park all at **Six Flags Fiesta Texas**. The park has won Amusement Today's Golden Ticket Award for The Best Theme Park Shows in the Country for an astounding 10 consecutive years!

**Splash Town** is one of San Antonio's favorite family water parks with 20 acres of attractions. **Rio Raft & Resort** is a beautiful resort situated on 1/4 mile of the Guadalupe River near Canyon Lake & New Braunfels, offering 25 river view cottages and 60 full hook-up RV sites. Other local area attractions include **Canyon Lake Marina**, **Natural Bridge Caverns**, and **Louis Tussaud's Wax Works & Ripley's Believe It or Not!**

# COMMUNITY PROFILE \*

## **San Antonio Stock Show & Rodeo**

The San Antonio Stock Show & Rodeo has grown to one of the largest, most prestigious events in city. The organization's educational commitment exceeds \$171.4 million to the youth of Texas through scholarships, grants and endowments.

## **San Antonio: In Town, Out & About**

San Antonio has several meeting facilities. The Alamodome is the largest facility and it features the very latest in dome architecture and engineering technology. The newly-renovated Henry B. Gonzalez Convention Center is used for annual business meetings, conferences, exhibits and trade shows. The AT&T Center, home to the five-time NBA Champions, the San Antonio Spurs, is used for various music concerts and events including the annual Stock Show and Rodeo in February. All these and more are within the SAISD boundaries.

San Antonio has a number of both private and public higher learning institutions. Some of these include: Alamo Community College District composed of four separate campuses: San Antonio College, St. Phillip's College, Palo Alto College and Northwest Vista College; The University of Texas at San Antonio; Trinity University; University of the Incarnate Word; Our Lady of the Lake University; St. Mary's University; Oblate School of Theology; Texas A&M University System Extension Service and Wayland Baptist University. In addition to the above colleges and universities, there are a number of proprietary technical and trade schools ranging from cosmetology, to health careers, to aircraft mechanics, to fashion design.

For the sports-minded, there is a wide variety of sports beginning with exciting NBA home games with the five-time World Champion San Antonio Spurs and also, WNBA games featuring the San Antonio Silver Stars and for the first time in 2011 we have an NCAA Division I college football team at the University of Texas at San Antonio. Other popular sport events include tennis tournaments, national hockey league games, minor league baseball games, the annual Alamo Bowl football game, and some very popular golf tournaments such as the Senior PGA tour and the Valero Texas Open, which draws a crowd every year.



The city has miles of developed Greenway Trails and 1,100 acres of property along creek ways. There are several cities, downtown and county parks and natural areas and gardens around town for recreation and leisure activities.

In San Antonio, visitors can enjoy it all. Family fun, relaxing getaways, scenic pleasures and countless activities of a major metropolitan city can be found with the first class hotels and spa resorts, restaurants with cuisine inspired from around the world, live music for every genre and all kinds of annual entertainment and festivals. Enjoy the variety of the River Walk that stretches miles, offering a one-of-a-kind experience



## **“Promise” of college education**

The Alamo Colleges District announced the first phase of its AlamoPROMISE initiative for 25 high schools across the San Antonio area, with nine of those schools in SAISD.



\*Sources: The Greater San Antonio Chamber of Commerce [www.sachamber.org](http://www.sachamber.org)  
San Antonio Convention & Visitors Bureau [www.visitsanantonio.com](http://www.visitsanantonio.com)  
SAISD website [www.saisd.net](http://www.saisd.net)  
San Antonio Stock Show & Rodeo [www.sarodeo.com](http://www.sarodeo.com)

The **ten largest corporate headquarters**, by employee size, located in San Antonio are:

<u>Company</u>	<u>Business</u>	<u>Employed in San Antonio</u>
H-E-B	Super Market Chain	20,000
USAA	Financial Services and Insurance	17,000
Cullen / Frost Bankers	Financial Services	3,982
Bill Miller Bar-B-Q	Fast Food Chain	3,540
Rackspace	IT Managed Hosting	3,300
CPS Energy	Utilities	3,022
Toyota Motor Manufacturing	Auto Manufacturing	2,900
Clear Channel Communications	TV & Radio Stations	2,800
Southwest Research Institute	Applied Research	2,715
Valero Energy	Oil Refining	1,653

San Antonio's top **ten major regional employers** are:

<u>Company</u>	<u>Business</u>	<u>Employed in San Antonio</u>
Lackland Air Force Base	Military	37,000
Fort Sam Houston	Military	32,000
H-E-B	Super Market Chain	20,000
USAA	Financial Services and Insurance	18,305
Northside I.S.D.	School District	13,977
Randolph Air Force Base	Military	11,000
Methodist Healthcare Systems	Health Care Services	9,620
City of San Antonio	San Antonio	9,145
Northeast I.S.D.	School District	8,763
San Antonio I.S.D.	School District	7,000

San Antonio has four military location, all part of Joint Base San Antonio (SABJ). These four installations result in direct military employment of 77,659 and 205,336 indirect employees, with a total of 282,995 total employees.

- Randolph Air Force Base
- Fort Sam Houston (Army) / Brooke Army Medical Center
- Lackland Air Force Base
- Camp Bullis

\*Sources: San Antonio Economic Development Foundation website

<https://nisd.net/administration/facts-and-figures>

<https://www.neisd.net/cms/lib/TX02215002/Centricity/Domain/128/DistrictProfile%20Oct19.pdf>

<https://www.saisd.net/page/financial-district>



## SAN ANTONIO, TEXAS DEMOGRAPHICS \*

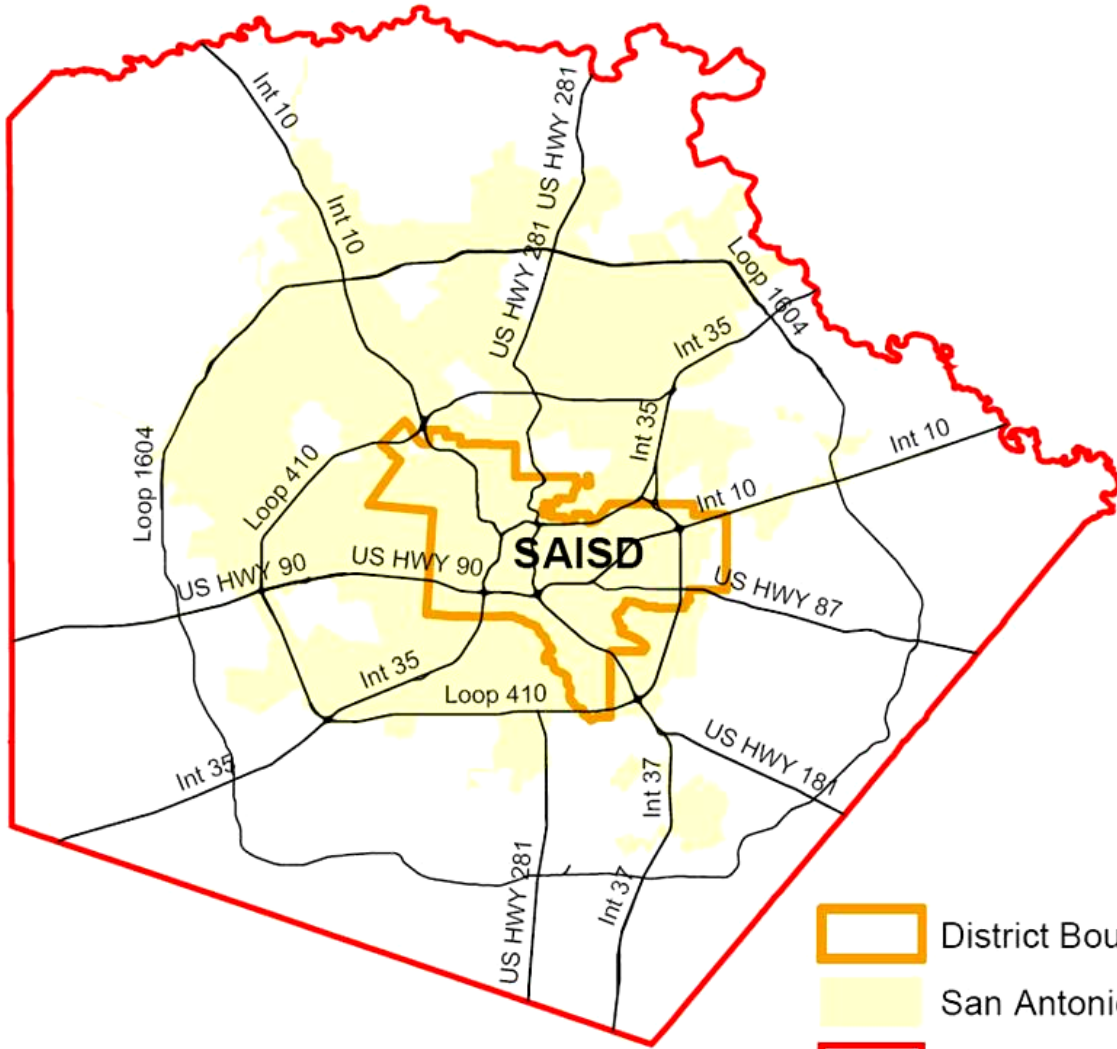
The information provided below is from the U.S. Census for 2017. It is meant to show population in San Antonio. San Antonio is the seventh most populous city in the United States of America and the second most populous in the state of Texas with a population of 2.195 million.


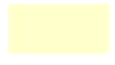

SUBJECT	2017
<b>Population</b>	1,461,623
<b>Population by Race</b>	
White	1,170,477
Black or African American	102,197
Some Other Race	97,544
Asian	40,127
Two or More Races	40,083
American Indian & Alaska Native	9,733
Native Hawaiian & Other Pacific Islander	1,462
<b>Age Distribution</b>	
0-14	309,399
15-24	222,531
25-44	427,320
45-64	333,055
65+	169,318
<b>Household and Family Structure</b>	
Married Couple	42.6%
Female, Head of Household	17.2%
Male, Head of Household	5.4%
Non-family households	34.9%

**SAN ANTONIO, TEXAS  
DEMOGRAPHICS \***

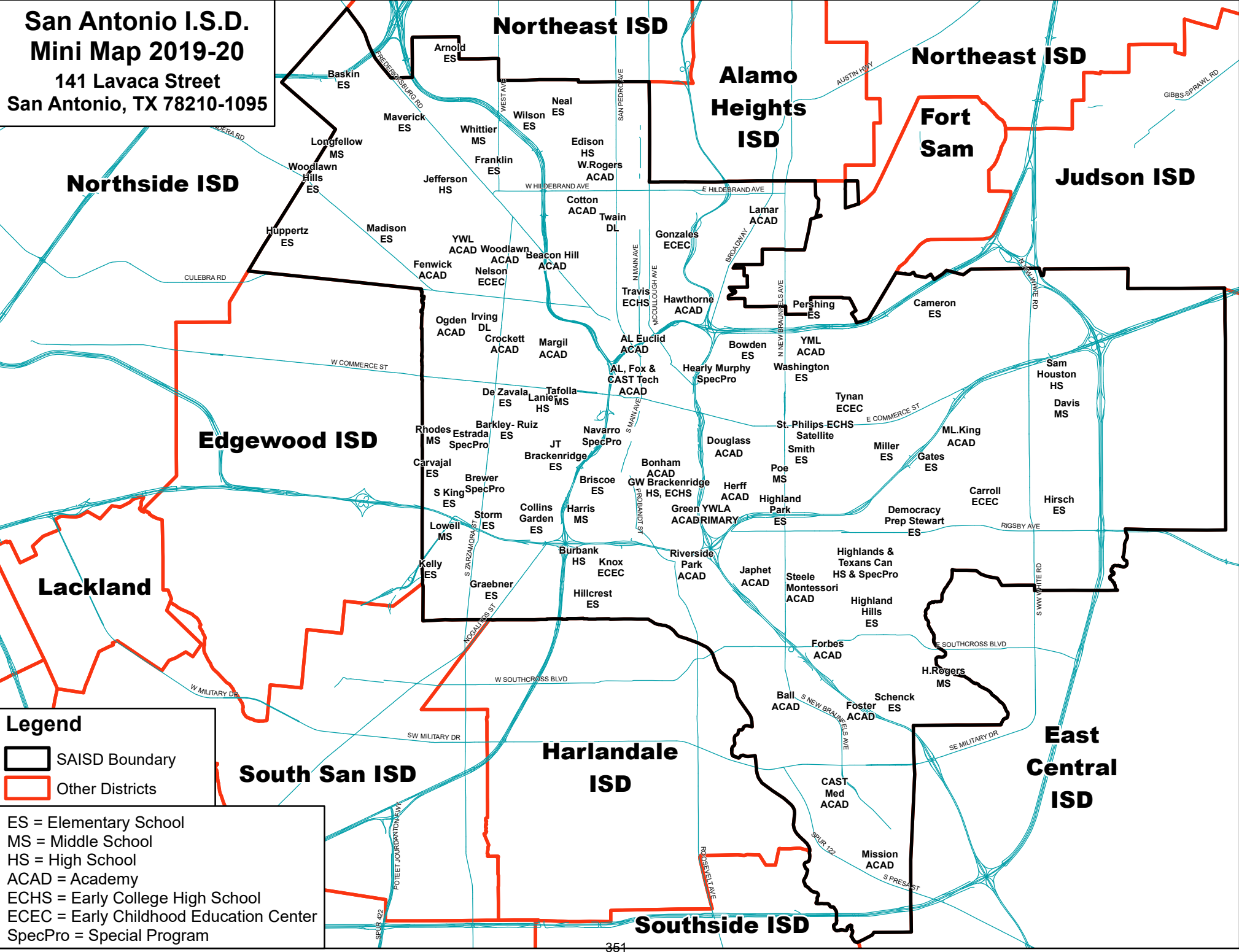
SUBJECT	2017
<b>Educational Attainment in Population 25 Years &amp; Over</b>	
Less than 9 <sup>th</sup> grade	79,840
9 <sup>th</sup> to 12 <sup>th</sup> grade	87,637
High School Graduate	243,296
Some College, no degree	210,259
Associate degree	69,837
Bachelor's degree	153,962
Graduate or Prof. degree	84,862
<b>Language Spoken at Home for Age 5+</b>	
Only English	56.4%
Spanish	39.7%
Other Indio-European excludes English & Spanish	1.5%
Asian	1.7%
Other	0.6%
*Sources: US Census Bureau; World Population Review	

# Bexar County San Antonio Metropolitan Area



-  District Boundary
-  San Antonio Metro
-  Bexar County Line

**San Antonio I.S.D.**  
**Mini Map 2019-20**  
 141 Lavaca Street  
 San Antonio, TX 78210-1095



**Legend**

- SAISD Boundary
- Other Districts

ES = Elementary School  
 MS = Middle School  
 HS = High School  
 ACAD = Academy  
 ECHS = Early College High School  
 ECEC = Early Childhood Education Center  
 SpecPro = Special Program



# San Antonio Independent School District

## 2019 - 2020 Instructional Calendar

### August

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

5-9 - Staff Development,  
Convocation, Two Teacher Workdays  
12 - First Day of School / Start of 1st Semester

### September

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

2 - Holiday - Labor Day  
20 - Student Holiday / Staff Development

### October

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

7 - Holiday - Fall Break  
11 - End of 1st Nine Weeks  
14 - Student Holiday/Staff Development/  
Teacher Professional Time  
15 - Start of 2nd Nine Weeks

### November

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

25-29 - Holiday - Thanksgiving Break

### December

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

20 - End of 2nd Nine Weeks / End of 1st Semester  
23-31 - Holiday - Winter Break

### January

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

1-3 - Holiday - Winter Break  
6 - Student Holiday/Staff Development/  
Teacher Professional Time  
7 - Start of 3rd Nine Weeks/Start of 2nd Semester  
20 - Holiday - Martin Luther King Jr. Day

### February

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

17 - Holiday - Presidents' Day / Bad Weather  
Makeup Day

### March

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

6 - End of 3rd 9 Weeks, Early Release, Staff Development,  
Teacher Professional Time  
9-13 - Holiday - Spring Break  
16 - Start of 4th Nine Weeks

### April

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

10 - Holiday - Easter Break  
24 - Holiday - Battle of Flowers

### May

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

25 - Holiday - Memorial Day  
27 - Last Day of School/End of 2nd Semester  
28 - Teacher Workday/ Bad Weather Makeup Day

### June

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

450 minutes per day @7.5 hours  
Calendar includes at least 75,600 minutes of instruction.  
Total = 76,245 minutes

### Legend

	Holiday
	Teacher Workday
	Student Holiday / Staff Dev. / Teacher Prof. Time
	Student Holiday / Staff Professional Development
	Begin/End Grading Period
	Bad Weather Makeup Day
	Student Early Release Day / Staff Development

9 Weeks: 1st = 42 2nd = 44 3rd = 42 4th = 50  
178 Student Days 187 Teacher Days

**SAN ANTONIO INDEPENDENT SCHOOL DISTRICT  
TEACHER HIRING SALARY SCHEDULE  
2019 – 2020  
(ONLY)**

Teachers with a Master’s degree signing with the school district on or after August 1, 2002 will be paid \$2,000 above base salary (Bachelor’s Degree schedule).

**Classification 10:**

Bachelor’s degree and certified teacher employed for 187 duty days of 10 months

Years Experience	Annual Salary
0	\$53,400
1	\$53,921
2	\$53,921
3	\$54,106
4	\$54,263
5	\$54,685
6	\$54,844
7	\$55,002
8	\$55,160
9	\$55,319
10	\$55,477
11	\$55,741
12	\$56,005
13	\$56,269
14	\$56,533
15	\$56,803
16	\$57,072
17	\$57,346
18	\$57,615
19	\$57,879
20	\$58,148
21	\$58,423
22	\$58,687
23	\$58,961
24	\$59,225
25	\$59,500
26	\$59,764
27	\$60,038

Years of experience is determined by the number of years completed prior to August 1, 2017.

**San Antonio Independent School District**  
**Financial Integrity Rating System of Texas (FIRST)**

**DISTRICT STATUS**

Name: San Antonio ISD (015907)		
	2016-2017	2017-2018
Rating/Score:	<b>“A” for “Superior”</b>	<b>“B” for “Above Standard”</b>
Indicators Answered YES:	6 of 6	5 of 5
Indicators Answered NO:	0 of 6	0 of 5
Points Earned if Applicable:	90 of 100 points	80 of 100 points

16-17 #	17-18 #	Indicator Description	2016-2017 Result	2017-2018 Result
1	1	Was The Annual Financial Report Filed Within One Month After November 27 <sup>th</sup> Or January 28 <sup>th</sup> Deadline Depending Upon The District’s Fiscal Year End Date (June 30 <sup>th</sup> Or August 31 <sup>st</sup> )?	Yes	Yes
2 A&B	2 A&B	Was There An Unmodified Opinion In Annual Financial Report? Did the external independent auditor report that the AFR was free of any instance(s) of material weaknesses in internal controls over financial reporting and compliance for local, state, or federal funds?	Yes Yes	Yes Yes
3	3	Was the School District in Compliance with the Payment Terms of all Debt Agreements at Year-End?	Yes	Yes
4	4	Did the school district make timely payment to the Teachers Retirement System (TRS), Texas Workforce Commission (TWC), Internal Revenue Service (IRS), and other governmental agencies?	Yes	Yes
5	N/A	Was the Total Unrestricted Net Asset Balance in the Governmental Activities Column in the Statement of Net Assets Greater than Zero?	Yes	N/A
6	6	Was the number of days of cash on hand and current investments in the general fund for the school district sufficient to cover operating expenditures (excluding facilities acquisition and construction)?	2	2
7	7	Was the measure of current assets to current liabilities ratio for the school district sufficient to cover short-term debt?	8	8
8	8	Was the ratio of long-term liabilities to total assets for the school district sufficient to support long-term solvency?	10	10
9	9	Did the school district’s general fund revenues equal or exceed expenditures (excluding facilities acquisition and construction)? If not, was the school district’s number of days of cash on hand greater than or equal to 60 days?	10	0
10	10	Was the debt service coverage ratio sufficient to meet the required debt service?	10	10
11	11	Was the school district’s administrative cost ratio less than the threshold ratio?	10	10
12	12	Did the school district not have a 15 percent decline in the students to staff ratio over 3 years (total enrollment to total staff)?	10	10
13	13	Did the comparison of PEIMS data to like information in annual financial report result in an aggregate variance of less than 3 percent of expenditures by function?	10	10
14	14	Did the external independent auditor indicate the AFR was free of any instance(s) of material noncompliance for grants, contracts, and laws related to local, state, or federal funds?	10	10
15	15	Did the school district not receive an adjusted repayment schedule for more than one fiscal year for an over allocation of Foundation School Program (FSP) funds as a result of a financial hardship?	10	10

**DETERMINATION OF RATING**

<b>A.</b>	Did The District Answer <b>No</b> To Indicators 1, 3, 4, 5 Or 2A? If So, The District's Rating Is " <b>F for Substandard Achievement</b> " regardless of points earned.	
<b>B.</b>	<b>2016-17:</b> Determine Rating By Applicable Range For summation of the indicator scores (Indicators 6-15) <b>2017-18:</b> Determine Rating By Applicable Range For summation of the indicator scores (Indicators 6-15)	
	<b>Passed</b>	<b>2016-17:</b> Rating Not Available
	<b>A = Superior Achievement</b>	<b>2016-17:</b> 90-100 Points <b>2017-18:</b> 90-100 Points
	<b>B = Above Standard Achievement</b>	<b>2016-17:</b> 80-89 Points <b>2017-18:</b> 80-89 Points
	<b>C= Meets Standard</b>	<b>2016-17:</b> 60-79 Points <b>2017-18:</b> 60-79 Points
	<b>F = Substandard Achievement</b>	<b>2016-17:</b> <60 <b>2017-18:</b> <60



## **ENDEAVORS OF THE DIVISION OF FINANCE, BUSINESS OPERATIONS, AND STUDENT HEALTH SERVICES**

It is the mission of the Division of Finance, Business Operations, and Student Health Services to provide sound fiscal management practices, in order to maximize available resources and provide for uses of those resources in a productive and efficient manner, so that the District can provide quality and equity in its delivery of services to attain excellence in educating our children.

The Division of Finance, Business Operations, and Student Health Services addresses this mission by placing emphasis on financial stewardship, accountability and greater efficiency.

- ✓ The Federal Programs department rolled out a new SharePoint site that helped Principals by improving the ease and efficiency of the annual Title I application process. The submission process also incorporated the mandated Federal assurances and certifications required, ensuring every Principal's review and acknowledgement, and ensuring the District's compliance.
- ✓ The Federal Programs department embarked on a "continuous improvement" initiative where all department processes and forms are reviewed, streamlined, or improved whenever possible. This year, many forms were converted to be "Fillable" online forms, improving efficiency and saving paper waste. Additionally, all department forms are now centrally located on the department's SharePoint site.
- ✓ This year, our Board approved an agreement with the University Health System to open onsite health clinics at two of our middle schools. The clinic at Tafolla Middle School opened in August 2019 and the second clinic at Davis Middle School is set to open in January 2020. The school-based clinics will be housed in portable buildings for patient privacy and will begin by serving students and campus staff within the Lanier and Sam Houston high school feeders – gradually expanding services to include as many District students and staff as capacity permits. Our hope is that this collaboration with the University Health System will reduce barriers to obtaining needed health services and decrease health-related absences, thereby improving student achievement.
- ✓ On May 13, 2019, the SAISD Board of Trustees approved two (2) Parameters Orders to authorize the issuance of up to \$250 million from the remaining Bond 2016 authorization and to refund the outstanding balance of the Series 2010B Build America Bonds for an estimated \$7 million in Net Present Value (NPV) savings. On July 23, 2019, the District did issue \$200 million of the Bond 2016 and refunded the \$124 million Build America Bonds in July 2019, recognizing a Net Present Value savings of \$12.5 million.
- ✓ The District has introduced a "no-fee" pay card, as an alternative to employees who do not have a way to participate in direct deposit of their paycheck. The District is considering options to offer employees to receive not only their paycheck, but also pay stubs and W-2s, in a more environmentally friendly and less expensive manner than printing paper forms.
- ✓ Our Accounts Payable department is expanding the use of Automated Clearing House (ACH) payments, as another more efficient and less costly way to pay vendors and employee reimbursements. Currently, all employees that are signed up for direct-deposit for their payroll check, are automatically paid in the same manner for any reimbursements that may be paid to them. Any District vendor is also invited to participate in ACH payments with no fee, enabling these vendors to receive payments quickly, and more efficiently, than with paper checks.

- ✓ The District introduced a new, online system for the purchase of tickets to District Athletic events. This system brings added convenience to our students, parents, and community members who attend our events, by allowing them to print tickets at home, and bypass the lines that often form at the ticket windows.
- ✓ In November 2016, both a new \$450 million Bond Initiative and a Tax Ratification Election were put on the ballot for voter consideration. Successful passage would ensure the funding needed to carry out many of the critical initiatives in the Superintendent's 5-Year plan. With overwhelming support from our community, both ballot initiatives were approved by voters on November 8, 2016.
- ✓ SAISD families have ongoing opportunities to receive all required student immunizations at no cost to families. This past year, SAISD hosted more than 56 different immunization events across the District in collaboration with city and county partners such as University Health System, University of Incarnate Word, Santa Rosa and San Antonio Metro Health. The goal is to provide convenient and free access to required immunizations for families so that all student health records are complete on the first day of school.
- ✓ The District continued to participate in the Community Eligibility Provision for the National School Lunch Program (NLSP) and School Breakfast Program (SBP), a program that was released initially for the 2014-15 school year. Community Eligibility gives school districts with high percentages of low-income children the option to offer free school meals to all children in those schools without collecting applications. Since the 2014-15 school year, all San Antonio ISD students have benefited with both breakfast and lunch at no charge, regardless of family income.
- ✓ The District has established a local Special Revenue Fund "Strategic Initiatives #470", funded with proceeds from the Qualified School Construction Bond Federal Subsidy. This fund is intended for several key initiatives of the District such as compensation, academic initiatives, deferred facilities maintenance, new technology and fleet replacement.
- ✓ Students continue to benefit from the electronic health records system implemented by Health Services. A comprehensive individual health record follows the student through their SAISD academic career and assists with better continuity of care. Health issues can now be identified more timely and accurate data can be provided for health care management.

### **AWARDS, RECOGNITIONS & RATINGS**

- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Financial Officers Association for the thirty-first consecutive year.
- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting from the Association of School Business Officials International (ASBOI) for the thirty-ninth consecutive year.
- ✓ Received the Meritorious Budget Award from the Association of School Business Officials International (ASBO) for the thirteenth consecutive year.

# Reference Information



## ACRONYMS

The following is a list of the commonly used acronyms throughout this budget document.

### -A-

AAS	Advanced Academics Services
ABE	Adult Basic & Intermediate
A.C.	Achievement Center
ACT	American College Testing
ADA	Average Daily Attendance
AADD	Academic Achievement Distinction Designations
ADM	Average Daily Membership
AEIS	Academic Excellence Indicator System
AEP	Alternative Education Program
AFT	American Federation of Teachers
AMI	Accelerated Reading Initiatives
AP	Advanced Placement
ARD	Admission Review Dismissal
ARI	Accelerated Reading Initiatives
ARRA	American Recovery and Reinvestment Act
ASBOI	Association of School Business Officials International
AVID	Advances Via Individual Determination
AYP	Adequate Yearly Progress

### -B-

BAD	Bexar Appraisal District
BCR	Budget Change Request
BOC	Bilingual Opportunity Classroom

### -C-

CAFR	Comprehensive Annual Financial Report
CATE	Career and Applied Technology Education
CCS	Child Care Services
CD	Certificate of Deposit
CI	Comparable Improvement
C & I	Curriculum and Instruction
CIC	Campus Instruction Coordinator
CMS	Curriculum Management System
CPF	Capital Projects Fund
CPTD	Certified Property Tax Division
CSHP	Coordinated School Health Program
CTE	Career and Technology Education

### -D-

DAEP	Disciplinary Alternative Education Program
DSF	Debt Service Fund

### -E-

ECEC	Early Childhood Education Centers
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## ACRONYMS

The following is a list of the commonly used acronyms throughout this budget document.

ECHS	Early College High School
EE	Early Education
EDA	Existing Debt Allotment
ELA	English Language Arts
ELL	English Language Learners
ELPS	English Language Proficiency Standards
EOC	End-of-Course
ES	Elementary School
ESL	English as a Second Language

### -F-

FASRG	Financial Accountability System Resource Guide
FFA	Future Farmers of America
FIRST	Financial Indicator Rating System of Texas
FPCD	Facility Planning and Construction Department
FTE	Full Time Equivalent
FSP	Foundation School Program
FY	Fiscal Year

### -G-

GAAP	Generally Accepted Accounting Procedures
GASB	Governmental Accounting Standards Board
GED	General Educational Development
GF	General Fund
GL	General Ledger
GFOA	Governmental Finance Officers Association
GPA	Gold Performance Acknowledgement
GPC	Grade Placement Committee
GOF	General Operating Fund
GT	Gifted and Talented

### -H-

HB	House Bill
HFZ	Health Fitness Zone
HS	High School

### -I-

I & S	Interest and Sinking
IFA	Instructional Facilities Allotment
IMA	Instructional Materials Allotment
ISD	Independent School District
IT	Instructional Technology

### -K-

K	Kindergarten
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## ACRONYMS

The following is a list of the commonly used acronyms throughout this budget document.

### -L-

LEP	Limited English Proficiency (Bilingual)
LOTE	Languages Other Than English (Bilingual)
LRE	Least Restrictive Environment

### -M-

M & O	Maintenance and Operations
MS	Middle School

### -N-

NAEYC	National Association for the Education of Young Children
NBA	National Basketball Association

### -O-

OMB	Office of Management and Budget
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### -P-

PEIMS	Public Education Information Management System
PGA	Professional Golf Association
PLC	Professional Learning Committees
PK	Pre-Kindergarten

### -Q-

QSCB	Qualified School Construction Bonds
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### -R-

RMTS	Random Time Study
ROTC	Reserve Officers Training Corps

### -S-

SAISD	San Antonio Independent School District
SAT	Scholastic Aptitude Test
SB	Senate Bill
SBDM	Site-Based Decision Making
SCE	State Compensatory Education
SDAA	State Developed Alternative Assessment
SFSF	State Fiscal Stabilization Funds
SHARS	School Health and Related Services
SLC	Smaller Learning Communities
SR	Survival Ration
SRF	Special Revenue Fund
SSI	Student Success Initiative
SSL	Spanish as a Second Language
STAAR	State of Texas Assessments of Academic Readiness

## ACRONYMS

The following is a list of the commonly used acronyms throughout this budget document.

### -T-

TAAS	Texas Assessment of Academic Skills
TAH	Teaching American History
TAKS	Texas Assessment Knowledge and Skills
TANF	Temporary Assistance to Needy Families
TASA	Texas Association of School Administrators
TASB	Texas Association of School Board
TEA	Texas Education Agency
TEAMS	Texas Educating Adult Management System
TEEM	Texas Early Education Model
TEKS	Texas Essential Knowledge and Skills
TFA	Teach for America
TIF	Teacher Incentive Fund
TPRI	Texas Primary Reading Inventory
TPS	Texas Performance Standards
TRS	Texas Retirement System
TTIPS	Texas Title I Priority Schools Grant
TTL	Title

### -U-

UA	Unit Adjustment
UIL	University Interscholastic League
UTSA	University of Texas at San Antonio

### -W-

WADA	Weighted Average Daily Attendance
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### -Y-

YTD	Year-to-Date
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## **GLOSSARY OF FUNDS**

This glossary contains the names and descriptions of the funds operated by the District. The glossary is arranged alphabetically.

### **21<sup>st</sup> Century Community Learning Centers (CCLC)**

Funds to assist students in meeting state and local academic achievement standards in core subjects, such as reading and mathematics, by providing the students with opportunities for academic enrichment activities and appropriate supplemental activities during non-school hours or periods when school is not in session.

### **Adult Education and Family Literacy**

Support programs for adult education and literacy services to adults who are beyond compulsory school age attendance, do not have a high school diploma or lack sufficient mastery of basic educational skills.

### **After School Challenge Program**

These funds are through an interlocal agreement with the City of San Antonio. These funds provide for recreational and educational opportunities for children in the community after school hours.

### **Campus Activity Fund**

To account for transactions related to a principal's activity fund if the monies generated are not subject to recall by the school district's board of trustees into the General Fund.

### **Carl D. Perkins, Basic Formula Grant**

Funds used to strengthen the academic skills of students participating in career and technology and to provide all students with strong experience in and understanding of all aspects of an industry. Also to develop, improve or expand the use of technology in career and technical education and provide professional development programs to teachers, career guidance and academic counselors.

### **Change for Good**

Funds to significantly improve capacity to foster positive school climates through district wide implementation of the Positive Behavior Intervention and Support (PBIS) framework for all students.

### **City Education Partners – Advanced Learning Academy**

This collaborate pilot program with Trinity University, is directed to create a high quality and innovative inner-city K-12 school, that produces students who are ready to succeed in college and their careers. Funding is used to attract, develop and deploy highly effective teachers and leaders.

### **City Education Partners – Campus Transition (Carroll & YWLA Primary)**

To support the district's Network Principal Initiative campus renovation cost (YWLA Primary & Carroll) for the school's transition into Senate Bill 1882 Partnership campus.

### **City Education Partners – Network Principal Initiative**

This grant supports the District's operation of four District campuses pursuant to a SB 1882 Partnership. Funds are to be used to support the districts in launching the Network Principal Initiative.



## **GLOSSARY OF FUNDS**

### **City Education Partners – Principal Fellows Administration**

This grant provides funds to Principal Fellows alumni, related to tuition forgiveness program.

### **City Education Partners – Ogden**

Funds provided to defray expenses that support the Ogden Laboratory School. This program's Residency program is a collaboration with the Relay Graduate School of Education (RELAY).

### **Clean Green Yellow School Bus Machines**

This award will assist replacement of eleven (11) highway diesel school buses with eleven (11) propane school buses. This funding provides retrofit technology that significantly reduces pollution produced and reductions in diesel emissions.

### **Counselor's Grant**

Funds for redesign of College and Career Readiness program in SAISD to meet the growing demands for postsecondary education in the workforce and the needs of our students to break the cycle of poverty.

### **Davis MS After School Tutoring**

These funds are through an interlocal agreement with the City of San Antonio. These funds provide for recreational and educational opportunities for children at Davis Middle School after school hours and/or weekends.

### **English Literacy and Civics Education**

Funds to assist adult parents to obtain the educational skills necessary to become full partners in the educational development of their children. And to assist adults to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency.

### **Foster Youth Dropout Prevention and Recovery**

Funds to deliver dropout prevention and recovery services to current and former foster care youth for high school completion and to provide them with pathways to post-secondary education and work.

### **GEAR UP II Project**

This seven-year funded grant began with the 2011-2012 school year. These annual funds are to follow the 2011-2012 seventh grade class through first year of college (2017-2018). For 2018-2019, the grant is extended for an additional year. This grant promotes student achievement and college readiness.

### **GR - Adult Education**

Funds that provide adult education and literacy programs starting as of age 16 and above who do not have a high school diploma and are out of school.

### **GT Visual Arts and Leadership Program**

Funds to support evidence based research, demonstration projects, innovative strategies, and similar activities designed to build and enhance the ability to identify gifted and talented students and meet their special education needs.

## GLOSSARY OF FUNDS

### **Head Start Program**

Grant funds that provide comprehensive early childhood education, health, nutrition and parent involvement services to low-income children and their families.

### **IDEA-B - Formula**

Supplemental federal funds ensure that eligible students (ages 3-21) with disabilities are provided with a free appropriate public education as required by federal statute.

### **IDEA-B - Preschool**

Funds used for preschool children with disabilities.

### **IDEA-B – Discretionary Deaf**

Funds for deaf preschool children.

### **Law Enforcement Officer Standards and Education**

Funds for expenses related to continuing education of licensed police officers.

### **Network Principal Initiative-Bloomberg**

Funds are used to support the next cohort of network principals. This grant will fund roles and initiatives as well as contract work.

### **Pre-K for SA (ASEP) Grant**

Funds to enhance the current full-day prekindergarten education at SAISD Early Childhood Centers and at some elementary sites. Provides structured after-school enrichment and arts-integrated instruction in a safe and positive climate.

### **Project Lead the Way Grant**

Funds to provide schools the opportunity to bring computer science education to students with a grant for the implementation of PLTW Gateway computer science units.

### **P-Tech & ICIA Planning Grant**

The purpose of the Pathways in Technology Early College High Schools (P-TECH) and Industry Cluster Innovative Academies (ICIA) programs is to provide a smooth transitional experience for students to receive a high school diploma, a work credential, an associate's degree, and work-based education programs on or before the sixth anniversary of a student's first day of high school.

### **Principal Preparation Grant**

This federal grant provides LEAs with an opportunity to build strong campus leaders and help support internal leadership pipelines through full-time, year-long principal residencies.

### **Project Waste Warriors**

Project Waste Warriors is to divert solid waste from the landfill by capturing more recyclable material at seven SAISD campuses. The goal of the project is to begin collecting more recyclable material such as plastic, aluminum, and glass from the campuses.

### **Public Charter School Start-Up Grants**

Funds for the planning, program design, and initial implementation of the charter school.

## **GLOSSARY OF FUNDS**

### **Regional Day School Program for the Deaf**

Funds are provided to support educational performance for students with hearing impairments.

### **School Redesign Grant**

Funds are targeted for innovative campus redesign.

### **School Transformation Fund-Implementation**

This 2018–2020 grant program is targeted to increase the number of students in great schools by providing customized implementation support to transform low-performing schools and create better options for students.

### **School Transformation Fund-Planning**

Funds provide improvement and great school options for students and families in low-performing schools. This includes bold action to provide great school campuses, new and improved educational opportunities for students by transforming struggling campuses into high-quality autonomous campuses.

### **Services to Students with Autism**

This grant provides funds for to enhance innovative services to students with autism.

### **Spark Program**

This collaborative school park program provides funds for the creation of a neighborhood park on school property.

### **State Instructional Materials Fund**

The Instructional Materials Allotment (IMA) from the state is for the purchase of various instructional materials. The allotment is determined each biennium and allocated to districts on the basis of PEIMS student enrollment data.

### **Strategic Initiatives Fund**

This fund supports campus expenditures.

### **Supplemental Services for the Visually Impaired**

Funds are targeted to improve the achievement of visually impaired students.

### **Teacher Incentive Fund**

This grant provides funds to support, develop, and implement sustainable performance-based compensation systems for teachers, principals and other personnel in high-need schools within the context of an overall Human Capital Management System in order to increase Educator effectiveness and student achievement.

### **Temporary Assistance for Needy Families (TANF)**

Federal funds that provide education services to undereducated adult recipients that receive cash assistance through TANF. Recipients of benefits are required to participate in adult basic education or job training programs as a condition of eligibility.

## **GLOSSARY OF FUNDS**

### **Texas Clean Fleet Program**

This grant provides financial assistance for the replacement of fleet vehicles as authorized by Texas Health and Safety Code Chapter 392

### **Texas Clean School Bus Grant**

This grant provides financial assistance for emission reduction projects as authorized by Texas Health and Safety Code Chapters 386 and 390

### **Texas Education for Homeless Children and Youth**

This fund supports homeless students through staff development and supplemental services, including in-service training, counseling, psychological services and tutoring.

### **Texas Hurricane Homeless Youth**

This grant is for serving homeless children and youth displaced by Hurricane Harvey, Irma, and Maria in which the Federal government declared a major disaster of emergency.

### **Texas Title I Priority Schools Grant (TTIPS)**

Funding for identified schools in order to substantially raise the achievement of their students and enable the schools to meet annual goals and program-term measurable objectives. Funding is intended to provide adequate resources that will enable schools to meet the criteria to exit priority or focus status.

### **Title I 1003 (A) School Improvement**

This grant provides supplemental funds to campuses identified with high concentrations of students from low-income families provide high-quality education, which will enable all children to meet the state student performance standards. These funds are used to implement the required interventions.

### **Title I, Part A - Improving Basic Programs**

Supplemental funds to provide resources to help schools with high concentrations of students from low-income families to acquire the knowledge and skills in the state content standards and to meet the state student performance standards.

### **Title I, Part C - Migrant**

Funds used for instructional and support services for migrant students and out of school migrant youth.

### **Title I, Part D- Subpart 2 -Delinquent Programs**

Funds to improve the educational services to children residing in facilities for delinquent children to acquire the knowledge and skills in the state content standards and state student performance standards.

### **Title II, Part A – Supporting Effective Instruction**

Funds to improve student academic achievement by improving teacher and principal quality and increasing the number of effective teachers in classrooms and qualified principals and assistant principals in schools.

### **Title III, Part A - ELA**

Funds to improve the education of limited English proficient children, by assisting the children to learn English and meet challenging state content standards and student academic achievement standards.

## **GLOSSARY OF FUNDS**

### **Title IV, Part A- Subpart 1 SSAEP**

Funds to improve student academic achievement by providing access to a well-rounded education; improve school conditions for student learning; and improve the use of technology.

### **Transformation Zone Planning Grant**

This grant provides financial assistance to plan and design a Transformation Zone comprised of multiple campuses. These campuses are provided financial support for campus autonomy. The District's Transformation Zone is supported by dedicated zone leadership and support team that supports the development and oversight of strategies aimed at significantly improving academic outcomes.

### **Urban Schools Agricultural Grant**

This grant provides funding for campus agricultural projects.

### **Wheatley Community School**

Funds to implement the Wheatley Community School model including academic enrichment, activities, family strengthening support and relevant community services that partner with Eastside Promise Neighborhood, Eastpoint Zone, Choice Neighborhood and other initiatives.

## GLOSSARY OF TERMS

This glossary contains definitions of terms used in this book and such additional terms as seem necessary to common understandings concerning financial accounting procedures for schools. Several terms that are not primarily financial accounting have been included because of their significance for school financial accounting. The glossary is arranged alphabetically with appropriate cross-referencing where necessary.

**ACADEMY** - The term used when a campus may have grades PK- 8 and/or may be an in-district charter school.

**ACCOUNTABILITY** - The state of being obliged to explain one's actions, to justify what one does. Accountability requires governments to answer to the citizenry it represents, to justify the raising of public resources and the purpose for which they are used.

**ACCOUNTING SYSTEM** - The methods and records established to identify, assemble, analyze, classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

**ACCRUAL BASIS** - The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, other than in the periods in which cash is received or paid by the government.

**ACCRUE** - To record revenues when earned or when levies are made and to record expenditures as soon as they result in liabilities, regardless of when the revenue is actually received or the payment is actually made. Sometimes, the term is used in a restricted sense to denote the recording of revenues earned but not yet due, such as accrued interest on investments and the recording of expenditures which result in liabilities that are payable in another account period, such as accrued interest on bonds. See also Revenue, Estimated and Expenditures.

**ACCRUED INTEREST** - Interest accumulated between interest dates but not yet due.

**AD VALOREM TAXES** - Taxes imposed in proportion to the value of assessed property.

**APPROPRIATION** - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

**APPROPRIATION ACCOUNT** - A budgetary account set up to record spending authorizations for specific purposes. The account is credited with original appropriations and any supplemental appropriations and is charged with expenditures and encumbrances.

**AMENDED BUDGET** - The original adopted plus any amendments passed of a certain date.

**ASSETS** - Property owned by the District which has monetary value.

**AVERAGE DAILY ATTENDANCE (ADA)** - Average Daily Attendance is the average number of students in daily attendance in a given school year. A major part of the state funding formula is based on Average Daily Attendance.

## GLOSSARY OF TERMS

**AVERAGE DAILY MEMBERSHIP** - An enrollment projection number used to calculate a budget for a campus in any given school year.

**AUDIT** - A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:  
Ascertain whether financial statements fairly present financial position and results of operations, test whether transactions have been legally performed, identify area for possible improvements in accounting practices and procedures, ascertain whether transactions have been recorded accurately and consistently, and ascertain the stewardship of officials responsible for governmental resources.

**BALANCE SHEET** - A financial statement disclosing the assets, liabilities, and equity of an entity at a specified date in conformity with GAAP (Generally Accepted Accounting Principles).

**BOARD OF EDUCATION, PUBLIC** - The elected or appointed body that has been created according to State law and vested with the responsibilities for educational activities in a given geographical area. These bodies are sometimes called school boards, governing boards, boards of directors, school committees, school trustees, etc. This definition relates to the general term and covers State boards, intermediate administrative unit boards, and local basic administrative unit boards.

**BOND** - A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future called the date of maturity, and carrying interest at a fixed rate, usually payable periodically. The difference between a note and a bond is that the latter usually runs for a longer period of time and requires greater legal formality. See also Surety Bond.

**BONDED DEBT** - The portion of indebtedness represented by outstanding bonds. Sometimes called "Funded Debt".

**BONDS AUTHORIZED AND UNISSUED** - Bonds that have been legally authorized but not issued and which can be issued and sold without further authorization.

**BONDS ISSUED** - This refer to bonds sold.

**BONDS PAYABLE** - The face value of bonds issued and unpaid.

**BUDGET** - A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The budget usually consists of three parts. The first part contains a message from the budget-making authority together with a summary of the proposed expenditures and the means of financing them. The second part is composed of drafts of the appropriations, revenue, and borrowing measures necessary to put the budget into effect. The third part consists of schedules supporting the summary. These schedules show in detail the proposed expenditures and means of financing them together with information as to past years' actual revenues and expenditures and other data used in making the estimates.

**BUDGET CALENDAR** - A schedule of key dates or milestones in which a government follows in preparation for the adoption of a budget.

## GLOSSARY OF TERMS

**BUDGETARY CONTROL** - The control or management of the business affairs of the school district in accordance with an approved budget with a responsibility to keep expenditures within the authorized amounts.

**BUILDINGS** - A fixed asset account, which reflects the acquisition value of permanent structures used to house persons and property, owned by the local education agency. If buildings are purchased or constructed, this account includes the purchase or contract price of all permanent buildings and fixtures attached to and forming a permanent part of such buildings. If buildings are acquired by gift, the account reflects their appraised value at the time of acquisition.

**CAPITAL BUDGET** - A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. If a Capital Program is in operation, it will be the first year thereof. A Capital Program is sometimes referred to as a Capital Budget. See Capital Program.

**CAPITAL OUTLAYS** - Expenditures which result in the acquisition of an addition to fixed assets.

**CAPITAL PROGRAM** - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program or otherwise. It sets forth each project or other contemplated expenditure in which the local education agency is to have a part and specified the full resources estimated to be available to finance the projected expenditures.

**CAPITAL PROJECTS** - Projects that purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a buildings or facility.

**CAREER AND TECHNOLOGY EDUCATION (CATE)** - This term refers to courses that are designed to help students identify careers and build skills necessary for success in the world of work.

**CERTIFICATE OF DEPOSIT** - A negotiable or non-negotiable receipt for monies deposited in a bank or other financial institution for a specified period for a specified rate of interest.

**CHARTER SCHOOL, IN-DISTRICT** - The term is used for a SAISD campus that operates as a charter school from authority granted by the State Board of Education.

**CODING** - A system of numbering, or otherwise designating, accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used reveals quickly certain required information.

**COHORT SURVIVAL RATIO** - This is an enrollment projection method which essentially compares the number of students in a particular grade to the number of student in the previous grade during the previous year. Ratios are computed for each grade progression and are then used to project future enrollments.

**COMPENSATORY EDUCATION** - Program and instructional services designed for at-risk students. These programs and services are funded with Compensatory Education funds.

**CONTRACTED SERVICES** - Labor, materials and other costs for services rendered by personnel who are not on the payroll of the local education agency.



## GLOSSARY OF TERMS

**COST PER PUPIL** - See Current Expenditures Per Pupil.

**CURRENT EXPENDITURES PER PUPIL** - Current expenditures for a given period of time divided by pupil unit of measure (average daily membership, average daily attendance, etc.).

**CURRENT YEAR'S TAX LEVY** - Taxes levied for the current fiscal period.

**DEBT** - An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of local education agencies include bonds, time warrants and notes.

**DEBT LIMIT** - The maximum amount of gross or net debt which is legally permitted.

**DEBT SERVICE** - Expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest of current loans.

**DEFICIT** - The term refers to the excess of expenditures over revenues during an accounting period.

**DELINQUENT TAXES** - Taxes remaining unpaid on and after the date on which they become delinquent according to state law.

**DEPARTMENT** - A major administrative/supportive division of the district that indicates overall management responsibility for an operation or a group of related operations within a functional area.

**EFFECTIVE TAX RATE** - The total tax levy for the school district divided by the State Comptroller Tax Division Index Value for the district, times 100, equals the effective tax rate per \$100 valuation. (Also see Nominal Tax Rate.)

**ENCUMBRANCE ACCOUNTING** - A system or procedure which involves giving recognition in the budgetary expenditure control records for the issuance of purchase orders, statements, or other commitments chargeable to an appropriation in advance of any liability or payment.

**ENCUMBRANCES** - Funds which are set aside or committed for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation account. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

**EQUIPMENT** - Those moveable items used for school operations that are of a non-expendable and mechanical nature, i.e., perform an operation. Typewriters, projectors, computers, lathes, machinery, and vehicles, etc., are classified as equipment. (Heating and air-conditioning systems, lighting fixtures and similar items permanently fixed to or within a building are considered as part of the building.)

## GLOSSARY OF TERMS

**EXPENDITURES** - Expenditures/expenses should be classified by the major object classes according to the types of items purchased or services obtained. An expenditure/expense account identifies the nature and object of an account, or a transaction. The school district's accounting records are to reflect expenditures/expenses at the most detailed level. Expenditures are debited in the accounting period in which a measurable fund liability is incurred, except for unmatured principal and interest on general long-term debt, prepaid items, and other long-term obligations which are recorded as a debit in the accounting period when due. Expenses are debited in the accounting period in which they are incurred.

**FINANCIAL ACCOUNTABILITY SYSTEM RESOURCE GUIDE (FASRG)** – This is an accounting guide produced by the Texas Education Agency for school district to use as a reference.

**FINANCIAL EXCELLENCE INDICATOR SYSTEM OF TEXAS (FEISTER)** - Used to provide financial, academic program management, and resource allocation data.

**FINANCIAL INTEGRITY RATING SYSTEM OF TEXAS (FIRST)** - This is a TEA rating system for Texas school districts in the area of finance.

**FISCAL PERIOD** - Any period at the end of which a local education agency determines its financial position and the results of its operations. The period may be a month, a quarter, or a year, depending upon the scope of operations and requirements for managerial control and reporting.

**FISCAL YEAR** - A twelve-month period of time to which the annual budget applies and at the end of which a local education agency determines its financial position and the results of its operations. The SAISD fiscal year is July 1 to June 30.

**FIXED ASSETS** - Assets of a long-term nature that are intended to continue to be held or used such as land, buildings, machinery, furniture and other equipment.

**FOUNDATION SCHOOL PROGRAM (FSP)** - It entitles Texas public school districts to provide a basic education for each student. Funding is comprised of local property taxes and state revenues.

**FUNCTION** - This term refers to a mandatory 2-digit code applied to expenditures that identifies the purpose of the transaction. Examples: 11-Instruction; 23-School Administration; 33-Health Services, etc.

**FUND** - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes there in are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**FUND BALANCE** - The difference between the assets and liabilities of a fund. During the fiscal year prior to closing, it represents the excess of the fund's assets and estimated revenues over its liabilities, reserves and appropriations for the period.

**FURNITURE** - Those moveable, non-expendable items used for school operations that are not of a mechanical nature. Chairs, tables, desks, file cabinets, and workstations, are examples of furniture.

## GLOSSARY OF TERMS

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** - Uniform minimum standards and guidelines for financial accounting and reporting set forth by the Governmental Accounting Standards Board.

**GENERAL FUND** - The fund used to finance the ordinary operating of the local education agency. It is available for a legally authorized purpose and consists of money not specifically designated for some other particular purpose.

**GRANTS** - An award of money from a governmental entity such as the State or Federal or a private entity usually for a specific purpose.

**INSTRUCTION** - The activities dealing directly with the teaching of students.

**INTEREST & SINKING** - The total amount to be expended by a taxing unit from property tax revenues to pay principal and interest on outstanding debts.

**INVESTMENTS** - Securities such as certificates of deposit, money market saving accounts, US Treasury Notes, US Treasury Bills are purchased and held for the production of revenue in the form of interest and dividends.

**INVENTORY** - A detailed listing of property currently held by the District showing quantities, descriptions and values of the property, and units of measure and unit prices.

**LEVY** - (Verb) To impose taxes or special assessments. (Noun) The total of the taxes or special assessments imposed by a governmental unit.

**LIABILITY** - Debt or other legal obligations arising out of transactions in the past, which must be paid, renewed or refunded at some future date. Note this does not include encumbrances.

**MAINTENANCE, FACILITIES (plant/buildings repairs and replacement of equipment)** - Those activities which are concerned with keeping the grounds, buildings, and equipment at their original condition of completeness or efficiency, either through repairs or by replacements (anything less than replacement of a total building).

**MODIFIED ZERO BASED BUDGETING** - A budget procedure for all non-schools made up of separate decision packages prepared for each department. An enhancement decision package must be prepared for all increases over prior year budget. The packages, including increases for inflation and services must be justified and compete for available resources. Schools are budgeted based on projected membership.

**NOMINAL TAX RATE** - The tax rate for \$100 valuation applied to the taxable value of property in the district. The county appraisal district determines the taxable value of property in the district. (Also see Effective Tax Rate)

**OBJECT CODE** - As applied to expenditures, this code identifies the nature of a transaction or expenditure classification such as payroll costs; purchased and contracted services; supplies and materials; other operating costs; debt services; and capital outlay.

## GLOSSARY OF TERMS

**ORIGINAL BUDGET** - The annual budget as adopted by the Board of Trustees. It includes the major fund groups (General Operating, Food Service and Debt Service Fund) and functions as mandated by the State of Texas.

**PAYROLL COSTS**- This major classification includes the gross salaries or wages and benefit costs for employee services. An employee is paid a salary or wage.

**PERSONNEL, ADMINISTRATIVE** - Personnel on the school payroll who are primarily engaged in activities which have as their purpose the general regulation, direction and control of the affairs of the school district that are system-wide and not confined to the school; for example, superintendent of schools, business manager and accountant, human resources manager, etc.

**PERSONNEL, CLERICAL** - Personnel occupying positions which have as their major responsibilities the preparing, transferring transcribing, systematizing, or preserving of written communications and records. This also includes stock clerks, etc.

**PERSONNEL, HEALTH** - Persons in the field of physical and mental health such as physicians, psychiatrists, school nurses, dentist, dental hygienists, psychiatric social workers, and therapists, whose services are directed primarily at individuals, although sometimes used for group activities.

**PERSONNEL, INSTRUCTIONAL ADMINISTRATION** - Persons who manage, direct, and supervise the district-wide instructional program, and improve the quality of instruction and the curriculum. Included here are: supervisors of instruction, curriculum, research and development, etc.

**PERSONNEL, MAINTENANCE** - Personnel on the school payroll who are primarily engaged in the repairing and upkeep of grounds, buildings, and equipment.

**POSITIONS AUTHORIZED** - Refers to full-time and part-time positions with employee contracts that are budgeted in the adopted budget in the expenditure category called payroll costs.

**PROGRAM** - The definition of an effort to accomplish a specific objective or objectives consistent with funds or resources available. Budgets and actual revenue and expenditure records may be maintained by program.

**PUBLIC EDUCATION INFORMATION MANAGEMENT SYSTEM (PEIMS)** - An information system that requires all school districts to submit data on students, personnel and financial for use by the TEA and the Legislature.

**RECEIPTS, NONREVENUE** - Amounts received that either incur an obligation that must be met at some future date or change the form of an asset from property to cash and thereafter decrease the amount and value of school property. Money received from loans, sale of bonds, sale of property purchased from capital funds, and proceeds from insurance loss settlements constitute most of the non-revenue receipts.

**REVENUES, ESTIMATED** - Amounts estimated to be received based on local tax rates, state funding formula, federal grants and other known resources.

## GLOSSARY OF TERMS

**SCHOOL** - A division of the school system consisting of a group of pupils composed of one or more teachers to give instruction of a defined type, and housed in a school plant of one or more buildings. More than one school may be housed in one school plant, as is the case when the elementary and secondary programs are housed in the same school plant.

**SCHOOL, ALTERNATIVE** - A separately organized school offering alternative education programs for students at-risk of being suspended from the school system. The name refers to sites that offer educational programs to serve specific student needs. Campus Educational Programs are staffed with SAISD teachers and teacher assistants.

**SCHOOL, ELEMENTARY** - A school classified as elementary by State and local practice and composed of any span of grades not above grade eight. In this book, this term includes pre-kindergartens if they are under the control of the local board of education. In SAISD, grades Pre-K to 6+ are the elementary schools.

**SCHOOL, MIDDLE** - A separately organized secondary school intermediate between elementary and high school. In this district, some grades 6 to 8 are in the middle schools.

**SCHOOL, HIGH** - A school offering the final years of schoolwork necessary for graduation; invariably preceded by a middle or junior high school in the same system. High schools in SAISD include grades 9 through 12.

**SCHOOL, SUMMER** - The name applied to the school session carried on during the period between the end of one regular school term and the beginning of the next regular school term.

**SCHOOL PLANT** - The site, building, and equipment constituting the physical facilities used by single school or by two or more schools sharing the use of common facilities.

**SCHOOL SITE** - The land and all improvements to the site, other than structure, such as grading, drainage, drives, parking areas, walks, plantings, play courts, and play fields.

**SITE-BASED DECISION MAKING (SBDM)** - A process in which the most effective decisions are made by those who will actually implement the decisions. The objective of SBDM is to improve student performance and to enhance accountability. Each campus has the responsibility to set its own educational objectives consistent with the school district's goals from Vision 2010.

**SPECIAL REVENUE FUND** - A fund used to account for the proceeds of specific revenue resources, other than trusts or capital projects, that is legally restricted to expenditures for specified purposes.

**STUDENT BODY ACTIVITIES** - Direct and personal services for public school pupils, such as interscholastic athletics, entertainments, publications, clubs, band and orchestra, that are managed or operated by the student body under the guidance and direction of an adult, and are not part of the regular instructional program. These are usually called extracurricular activities.

**STUDENT OPERATING FUNDS** - Campus level generated money, which enhances the general operating budget for the campus.

## GLOSSARY OF TERMS

**SURETY BOND** - A written promise to pay damages or to indemnify against losses caused by the party or parties named in the document, through nonperformance or through defalcation; for example, a surety bond given by a contractor or by an official handling cash or securities.

**TAX LEVY** - The total amount of funds to be raised by general property taxes for operating and debt service purposes that is determined by the Bexar County Appraisal District.

**TAXES** - Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. It does not include special assessments.

**TAX ROLL** - The official list showing the amount of taxes levied against each taxpayer or property from the Bexar County Appraisal District.

**TEXAS ASSESSMENT OF KNOWLEDGE AND SKILLS (TAKS)** - This is an examination for students in grades 3 through 11 that measures knowledge and skills taught in public schools, and which is used to allow students to progress to the next higher grade. This test was administered for the first time during school year 2003-2004. The Texas Assessment of Academic Skills (TAAS) was TAKS predecessor.

**TEXAS EDUCATION AGENCY (TEA)** - This agency exercises general control of the public education at the state level in accordance with the provisions of the Texas Education Code.

**TIER I** - This term refers to each school district's share of the foundation school program. It consists of an allotment per student times ADA plus categorical aid for special population students.

**TIER II** - This term refers to a guarantee yield component of the Foundation School program which provides each school district with the opportunity to enrich the basic educational program funded through Tier I. Each school district is guaranteed a specified amount per weighted student in state and local funds for each cent of tax effort over that required for the districts local fund assignment up to the maximum specified by state law.

**TEACHER RETIREMENT SYSTEM (TRS)** - An agency of the state of Texas created to provide service and disability retirement benefits and administer a healthcare program for all eligible public school employees.

**VIA** - This term refers to by means of or by way of or through.

**WEIGHTED AVERAGE DAILY ATTENDANCE (WADA)** - This is used to in Tier II to represent a count of students. In simplified terms, it is the result of dividing the cost of Tier I by the Tier I adjusted basic allotment.

**YIELD** - The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

*Thank you for your interest in the  
2019 - 2020 Budget for  
San Antonio Independent School District*



Jefferson High School JROTC

