

DISTRICT & PLACEMENT INFORMATION				<i>Garrett Black 8/19/2025</i>	
District Name:	South San Antonio	Type of Appointment:	Conservator	Date of Report:	8/5/2025
County District Number:	015-908	M/C/BOM name:	Dr. Abe Saavedra	Needs Assessment Date:	5/31/2025
Superintendent:	Saul Hinojosa	ESC Contact:		Placement Date:	Monitor: 9/30/2021 Conservator: 10/10/2023
Board President:	Ray Tijerina	External Support Contact:	Ben Mackey - LSG Coach	Anticipated Exit Date:	2/19/2027
Entry Conditions:	A Special Accreditation Investigation (SAI) took place between April 2019 and November 2020, and a Monitor was placed in the district on September 30, 2021, to correct the governance findings of the Final Report. Three additional Preliminary Reports alleging governance violations by members of the board of trustees from 2021 through 2023 were issued to the district. South San Antonio ISD entered into a settlement agreement with TEA on September 20, 2023, allowing it to accept a conservator appointment. In this settlement, the district agreed that the Commissioner of Education may appoint a board of managers to exercise the powers and duties of the board of trustees if determined appropriate by the Commissioner of Education after a period of one year from the Effective Date of this Agreed Order, September 22, 2024. On February 19, 2025, the Commissioner of Education removed the elected school board and superintendent. On the same date the Commissioner appointed a 7 member board of managers and a new superintendent.®				
Exit Criteria:	<p>Exit Criteria Goal #1: By August 2027, South San ISD will ensure that the district and all campuses in the district are rated A or B in the state accountability system.</p> <p>Exit Criteria Goal #2: By May 31, 2026, South San ISD will be in compliance of all state and federal special education laws and regulations.</p> <p>Exit Criteria Goal #3: By August 31, 2026, South San ISD will conduct a comprehensive needs assessment of financial controls and corresponding financial policies and practices.</p> <p>Exit Criteria Goal #4: The Board of Managers (BOM) will comply with all training and practice requirements of the Lone Star Governance (LSG) model.</p>				
M/C/BOM Role:	<p>The Conservator's role will include, but is not limited to, the following: and overseeing district and board actions in areas allowed by law; assessment of the district's academic, finance and governance systems; during the period of placement; implementation of corrective actions plans, or Progress Report; and the agency on the progress toward completing exit criteria and growth progress measures.</p> <p style="text-align: right;"> *Directing *Facilitating a needs *Conducting onsite inspections *Overseeing and supporting the *Participating in and reporting to </p>				
Needs Assessment:	A needs assessment has been completed and is in draft form. The needs assessment will be finalized once the superintendent and board president have had the opportunity to review the needs assessment and provide their feedback.				

DISTRICT PLACEMENT GOALS

Instructions: The Monitor/Conservator will identify 1-5 Exit Criteria Goals and corresponding Goal Progress Measures (GPMs) to support the district in tracking progress throughout the placement. Achievement of Goal Progress Measures and Exit Criteria Goals will be used by the Agency during 90-Day Review Conferences.

Exit Criteria Goal #1: By August 2027, South San ISD will ensure that the district and all campuses in the district are rated A or B in the state accountability system.

Annual Target(s):	Actual Result(s):	Goal Progress Measure Monitoring Data	Status	Activities Assigned	Activities Completed this Month	Activities Completed in Prior Months	Activities Remaining
GPM 1.1	The district will develop an improvement plan that will bring the districts reading accountability rating to a minimum of a B rating for the district and all schools by August 2027.	July: With the start of the 2025-2026 school year, the administration has started to implement the academic improvement plan.	On Track	2	0	0	2
GPM 1.2	The district will develop an improvement plan that will bring the districts math accountability rating to a minimum of a B rating for the district and all schools by August 2027.	July: With the start of the 2025-2026 school year, the administration has started to implement the academic improvement plan.	On Track	2	0	0	2
GPM 1.3	The district will develop an improvement plan that will ensure that the district and all schools meet all metrics in order for the district and all schools receive a minimum accountability rating of B by August 2027.	July: With the start of the 2025-2026 school year, the administration has started to implement the academic improvement plan.	On Track	2	0	0	2

Narrative: Implementation of the district academic improvement plan has started and is on track.

Exit Criteria Goal #2: By May 31, 2026, South San ISD will be in compliance of all state and federal special education laws and regulations.

Annual Target(s):	Actual Result(s):	Goal Progress Measure Monitoring Data	Status	Activities Assigned	Activities Completed this Month	Activities Completed in Prior Months	Activities Remaining
GPM 2.1	The district will develop and implement an improvement plan to ensure that the district and every school meet all federal special education requirements by May 31, 2026.	July: The superintendent is aware of the deficiencies in special education and is addressing the issues.	On Track	2	0	0	2
GPM 2.2	The district will develop and implement an improvement plan to ensure that the district and every school meet all state special education requirements by May 31, 2026.	July: The superintendent is aware of the deficiencies in special education and is addressing the issues.	On Track	2	0	0	2

Narrative: The superintendent is very aware of the problems in special education. He has removed the special education director and 2 coordinators. A new special education director has been hired and is focused in developing an improvement plan in this area. The conservator has met with the Chief Academic Officer and new Special Education Director and they are well aware of the deficiencies in special education.

Annual Target(s):	Actual Result(s):	Goal Progress Measure Monitoring Data	Status	Activities Assigned	Activities Completed this Month	Activities Completed in Prior Months	Activities Remaining
Exit Criteria Goal #3: By first quarter of the 2025-2026 school year, South San ISD will conduct a comprehensive needs assessment of financial controls and corresponding financial policies and practices.							
Annual Target(s):	Actual Result(s):	Goal Progress Measure Monitoring Data	Status	Activities Assigned	Activities Completed this Month	Activities Completed in Prior Months	Activities Remaining
GPM 3.1	By first quarter of the 2025-2026 school year, the administration will develop and implement a financial management plan that ensures a continuation of FIRST Report A ratings.	July: The district has received an A rating in the FIRST report for the last 4 years.	On Track	1	0	0	1
GPM 3.2	By the second quarter of the 2025-2026 school year, the administration will develop and implement a functional efficiency plan that ensures the highest level of efficiency in the district's business operations.	July: This will be a new initiative for the district.	Not Yet Started	3	0	0	3
GPM 3.3	By the first quarter of the 2025-2026 school year, the administration will develop and implement a pay for performance plan based on student outcomes that is in addition to the state Teacher Incentive Allotment (TIA).	July: Work on a performance pay program has already started.	On Track	2	0	0	2
Narrative: The district has consistently received a rating of A on the FIRST report for about 4 years. The CFO has submitted his resignation and will join another San Antonio district by mid-August. The superintendent has already started the process to identify a top quality CFO for South San. A performance pay plan is a major priority for the superintendent. There are numerous initiatives that the district can undertake to become more efficient.							
Exit Criteria Goal #4: The Board of Managers (BOM) will comply with all training and practice requirements of the Lone Star Governance (LSG) model.							
Annual Target(s):	Actual Result(s):	Goal Progress Measure Monitoring Data	Status	Activities Assigned	Activities Completed this Month	Activities Completed in Prior Months	Activities Remaining
GPM 4.1	By the start of the 2025-2026 school year, all members of the BOM and the superintendent will have completed all initial LSG training requirements.	July: The initial 2 day LSG training for the BOM and superintendent is scheduled for August 22 and 23.	On Track	4	0	0	4
GPM 4.2	All BOM action must directly or indirectly support one or more student outcomes.	July: BOM action items currently meet this requirement.	On Track	2	0	0	2
GPM 4.3	The BOM will demonstrate a clear understanding of Board work and Superintendent work.	July: The BOM is respectful of the superintendent and his responsibilities.	On Track	3	0	0	3
Narrative: The BOM and the superintendent are committed to LSG. They have hired their LSG coach and they have scheduled the initial 2 day training. The LSG coach, superintendent, board president and conservator meet on a monthly phone call.							

MONTHLY PROGRESS								
GPM	Activity	Implementation Timeline		Person(s) Responsible	Phases of Implementation	Status	Confirmed Completion Date	Next Steps
		Start Date	Projected End Date					
Exit Criteria Goal #1: By August 2027, South San ISD will ensure that the district and all campuses in the district are rated A or B in the state accountability system.								
GPM 1.1	The district will develop an improvement plan that will bring the districts reading accountability rating to a minimum of a B rating for the district and all schools by August 2027.							
1.1	Identify reading performance targets for the district and every school for beginning of year (BOY), middle of year (MOY) and end of year (EOY).	8/1/2025	8/31/2027	Superintendent	Project Plan	On Track		The superintendent and deputy superintendent are in the process of identifying performance targets in reading for all schools and the district for the 2025-2026 school year.
1.1	Report to BOM reading performance target results for BOY, MOY, and EOY.	8/1/2025	8/31/2027	Superintendent	Project Plan	On Track		The superintendent will report BOY, MOY, and EOY reading results to the BOM when the district has that data for the 2025-2026 school year.
GPM 1.2	The district will develop an improvement plan that will bring the districts math accountability rating to a minimum of a B rating for the district and all schools by August 2027.							
1.2	Identify math performance targets for the district and every school for beginning of year (BOY), middle of year (MOY) and end of year (EOY).	8/1/2025	8/31/2027	Superintendent	Project Plan	On Track		The superintendent and deputy superintendent are in the process of identifying performance targets in math for all schools and the district for the 2025-2026 school year.
1.2	Report to BOM math performance target results for BOY, MOY, and EOY.	8/1/2025	8/31/2027	Superintendent	Project Plan	On Track		The superintendent will report BOY, MOY, and EOY math results to the BOM when the district has that data for the 2025-2026 school year.
GPM 1.3	The district will develop an improvement plan that will ensure that the district and all schools meet all metrics in order for the district and all schools receive a minimum accountability rating of B by August 2027.							
1.3	Identify state accountability performance targets for the district and every school for beginning of year (BOY), middle of year (MOY) and end of year (EOY).	8/1/2025	8/31/2027	Superintendent	Project Plan	On Track		The superintendent and deputy superintendent are in the process of identifying state accountability performance targets for the district and all schools for BOY, MOY, and EOY.
1.3	Report to BOM state accountability performance target results for BOY, MOY, and EOY.	8/1/2025	8/31/2027	Superintendent	Project Plan	On Track		The superintendent will report BOY, MOY, and EOY state accountability performance targets to the BOM when the data is available.
1.3								
Exit Criteria Goal #2: By May 31, 2026, South San ISD will be in compliance of all state and federal special education laws and regulations.								
GPM 2.1	The district will develop and implement an improvement plan to ensure that the district and every school meet all federal special education requirements by May 31, 2026.							
2.1	Present to the BOM the district's federal compliance special education plan for approval.	6/1/2025	5/31/2026	Superintendent	Project Plan	On Track		Once developed the superintendent will present the district's federal compliance special education plan to the BOM for approval.
2.1	Quarterly present a progress report on the district's federal compliance plan to the BOM.	6/1/2025	5/31/2026	Superintendent	Project Plan	On Track		Once developed the superintendent will present quarterly reports, on the district's federal compliance plan, to the BOM.
GPM 2.2	The district will develop and implement an improvement plan to ensure that the district and every school meet all state special education requirements by May 31, 2026.							
2.2	Present to the BOM the district's state compliance special education plan for approval.	6/1/2025	9/1/2025	Superintendent	Project Plan	On Track		Once developed the superintendent will present the district's state compliance special education plan to the BOM for approval.
2.2	Quarterly present a progress report on the district's state compliance plan to the BOM.	11/1/2025	5/31/2026	Superintendent	Project Plan	On Track		Once developed the superintendent will present quarterly reports, on the district's state compliance plan, to the BOM.
Exit Criteria Goal #3: By first quarter of the 2025-2026 school year, South San ISD will conduct a comprehensive needs assessment of financial controls and corresponding financial policies and practices.								
GPM 3.1	By first quarter of the 2025-2026 school year, the administration will develop and implement a financial management plan that ensures a continuation of FIRST Report A ratings.							
3.1	By the first quarter of the 2025-2026 school year present the financial management plan to BOM.	6/1/2025	11/1/2025	Superintendent	Project Plan	On Track		The superintendent will develop the financial management plan and will schedule a presentation to the BOM.
GPM 3.2	By the second quarter of the 2025-2026 school year, the administration will develop and implement a functional efficiency plan that ensures the highest level of efficiency in the district's business operations.							
3.2	Develop and implement an energy management plan.	6/1/2025	2/1/2026	Superintendent	Project Plan	Not Yet Started		The development of the plan needs to be assigned .
3.2	Develop and implement a fuel efficiency plan for the district's buses, trucks and all other vehicles.	6/1/2025	2/1/2026	Superintendent	Project Plan	Not Yet Started		The development of the plan needs to be assigned .
3.2	Three times a year, report to the BOM results of the district's energy management plan and the fuel efficiency plan.	6/1/2025	2/1/2026	Superintendent	Project Plan	Not Yet Started		Presentations of these plans to the BOM need to be scheduled for the 2025-2026 school year.
GPM 3.3	By the first quarter of the 2025-2026 school year, the administration will develop and implement a pay for performance plan based on student outcomes that is in addition to the state Teacher Incentive Allotment (TIA).							
3.3	Present for approval, the pay for performance plan to the BOM	6/1/2025	11/1/2025	Superintendent	Project Plan	On Track		Schedule the presentation of the pay for performance plan to the BOM.
3.3	Annually present the results of the pay for performance plan to the BOM	6/1/2025	5/31/2026	Superintendent	Project Plan	On Track		The results of the pay for performance plan will be presented to the BOM every year.

MONTHLY PROGRESS								
GPM	Activity	Implementation Timeline		Person(s) Responsible	Phases of Implementation	Status	Confirmed Completion Date	Next Steps
		Start Date	Projected End Date					
Exit Criteria Goal #4: The Board of Managers (BOM) will comply with all training and practice requirements of the Lone Star Governance (LSG) model.								
GPM 4.1	By the start of the 2025-2026 school year, all members of the BOM and the superintendent will have completed all initial LSG training requirements.							
4.1	For three consecutive quarters, the BOM will score at the meets focus level in the area of Vision and Goals 1-4.	6/1/2025	5/31/2027	BOM	Project Plan	Not Yet Started		The BOM and superintendent will attend the initial 2 day LSG training August 22 and 23.
4.1	For three consecutive quarters, the BOM will score at the meets focus level in the area of Progress and Accountability 1-2.	6/1/2025	5/31/2027	BOM	Project Plan	Not Yet Started		The BOM and superintendent will attend the initial 2 day LSG training August 22 and 23.
4.1	For three consecutive quarters, the BOM will score at the meets focus level in the area of Systems and Processes.	6/1/2025	5/31/2027	BOM	Project Plan	Not Yet Started		The BOM and superintendent will attend the initial 2 day LSG training August 22 and 23.
4.1	For three consecutive quarters, the BOM will score at the meets focus level in the area of Synergy and Teamwork.	6/1/2025	5/31/2027	BOM	Project Plan	Not Yet Started		The BOM and superintendent will attend the initial 2 day LSG training August 22 and 23.
GPM 4.2	All BOM action must directly or indirectly support one or more student outcomes.							
4.2	Every board action agenda item will identify the student outcome that is supported by this action of the BOM.	6/1/2025	8/31/2027	Superintendent	Project Plan	On Track		Currently BOM actions support student outcomes, but it needs to be documented when the board meeting agenda item is presented to the BOM.
4.2	The board president will remove from the board meeting agenda any action item that does not support one or more student outcomes.	6/1/2025	8/31/2027	BOM President	Project Plan	On Track		The BOM president will remove any action item that does not support a student outcome.
GPM 4.3	The BOM will demonstrate a clear understanding of Board work and Superintendent work.							
4.3	The BOM and superintendent will participate in an annual 3 hour training concerning board work and superintendent work.	6/1/2025	8/31/2027	BOM and Superintendent	Project Plan	Not Yet Started		This training session needs to be scheduled.
4.3	The BOM will review and update as necessary, board policies pertaining to board governance.	6/1/2025	8/31/2027	BOM	Not Yet Started	Not Yet Started		This review and update needs to be discussed with the LSG coach.
4.3	The BOM will review and update as necessary, board operating procedures.	6/1/2025	8/31/2027	BOM	Not Yet Started	Not Yet Started		This review and update needs to be discussed with the LSG coach.