




## SOUTH SAN ANTONIO INDEPENDENT SCHOOL DISTRICT

### Agenda Item Summary

Meeting Date: November 17, 2025 

Agenda Section: Consent

Agenda Item Title: South San Antonio ISD Strategic Plan Proposal

From/Presenters: Dr. Jennifer Gutierrez, Deputy Superintendent

Description: Approve the timeline and process for developing the District's five-year strategic plan. The process includes:

- Facilitating a Hopes and Dreams Conference with DEIC members, students, community partners, and local business representatives to gather long-range vision input.
- Conducting a ThoughtExchange survey for staff and the community to collect additional feedback. The survey will be open from December 8, 2025 - January 6, 2026.
- Hosting a two-day onsite planning retreat for the District Leadership Team to develop the district's mission, vision, goals, core values, and strategic actions, informed by student performance data and stakeholder feedback.
- Conducting a follow-up DEIC meeting to review and refine the draft strategic plan.
- Providing ongoing consultation and support to the superintendent and staff for drafting documents and preparing communications prior to Board presentation on February 23, 2026/

This process ensures broad stakeholder engagement, alignment with district goals, and supports the development of a comprehensive, actionable strategic plan.

Historical Data: N/A

Recommendation: Approve the South San ISD Strategic Plan Proposal

Purchasing Director and Approval Date:

Funding Budget Code and Amount: 255 E 13 6299 00 804 6 24 000 - \$14,180

Goal 1: SSAISD will increase academic achievement for all students and thus closing the gap between student populations in pursuit of advanced performance.



October 21, 2025

South San Antonio ISD  
Via Email

Attention: Dr. Saul Hinojosa, Superintendent

Re: Proposal for Strategic Planning Facilitation

Dear Dr. Hinojosa:

On behalf of TASA, in collaboration with the Texas Leadership Center (TLC), I am pleased to submit a proposal to provide strategic planning facilitation services for South San Antonio ISD (SSAISD). As superintendent of two school systems, I partnered with school leaders and boards to design and implement strategic plans that provided organizational alignment around a clear strategic framework to focus our efforts on improving and sustaining high student outcomes and accountability systems for all staff. Based on our recent conversation, I propose the following to support your development of a five-year strategic plan:

- **Conduct a Hopes and Dreams Conference.**
  - We will facilitate a Hopes and Dreams Conference to gain input from the SSAISD District Education Improvement Committee (DEIC) regarding their long-range vision for the district and the students you serve. Invited participants will be current members of the DEIC, selected secondary students, community partners, and local business partners. The two primary questions addressed during the conference will be: What are your hopes and dreams for the future of SSAISD? and What will it take for us to realize those hopes and dreams? We will use the ThoughtExchange digital tool to gather feedback that will be compiled and analyzed for use by the district's strategic planning team in their development of the strategic plan.
  - Based on our recent conversation, if you choose to schedule this meeting on a Monday evening, per the DEIC's typical meeting schedule, we are available to facilitate the meeting on December 1, 8, or 15. However, due to the upcoming holiday season, if you prefer to launch this work in January, we are available to conduct this meeting on January 12.
- **Conduct a ThoughtExchange for SSAISD Staff and Community.**
  - We will use the same ThoughtExchange questions used during the Hopes and Dreams Conference to obtain additional feedback from the greater SSAISD learning community to inform development of the strategic plan.
  - This ThoughtExchange would launch immediately following the Hopes and Dreams Conference and close one week later.
- **Two-day Onsite Planning Retreat for the District Leadership Team.**

- This in-person meeting aims to engage the strategic planning committee in developing an organizational mission, vision, goals, core values, and strategic actions that incorporate the student performance goals adopted by the Board of Trustees as part of their Lone Star Governance coaching, district student performance data, state accountability data, and perspectives gathered through the Hopes and Dreams Conference.
- Strategic planning team members will be asked to prepare for the meeting by completing a survey about the district's current strengths, challenges, and potential goals. Completing this survey will allow for more efficient use of our time during the on-site planning retreat.
- SSAISD will identify and provide the location and set up for the planning retreat, including audiovisual connectivity, planning materials (chart paper, Post-it Notes, etc.), snacks, beverages, and meals.
- This retreat would be scheduled at least one week after the community ThoughtExchange closes.
- **Follow-up Meeting with District Education Improvement Council.**
  - Following the onsite planning retreat, we will facilitate an in-person meeting with the DEIC to share and obtain feedback on the strategic plan developed by the strategic planning. Feedback obtained during this meeting will be used to refine the plan and develop a final draft for presentation to the Board of Trustees.
  - This meeting would be scheduled at least one week following the onsite planning retreat.
- **Ongoing Consultation and Support.**
  - We will provide remote support to the superintendent, deputy superintendent, and other staff engaged in drafting documents for the Board of Trustees and communication to staff and the greater SSAISD community. Support will include analysis of data obtained during the Hopes and Dreams Conference, analysis of feedback on the draft plan provided by the DEIC, and a draft mission, vision, goals, core values, and strategic actions proposed by the staff strategic planning committee.
  - We will not attend meetings with the Board of Trustees unless it is specifically requested that we do so.
- **Resources**
  - Dr. Charles Dupre and Diana Sayavedra, both experienced superintendents in Texas, will provide services through the Texas Leadership Center, a 501(c)(3) affiliated with TASA.
- **Investment**
  - \$14,180, including planning and preparation, facilitation of the Hopes and Dreams Conference, facilitation of the onsite planning retreat, facilitation of the DEIC follow-up meeting, ongoing support, and travel costs.
  - If additional travel for Board meetings or other on-site work is requested, we will invoice SSAISD for out-of-pocket travel costs.
  - Services will be invoiced through the Texas Leadership Center.

In closing, thank you for allowing us to submit this proposal. I look forward to discussing it with you. We are here to help you achieve your goals for your students and the SSAISD community. I am confident that our experiences and skills have equipped us to be the partner you need at this critical juncture in your district's history. We would be delighted to serve you and your school community.

Sincerely,



Charles E. Dupre, Ed.D., CPA, ACC  
TASA Deputy Executive Director, Member Engagement and Support

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**Terms.** Upon acceptance of this engagement letter, TASA, in collaboration with the Texas Leadership Center will provide services as requested until this agreement is terminated in writing by either South San Antonio ISD or TASA. If TASA cannot fulfill the terms of this agreement, any prepaid fees will be fully refunded, and South San Antonio ISD will not be eligible to seek or receive payment for damages. South San Antonio ISD and TASA will collaborate to establish the schedule for mutually agreed upon coaching and consulting activities.

This engagement will be governed by and interpreted in accordance with the laws of the State of Texas, without giving effect to the principles of conflicts of law of such state. The Parties hereby agree that any action arising out of this Agreement will be brought solely in any state or federal court located in Travis County, Texas. Both Parties hereby submit to the exclusive jurisdiction and venue of any such court.

Notwithstanding anything to the contrary in this engagement, neither party shall be liable to the other or to any third party for any incidental, indirect, special, or consequential damages in connection with this agreement or in connection with the use of these services.

Accepted by:

Signature \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

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