



# Finance – School Consolidation: Next Steps & Community Updates

Updated: 10/31/2025

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## Executive Summary

The Finance Division will support the next phase of the school consolidation process by providing financial oversight, coordination, and analysis using data and assumptions supplied by partner departments, including Talent Strategy, Operations, and PEIMS. Finance's role is to integrate this information into fiscal models, identify impacts on funding and budgets, and ensure that financial planning aligns with district priorities and Board direction.

### Primary Goals

1. **Promote Transparency and Data Understanding:** Develop and share campus-level financial analyses that reflect projected impacts based on information received from other departments—such as staffing adjustments, transition supports, transportation needs, and facility costs. These analyses aim to improve understanding of the overall fiscal picture and strengthen public confidence in the process.
2. **Model Budget and Funding Scenarios:** Prepare forecasts for local, state, and federal funding—such as state aid, recapture, and Title I, Part A allocations—using enrollment and program data provided by internal collaboration. These projections will help leadership evaluate planning options and assess potential financial outcomes under various scenarios.
3. **Coordinate Financial Logistics and Procurement Oversight:** Support cross-departmental coordination to align budget adjustments, staffing timelines, and procurement needs with the consolidation plan. This includes oversight of contracts and bond-funded procurements related to facility transitions, services, and capital improvements.
4. **Support Broader Fiscal Strategy and Advocacy Efforts:** Use insights from consolidation modeling to inform long-term financial planning and support transparent communication around the district's fiscal challenges. Finance will continue to highlight structural funding issues—such as recapture and limited state funding—while emphasizing that consolidations are one of several tools in the district's broader financial strategy.

## Expected Outcomes

- A clear, transparent summary of projected fiscal effects, built from interdepartmental data and shared assumptions.
- Strengthened understanding of how financial projections are developed and how they inform district decision-making.
- Improved coordination between Finance, Talent Strategy, Operations, and other divisions to support smooth implementation.
- A framework for evaluating reinvestment opportunities that promote equity and long-term budget sustainability.

## Project Team Roles and Responsibilities

This team will oversee our department's consolidation-related activities. For questions or direct follow-up, please refer to the contacts below.

Name	Role/Title	Key Responsibilities
Katrina Montgomery	Chief Financial Officer	Provides executive oversight of financial logistics and interdepartmental coordination for consolidation planning.
Adriana Cedillo	Senior Executive Director of Budget & Finance	Develops financial analyses, budget forecasts, and state funding projections based on provided assumptions and planning scenarios.
Christy Fox	Executive Director of State and Federal Programs	Develops Title I, Part A program funding projections based on provided assumptions and planning scenarios.
Krystal Frank	Executive Director of Contract & Procurement	Provides oversight and coordination of contracts and procurement for goods, services, and bond procurement.

## District-Wide Opportunities for Long-Term Gains

The consolidation process presents challenges but also significant opportunities. From our department's perspective, here are the anticipated impacts and gains for the district.

The consolidation process provides an opportunity to realign the district's resources in a way that better supports long-term stability and student success. The focus is not solely on cost reduction, but on ensuring that every dollar is used effectively to sustain quality programs, staffing, and services across all campuses.

- **Strengthening Long-Term Financial Stability:** Consolidation planning helps the district better match resources with enrollment trends and ongoing obligations. This supports a more stable financial outlook and reduces the need for short-term fixes that can create uncertainty in future budgets.
- **Aligning Facility Use with Student Enrollment:** Managing underutilized campuses through consolidation allows the district to balance capacity with actual student enrollment, ensuring that resources—like maintenance, utilities, and support staff—are distributed where they are most needed.
- **Supporting Equitable Access to Programs and Services:** By realigning funding and staffing, the district can sustain academic and enrichment programs that might otherwise be spread too thin across smaller campuses. This helps maintain equitable access to services such as transportation, bilingual education, and specialized supports.
- **Maintaining a Healthy Fund Balance and Cash Flow:** Consolidations can help the district maintain financial resilience by reducing structural pressures that draw on reserves, supporting a steady fund balance and reliable cash flow throughout the fiscal year.
- **Encouraging Transparent and Informed Decision-Making:** The process creates a framework for clearly presenting financial data—developed in coordination with other departments—to help the community understand how resources are currently distributed and how adjustments can support long-term sustainability.
- **Creating Space for Strategic Reinvestment:** Over time, consolidating and repurposing facilities can allow the district to reallocate funds or proceeds toward instructional priorities, student supports, and campus improvements that have a more direct impact on learning.

## Department Project Timeline

Below are the key dates and milestones for our department's work.

Focus Area	Action Steps	Deliverable/Metric	Date/Milestone
Fiscal Forecast	Run financial analyses using student data and property value assumptions to estimate tax collections, state aid, and recapture amounts prior to releasing campus and department planning budgets.	FY 2025-26 Fiscal Forecast	January - February 2026
Budget Development	Distribute FY 2026–27 campus and department budgets, aligned to enrollment data adjusted for proposed consolidations, for use in next year’s planning.	FY 2026-27 Campus and Department budget planning templates.	January - February 2026
Budget Development	Run financial analyses using student data and district property value assumptions to estimate tax collections, state aid, and recapture amounts.	FY 2026-27 Preliminary Budget	April 2026
Budget Development	Conduct financial analyses using 5th Six-Weeks student data, TCAD property values, and campus and department budgets to build the District’s total budget, refining assumptions, investments, and reductions to align with District priorities.	FY 2026-27 Recommended Budget	May 2026


Budget Development	Review and refine budget assumptions, potential investments, and expenditure reductions to ensure alignment with District priorities and strategic initiatives.	FY 2026-27 Proposed Budget for Adoption	June 2026
Title I Programs	Develop Title I, Part A campus identification based on provided assumptions and planning scenarios	2026-2027 Title I campus identification	January - February 2026
Title I Programs	Forecast Title I, Part A preliminary planning amounts based on provided assumptions and federal budget scenarios	FY 2026-27 Title I preliminary planning amounts	January - February 2026
Title I Programs	Provide enrollment adjustment for campus Title I allocation based on Start of School Window and actual federal grant award	FY 2026-27 Title I adjusted planning amount	September 4, 2026

## Draft Consolidations Revisions & Updates Log

*This section tracks all changes and additions made to the Draft Consolidation Plan document after its initial publication on October 3, 2025. This is to ensure transparency between what was originally communicated and what has been updated.*

Date of Update	Section(s) Updated	Summary of Change	Original Information (If applicable)

## Resources

-  Finance Appendix Slides - English.pdf

## Frequently Asked Questions