



PRIORITY 3: FINANCIAL STEWARDSHIP

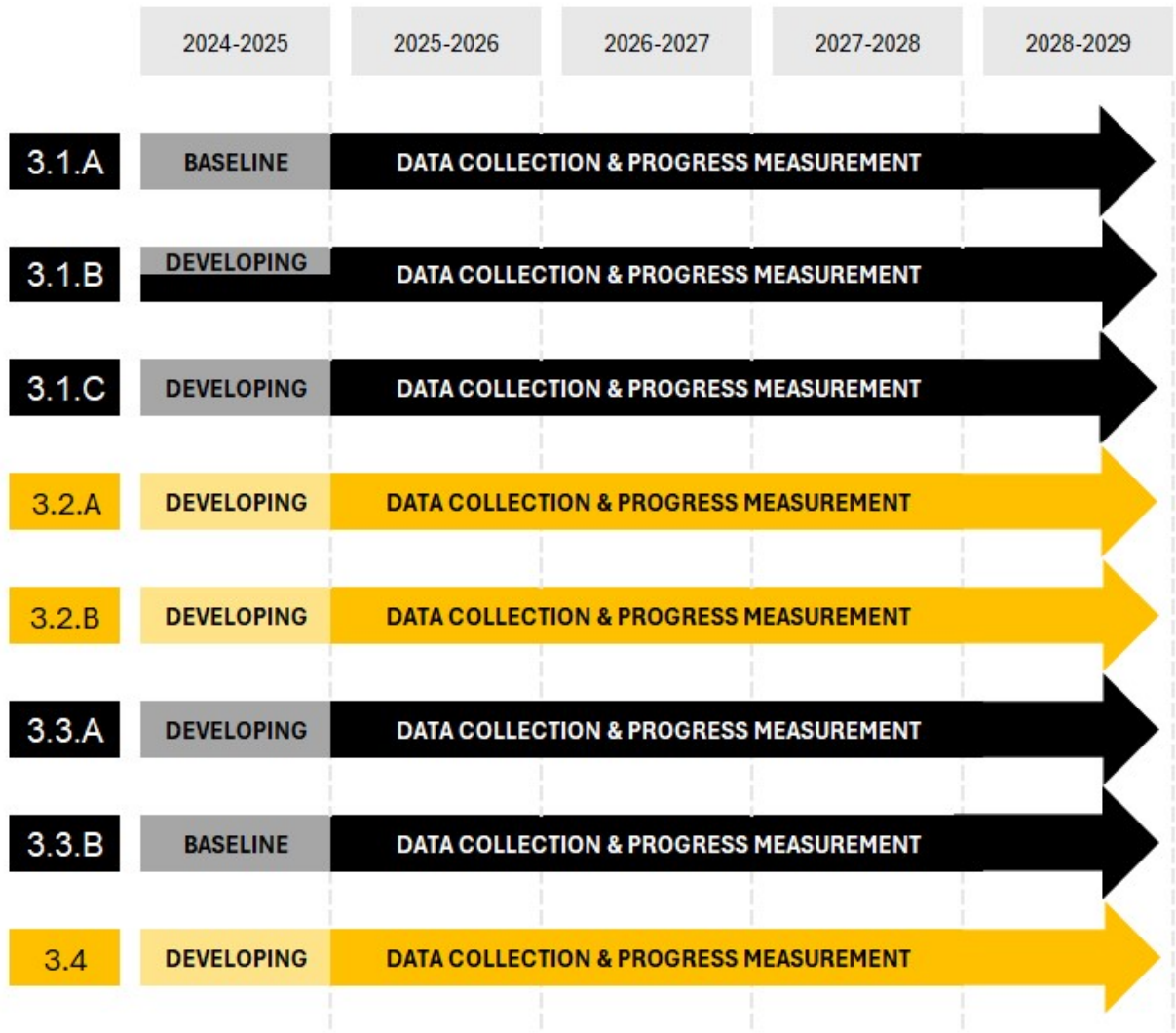
SYSTEM SCORECARD

Killeen Independent School District



Board Reports

GENERAL TIMELINE FOR PRIORITY 3 STRATEGIC ACTION ROLLOUT





3.1

The District will use data-driven planning to **prioritize resource allocations**



Key Strategic Actions

3.1.A Evaluate District initiatives to optimize resource allocations and maximize efficiencies

3.1.B Implement comprehensive asset management plans

3.1.C Measure comparable key performance indicators (KPI) for operations departments



PROGRESS
MEASURES



PRIORITY 3.1.A

Evaluate District initiatives to optimize resource allocations and maximize efficiencies

LONG-TERM DESIRED OUTCOME(S):

By June 2029, district initiatives will be identified and prioritized, and an evaluation system will be in place to conduct internal program assessments, measuring the academic return on investment.

WHAT IS THE PROBLEM?

The district needs a comprehensive, data-driven evaluation process to guide resource allocations

WHY?

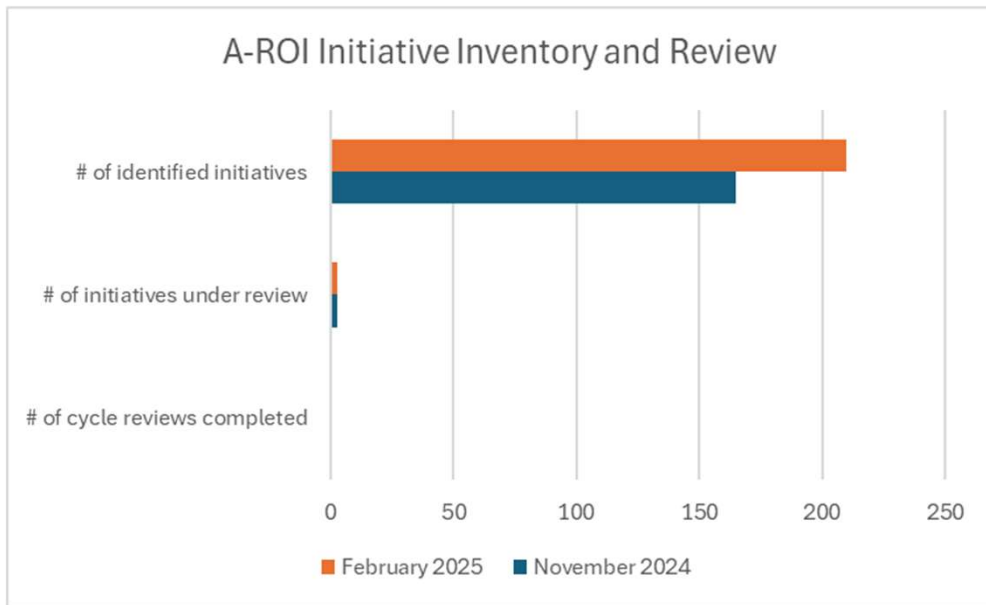
- The district lacks organized information on all district initiatives
- Program evaluations do not consistently measure the effectiveness of initiatives against their financial investment and stated goals
- Limited focus on long-term financial sustainability has led to reactionary budgeting rather than proactive financial planning

PLAN OF ACTION:

1. Prioritize initiatives for detailed review
2. Conduct scheduled reviews of district initiatives to measure success against pre-determined expectations
3. Monitor historical data to develop forecast trends
4. Implement long-term financial projections using data analytics

PRIORITY 3.1.A

Evaluate District initiatives to optimize resource allocations and maximize efficiencies



LONG-TERM DESIRED OUTCOME(S):

By June 2029, district initiatives will be identified and prioritized, and an evaluation system will be in place to conduct internal program assessments, measuring the academic return on investment.



FINANCIAL STEWARDSHIP – PRIORITY 3.1.A

Evaluate District initiatives to optimize resource allocations and maximize efficiencies

SPOTLIGHTS & NEXT STEPS

Work Underway for the 2024 – 2025 School Year

Initiative Inventory (Academic-Return on Investment) work:

- Create a process to identify existing initiatives
- Establish a method of prioritization of initiative evaluation
- Finalize an initiative application form for new initiatives and an initiative documentation form for existing initiatives to document success criteria and timelines prior to procurement
- Continue documenting district initiatives currently underway
- Conduct initiative reviews, linking outcomes directly to resource allocation strategies
- Determine team and lead staff members to evaluate each prioritized initiative
- Train team members on process for conducting initiative review

PRIORITY 3.1.B

Implement comprehensive asset management plans

LONG-TERM DESIRED OUTCOME(S):

By June 2029, the district will not own any portable buildings used for instruction nor any vacant buildings. All district assets will be maintained and replaced within established life cycle.

WHAT IS THE PROBLEM?

The district needs to optimize building use and create comprehensive life cycle replacement programs to alleviate inefficiencies in resource allocation

WHY?

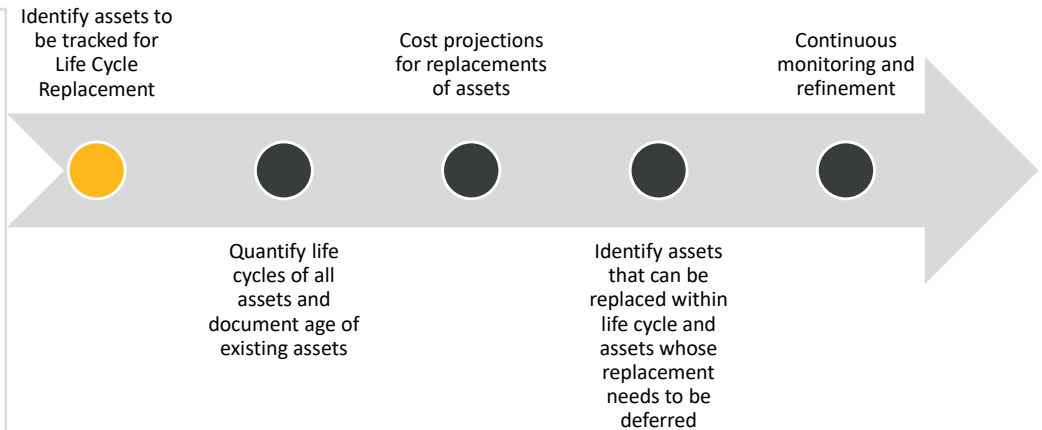
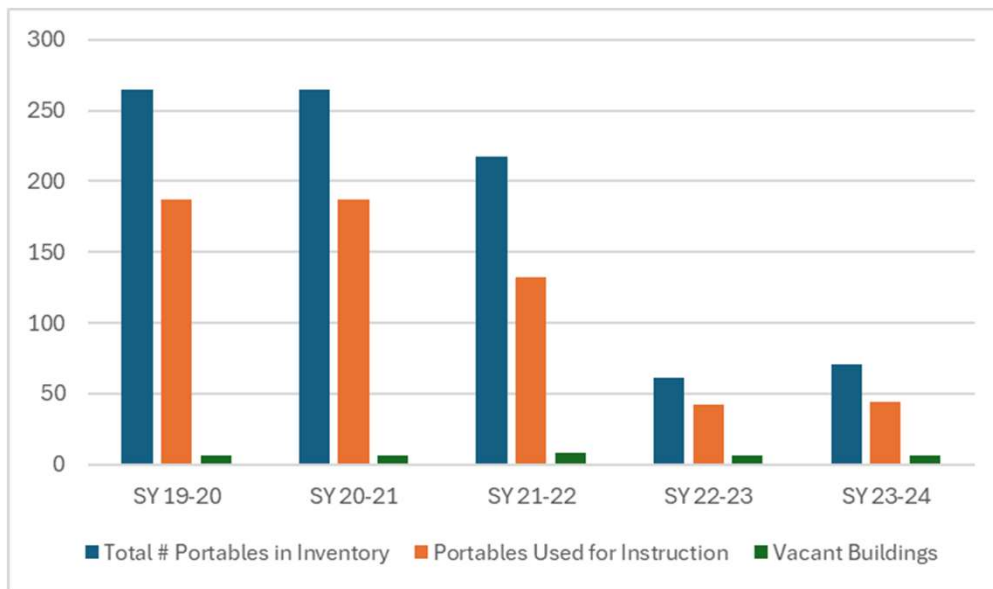
- Overreliance on temporary solutions
- Lack of comprehensive life cycle replacement program
- Budget prioritization often delays life cycle replacement purchases

PLAN OF ACTION:

1. Refine enrollment projections compared to facilities available
2. Analyze facility conditions and ability to meet needs
3. Create a long-range facilities master plan
4. Implement a lifecycle asset management plan

PRIORITY 3.1.B

Implement comprehensive asset management plans



LONG-TERM DESIRED OUTCOME(S):

By June 2029, the district will not own any portable buildings used for instruction nor any vacant buildings. All district assets will be maintained and replaced within established life cycle.



FINANCIAL STEWARDSHIP – PRIORITY 3.1.B

SPOTLIGHTS

Implement comprehensive asset management plans

NEXT STEPS

SPOTLIGHTS & NEXT STEPS

Work Underway for the 2024 – 2025 School Year:

- Analyze marketability of vacant buildings and land
- Developing rezoning options to optimize facility utilization and maintain room for growth where needed
- Departments are creating a listing of items that should be on a life cycle replacement schedule
- Develop budgets, timelines and scopes of work for potential repurposing of decommissioned facilities
- Identify items to be included in asset lifecycle replacement with a timeline for replacement
- Develop future annual costs schedule for asset lifecycle replacement program

PRIORITY 3.1.C

Measure comparable key performance indicators (KPI) for operations departments

LONG-TERM DESIRED OUTCOME(S):

By June 2029, key performance indicators will demonstrate compliance and improved efficiency across operational departments.

WHAT IS THE PROBLEM?

KPI's are not consistently monitored and reported across all operational departments to measure and optimize performance

WHY?

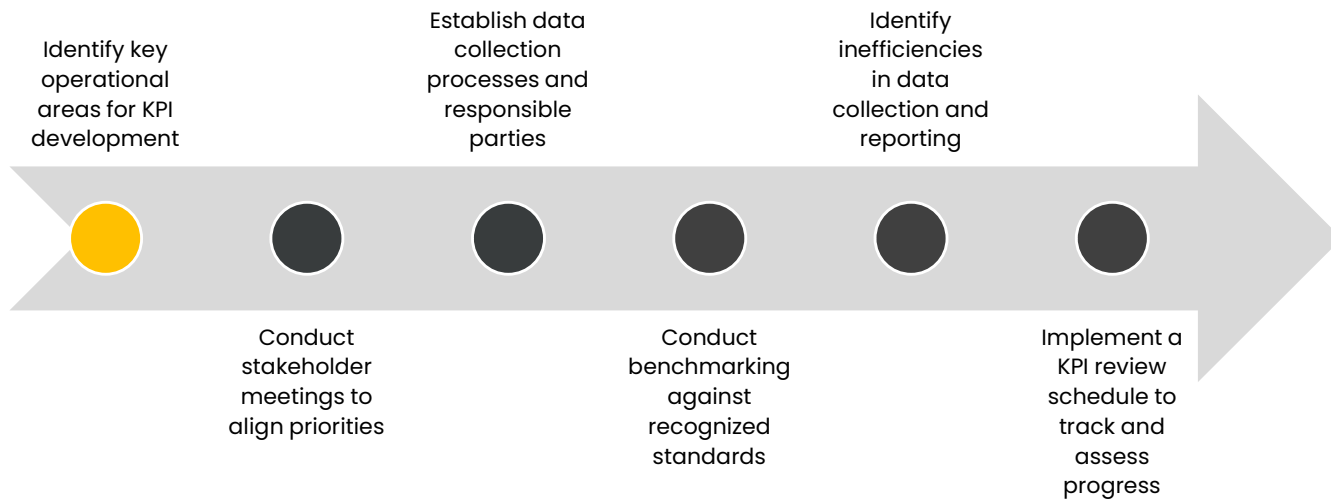
- Varied KPI tracking makes it difficult to establish a standardized performance evaluation
- Regular review and reporting of KPI's can increase efficiency, accountability and transparency of data
- Compliance with Financial Integrity Rating System of Texas (FIRST) can be forecasted through use of KPI's

PLAN OF ACTION:

1. Identify key operational areas for KPI development
2. Conduct stakeholder meetings to align priorities
3. Establish data collection processes and responsible parties
4. Conduct benchmarking against recognized standards
5. Implement a KPI review schedule to track and assess progress

PRIORITY 3.1.C

Measure comparable key performance indicators (KPI) for operations departments



LONG-TERM DESIRED OUTCOME(S):

By June 2029, key performance indicators will demonstrate compliance and improved efficiency across operational departments.



FINANCIAL STEWARDSHIP – PRIORITY 3.1.C

Measure comparable key performance indicators (KPI) for operations departments

SPOTLIGHTS & NEXT STEPS

Work Underway for the 2024 – 2025 School Year

- Key operational areas for KPI development have been identified
- Stakeholders are reviewing KPI's for relevance and usefulness
- Individual department KPI's are being consolidated to be reported centrally
- FIRST indicators are being added as KPI's
- Stakeholder meetings are taking place
- Develop an initial list of System Scorecard KPIs
- Finalize and standardize KPIs and their definitions
- Define baseline data collection strategies and responsible parties



3.2

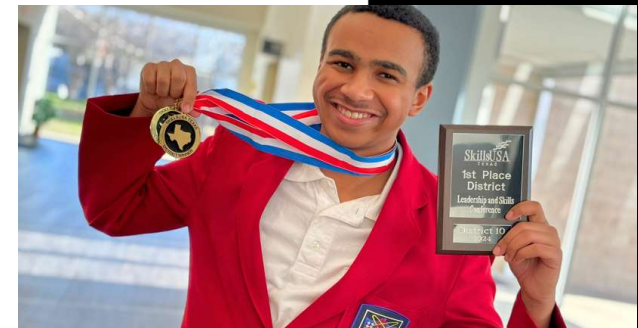
The District will prepare budgets using **transparent and open communication** amongst stakeholders



Key Strategic Actions

3.2.A Ensure budget development process is effectively communicated to stakeholders and aligned with district priorities

3.2.B Expand transparency of financial data



PROGRESS
MEASURES



PRIORITY 3.2.A

Ensure budget development process is effectively communicated to stakeholders and aligned with district priorities

LONG-TERM DESIRED OUTCOME(S):

By August 2027, the district's budget development process will be aligned with district priorities, allowing stakeholders opportunities to provide meaningful input.

WHAT IS THE PROBLEM?

The district's current budget development process is perceived to lack alignment with district priorities and meaningful stakeholder engagement

WHY?

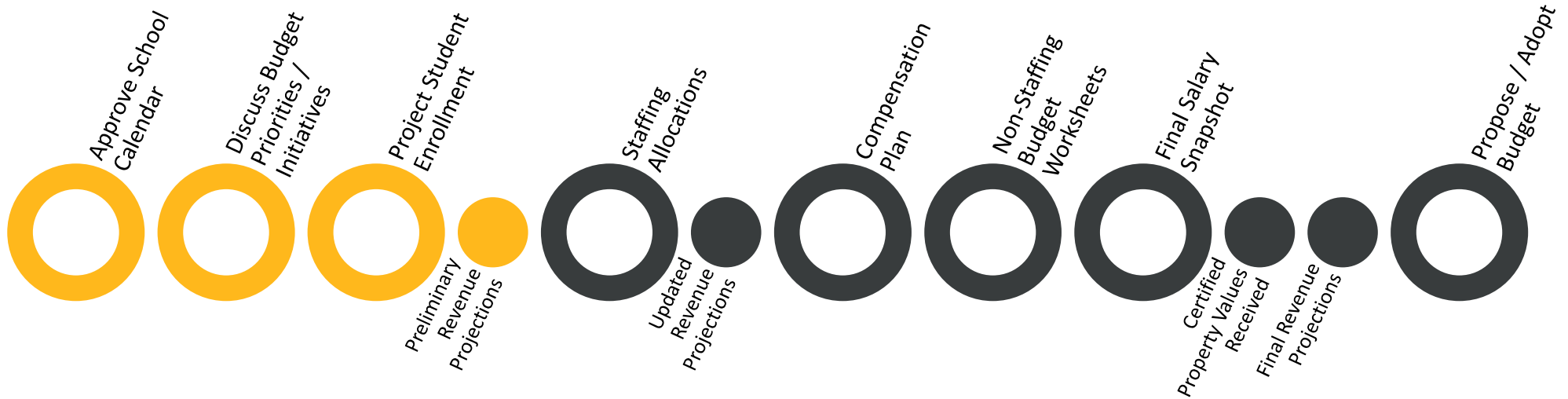
- Perceived lack of communication to allow stakeholders to provide feedback that influences budget decisions
- State and federal funding constraints complicate stakeholders' ability to fully understand the intricacies of complex funding allocations

PLAN OF ACTION:

1. Develop a comprehensive, user-friendly budget development guide that is easily accessible by all stakeholders
2. Increase stakeholder engagement by encouraging active participation and involvement
3. Provide training to stakeholders to enhance understanding of the budget process, their roles, and the impact
4. Establish a feedback loop to monitor and ensure growth of stakeholders understanding

PRIORITY 3.2.A

Ensure budget development process is effectively communicated to stakeholders and aligned with district priorities



LONG-TERM DESIRED OUTCOME(S):

By August 2027, the district's budget development process will be aligned with district priorities, allowing stakeholders opportunities to provide meaningful input.



FINANCIAL STEWARDSHIP – PRIORITY 3.2.A

Ensure budget development process is effectively communicated to stakeholders and aligned with district priorities

SPOTLIGHTS & NEXT STEPS

Work Underway for the 2024 – 2025 School Year

- Budget Advisory Committee (BAC) formed with meetings held in January and February
- Presentations to Principal and Assistant Principal professional learning communities and central leadership meetings
- Gathering input from stakeholders via BAC committee and through district website to ensure priorities are reflected in the budget process
- Working with strategic partners that offer specialized support services to enhance operational efficiency
- Documents detailing the budget process are being revised for distribution and posting on the district website
- Communicate prioritization decisions from budget requests
- Communicate validation of budget assumptions

PRIORITY 3.2.B

Expand transparency of financial data

LONG-TERM DESIRED OUTCOME(S):

By June 2029, the district will expand transparency of the District's financial data through an education campaign, including showcasing financial awards and ratings.

WHAT IS THE PROBLEM?

A perception exists that the district's financial transparency is limited, impacting stakeholder trust and engagement in budget decisions

WHY?

- Stakeholders are not aware of the financial transparency currently in place on various websites
- Financial data is spread across multiple District web pages, making it challenging to navigate
- Insufficient communication strategies

PLAN OF ACTION:

1. Initiate an education campaign to highlight the District's financial transparency efforts
2. Simplify access to financial data on the district website to improve navigation
3. Pursue additional transparency awards and ratings to demonstrate commitment to transparency and accountability

PRIORITY 3.2.B

Expand transparency of financial data

Current Awards



Future Awards



LONG-TERM DESIRED OUTCOME(S):

By June 2029, the district will expand transparency of the District's financial data through an education campaign, including showcasing financial awards and ratings.



FINANCIAL STEWARDSHIP – PRIORITY 3.2.B

Expand transparency of financial data

SPOTLIGHTS & NEXT STEPS

Work Underway for the 2024 – 2025 School Year

- Developed district webpage dedicated to the budget and budget development process, including board budget presentations
- Purchasing department awarded the State Comptroller Transparency Stars Award for Contracts and Procurement
- Updated business services websites to include Fiscal Year 2023-2024 audited amounts
- Publish comparisons showing actual revenue and spending compared to budget along with explanations for major variances
- Collaborate with KISD communications department to showcase the State Comptroller Transparency Stars Awards, Association of School Business Officials (ASBO) and Government Finance Officers Association (GFOA) Excellence in Financial Reporting Awards currently held by the Business Services Department, and the district's Financial Integrity Rating System of Texas (FIRST) financial accountability rating
- Decision on budget requests from campus and department leadership will be clearly communicated
- Take necessary steps to apply for and receive additional State Comptroller Transparency Stars Awards, the TASBO Excellence in Financial Management Award, and ASBO Meritorious Budget Award



3.3

The District will continuously evaluate and update **policies and procedures** to foster a positive culture and climate



Key Strategic Actions

3.3.A Design a process to align policies and procedures

3.3.B Create recognition programs that celebrate excellence in alignment with district policies and procedures



PROGRESS
MEASURES



PRIORITY 3.3.A

Design a process to align policies and procedures

LONG-TERM DESIRED OUTCOME(S):

By June 2029, ensure alignment of all departmental guidelines, administrative procedures and local and legal board policies.

WHAT IS THE PROBLEM?

Lack of alignment between policies and procedures leads to inconsistencies in operations and decision making

WHY?

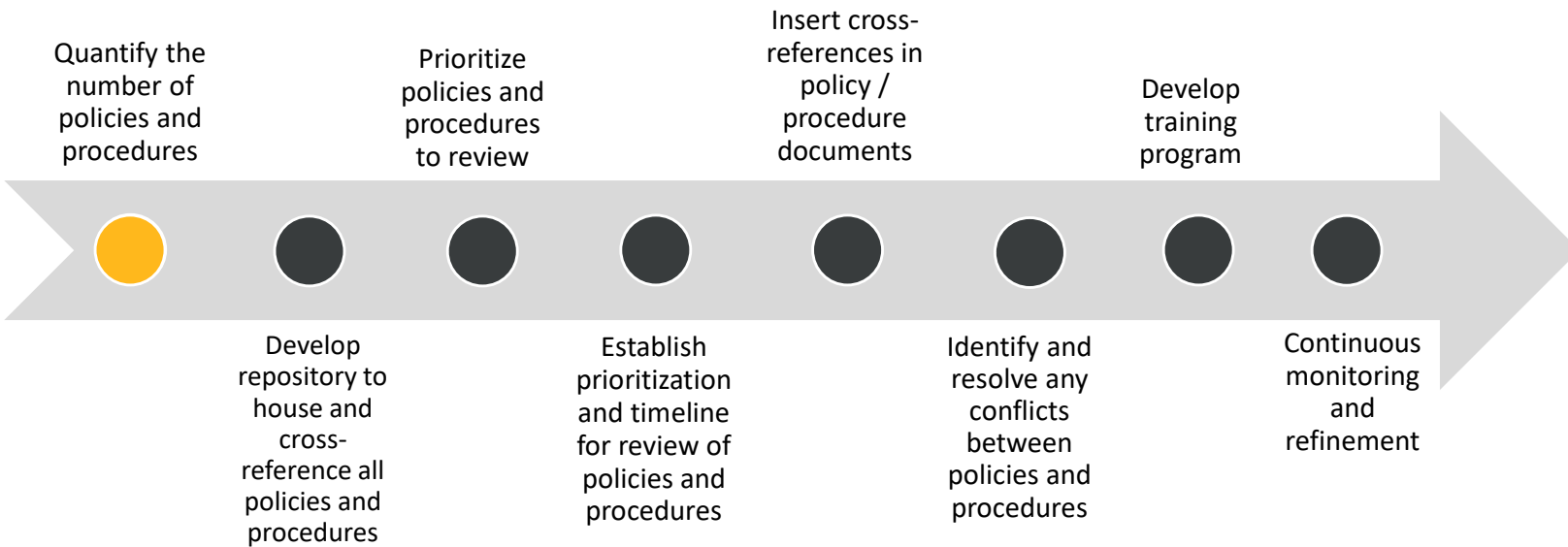
- Limited stakeholder engagement in policy and procedure development and updates
- Inadequate or inconsistent communication and training of policy and procedure updates
- Outdated or overly complex procedures

PLAN OF ACTION:

1. Map procedures to corresponding policies
2. Establish a procedure and local board policy review timeline
3. Align policy and procedure training with onboarding and professional development
4. Create channels for employees to provide input on effectiveness of policies and procedures

PRIORITY 3.3.A

Design a process to align policies and procedures



LONG-TERM DESIRED OUTCOME(S):

By June 2029, ensure alignment of all departmental guidelines, administrative procedures and local and legal board policies.



FINANCIAL STEWARDSHIP – PRIORITY 3.3.A

Design a process to align policies and procedures

SPOTLIGHTS & NEXT STEPS

Work Underway for the 2024 – 2025 School Year

- Created tracking mechanism for review and alignment of policies and procedures
- Created document that quantifies and summarizes all board policies and administrative procedures by topic
- Met with owners of repositories for administrative procedures, board policies and operational procedures to understand cadence and process for updates
- Researching repository options that would allow documents to be cross-referenced and linked
- Formalize a policy and procedure review and update prioritization and timeline
- Review current district trainings related to policies and procedures and modify as needed

PRIORITY 3.3.B

Create recognition programs that celebrate excellence in alignment with district policies and procedures

LONG-TERM DESIRED OUTCOME(S):

By June 2029, the district will see an increase in employees feeling valued and recognized for their compliance with district policies and procedures and commitment to excellence.

WHAT IS THE PROBLEM?

The district lacks employee job satisfaction programs that celebrate high performers and set benchmarks for success in implementing department processes

WHY?

- Recognizing employees for their contributions enhances job satisfaction and morale
- Acknowledgement promotes a sense of belonging and teamwork among staff
- Aligning recognition with organization objectives contributes to the district's success

PLAN OF ACTION:

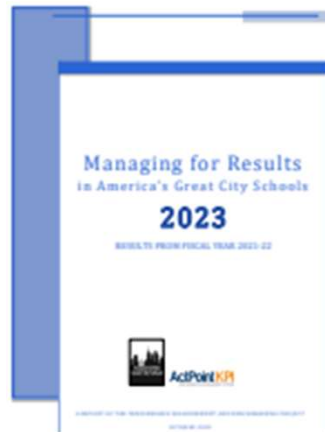
1. Engage employees in the recognition program design
2. Expand recognition initiatives across divisions
3. Highlight both individual and team success
4. Track employee satisfaction through regular surveys
5. Adjust programs based on feedback

PRIORITY 3.3.B

Create recognition programs that celebrate excellence in alignment with district policies and procedures

Performance Metrics

- * School Nutrition
- * Technology
- * Maintenance
- * Custodial
- * Purchasing
- * Transportation
- * Distribution Center
- * Property Management
- * Financial Services



**Baseline
Development
2025-2026 SY**

Survey staff related to job satisfaction and recognitions

Develop and communicate employee recognition program

Create employee committee to design recognition program

Continuous monitoring and refinement

LONG-TERM DESIRED OUTCOME(S):

By June 2029, the district will see an increase in employees feeling valued and recognized for their compliance with district policies and procedures and commitment to excellence.



FINANCIAL STEWARDSHIP – PRIORITY 3.3.B

Create recognition programs that celebrate excellence in alignment with district policies and procedures

Spotlights & Next Steps

Work Underway in the 2024 –2025 School Year

- Evaluate which performance metrics lend themselves to a recognition program
- Evaluate the most meaningful forms of recognition (awards, shoutouts, etc.)
- Identify current departmental recognition practices





3.4



District Operational Departments' **training** will focus on effective and sustainable use of district resources and procedures



Key Strategic Actions

3.4 Redesign training programs to align with employees' job responsibilities, knowledge and skills

PROGRESS
MEASURES



PRIORITY 3.4

Redesign training programs to align with employees' job responsibilities, knowledge and skills

LONG-TERM DESIRED OUTCOME(S):

By June 2029, survey data will demonstrate that 90% of trainees report that trainings provided by operations departments are effective and relevant.

WHAT IS THE PROBLEM?

The district's training programs necessary for operational efficiency and effectiveness are not always tailored to address the specific training needs of employees

WHY?

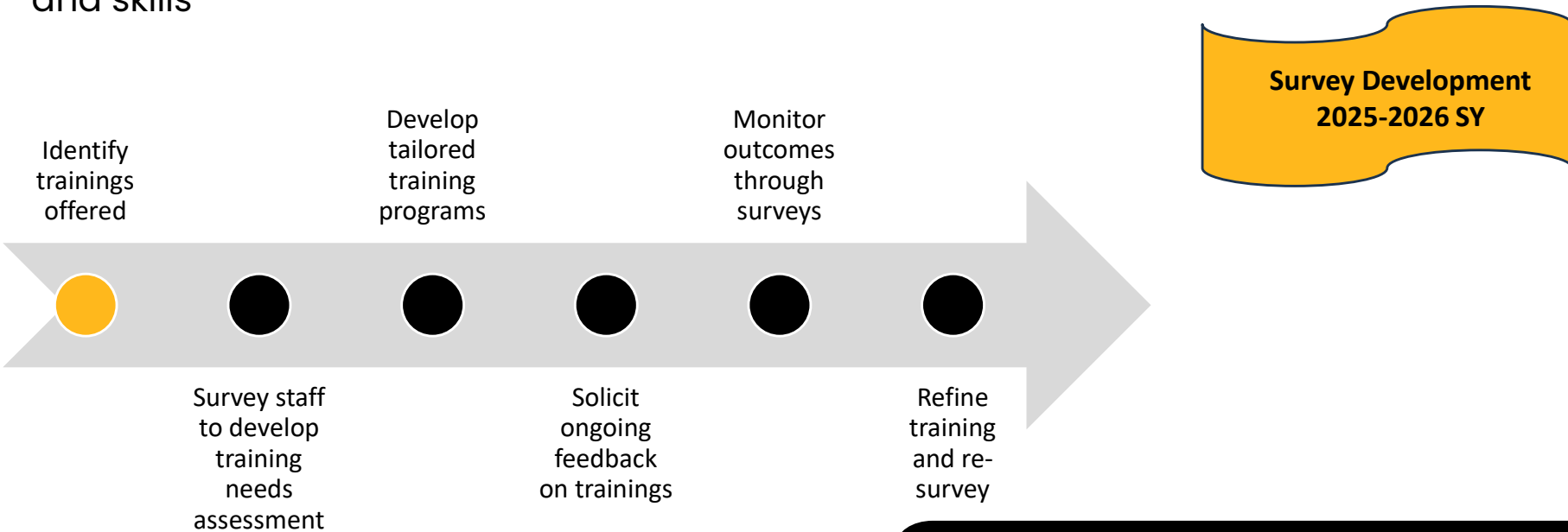
- No formal needs assessment process for training design
- Training materials carried forward from prior trainings
- Inconsistent focus on the needs of the user

PLAN OF ACTION:

1. Develop a training needs assessment
2. Develop tailored training programs by job duties
3. Implement ongoing feedback mechanisms
4. Monitor training outcomes through surveys

PRIORITY 3.4

Redesign training programs to align with employees' job responsibilities, knowledge and skills



LONG-TERM DESIRED OUTCOME(S):

By June 2029, survey data will demonstrate that 90% of trainees report that trainings provided by operations departments are effective and relevant.



FINANCIAL STEWARDSHIP – PRIORITY 3.4

Redesign training programs to align with employees' job responsibilities, knowledge and skills

Spotlights & Next Steps

Work Underway in the 2024 –2025 School Year

- Identify the various training/professional development opportunities provided to campus and department office staff based on job duties
- Designate workdays to support campus and department office staff
- Conduct a district-wide training needs assessment using surveys and staff interviews
- Map current training offerings to job roles & responsibilities
- Implement feedback loops for audience learning and gaps
- Setup a training request system