

JULY 22, 2026

THE FUTURE OF SCHOOL FINANCE: REVENUE STRATEGIES FOR SCHOOL DISTRICTS



4TH ANNUAL
SCHOOL FINANCE & OPERATIONS
CONFERENCE



Which Company Would You Invest In?

IT'S 2004...



VS.



-  **SMALL**
DVD-BY-MAIL STARTUP
-  **LITTLE BRAND**
RECOGNITION
-  **NO STORES**

If you were investing in 2004... which company would you have chosen?



The Customer Began to Change



BLOCKBUSTER

THEN: PROTECT THE PRESENT



Physical rentals

Dependent on late fees and foot traffic.



Limited convenience

Customers had to come to you.



Declining relevance

Didn't adapt as consumer habits changed.



Reactive strategy

Focused on today, not tomorrow.



VS.

NETFLIX

NOW: BUILD THE FUTURE



Digital streaming

Convenient, anytime, anywhere.



Customer obsessed

Personalized experience that keeps users engaged.



Future focused

Invested early in technology and innovation.



Built for tomorrow

Anticipated change and led the future of entertainment.





How Did They Respond?



BLOCKBUSTER

FOCUS: PROTECT THE PRESENT



DVDs still profitable

The core business was working.



Thousands of stores

A physical presence everywhere.



Existing business successful

Strong brand.
Strong cash flow.



Streaming viewed as a niche

Not a real threat... yet.



VS.

NETFLIX

FOCUS: BUILD THE FUTURE



Broadband internet expanding

Technology was changing consumer behavior.



Consumers demanding convenience

On-demand. Anytime. Anywhere.



Invested in streaming technology

Bet on a future others weren't ready for.



Willing to disrupt its own business

Pivoted from DVDs to digital delivery.



"PROTECT THE BUSINESS THAT MADE US SUCCESSFUL."

"BUILD THE BUSINESS CUSTOMERS WILL WANT TOMORROW."



THE SAME FACTS. TWO COMPLETELY DIFFERENT RESPONSES.



Adaptability Matters More Than Size or Resources

*THE DIFFERENCE WASN'T WHAT THEY KNEW.
IT WAS WHAT THEY DID.*

2004

SAME STARTING POINT



Both companies thriving.

2005–2007

THE WORLD BEGINS TO CHANGE



Broadband expands.



Technology evolves.

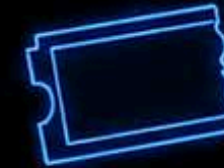


Consumer expectations shift.

2008–2009

THE DECISIONS
DIVIDE THE FUTURE

- Protect the existing model
- Wait for change to slow
- Defend stores and late fees
- Delay meaningful investment



- Invest in streaming technology
- Experiment and learn fast
- Pivot early to digital delivery
- Build for the future



2010 AND BEYOND

THE OUTCOMES
SPEAK FOR THEMSELVES

FILED FOR
BANKRUPTCY
SEPTEMBER 23, 2010



BECAME THE WORLD'S
LEADING
STREAMING PLATFORM



NETFLIX



DVD-by-mail startup.



**THE FUTURE ISN'T DETERMINED BY THE CHANGES AROUND US.
IT'S DETERMINED BY HOW WE RESPOND TO THEM.**



The Environment Has Changed

Public education is operating in a fundamentally different landscape than it was designed for. The pressures are real, compounding, and accelerating.





Stakeholder Expectations are Changing

PUBLIC EDUCATION'S MISSION HASN'T CHANGED... THE WORLD AROUND IT HAS.

THE NEED FOR PUBLIC EDUCATION REMAINS. THE EXPECTATIONS HAVE EVOLVED.



YESTERDAY

A FOCUS ON ACCESS AND SCHEDULE

Parents expected schools to educate children during the traditional 8:00 a.m. – 3:30 p.m. school day.



8:00 a.m. – 3:30 p.m.
Fixed schedule



Teacher-led instruction



Traditional classrooms
and environments



Limited flexibility



EXPECTATIONS EVOLVE



HIGHER STAKES FOR:

- ✓ District Leaders
- ✓ Educators
- ✓ Students
- ✓ Communities
- ✓ Taxpayers



TODAY



MORE CHOICES

Families expect options and personalized learning pathways



MEASURABLE OUTCOMES

Demonstrate academic growth, career readiness, and success



FLEXIBILITY

Learning anytime, anywhere, in many ways



TRANSPARENCY

Clear communication and public accountability



WORKFORCE READINESS

Prepare students for a rapidly changing world



EFFICIENT STEWARDSHIP

Do more with less while maintaining quality and trust



THE MISSION HASN'T CHANGED. THE EXPECTATIONS HAVE.



Six Forces Reshaping Public Education

ENROLLMENT & DEMOGRAPHIC SHIFTS

Declining enrollment, lower birth rates, increased mobility, and changing community demographics impact funding.

FISCAL & POLICY UNCERTAINTY

Uncertain state funding, property tax reform discussions, and pressure on state and local funding models create budgeting challenges.

WORKFORCE CHALLENGES

Staffing shortages, recruitment and retention, leadership pipeline gaps, and changing workforce expectations strain district budgets.

A NEW FINANCIAL REALITY

Districts must adapt to thrive in a changing environment.

RISING COSTS

Inflation, employee compensation, insurance, utilities, construction, and mandates continue to increase the cost of delivering education.

TECHNOLOGY & AI DISRUPTION

Artificial intelligence, cybersecurity, digital transformation, and new instructional models are changing how schools operate and invest.

SCHOOL CHOICE & INCREASED COMPETITION

ESA expansion, charter growth, private and alternative education options create more choices and greater competition for students



So Now What? What Can Districts Do?

From Surviving to Strategizing

Practical ways to maximize
revenue and improve efficiency





A New Approach to School Finance

THE OLD WAY

FOCUS: BALANCE THE BUDGET



BALANCE THE BUDGET

Focus on closing the gap.



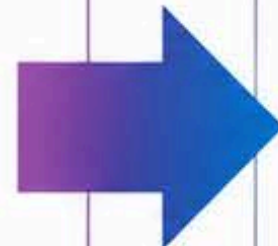
CUT COSTS

Reduce wherever possible.



REPEAT

Short-term fixes.
Work within constraints.



TOMORROW

FOCUS: BUILD FINANCIAL CAPACITY



STEWARDSHIP

Be efficient.
Spend strategically.
Align resources to the mission.

+



MAXIMIZE EXISTING REVENUE

Protect what you have.
Ensure every formula dollar and available opportunity is earned.

+



EXPAND RESOURCES

Seek alternative revenue opportunities.
Build partnerships.
Diversify where appropriate.

+



CAPTURE FUNDING OPPORTUNITIES

Maximize grants, reimbursements, and other funding available to you.

+



OPTIMIZE OPERATIONS

Improve systems and processes.
Increase efficiency and reduce waste.

=



LONG-TERM FINANCIAL SUSTAINABILITY

More resources.
Stronger mission.
Better outcomes for students.



**FINANCIAL SUSTAINABILITY ISN'T ACHIEVED BY CUTTING COSTS ALONE.
IT'S ACHIEVED BY COMBINING OPERATIONAL EXCELLENCE WITH INTENTIONAL REVENUE LEADERSHIP.**



OUR RESPONSIBILITY IS TWOFOLD:

Be the best steward of every dollar entrusted to us.

Pursue every opportunity to strengthen the resources that support our mission.



Building Financial Capacity

STRATEGIC REVENUE FRAMEWORK

Building Financial Capacity to Sustain the Mission





Protect Existing Revenue

1

PROTECT EXISTING REVENUE

Keep every dollar you've already earned.

Protecting existing revenue is the foundation of financial stability. Ensure accuracy, compliance, and accountability to maximize the resources your district is entitled to receive.

KEY AREAS OF FOCUS



Maximize ADA & Attendance

Strong attendance drives funding. Focus on enrollment, retention, and accurate reporting.



Accurate PEIMS Coding

Correct coding ensures the district receives the funding it is entitled to under the foundation school program.



Special Populations

Identify, serve, and document eligible students to capture all available weighted funding.



Medicaid & SHARS

Recover allowable costs for services provided to eligible students.



Grant & Program Compliance

Meet all requirements to secure funding and avoid repayment or penalties.



Internal Controls

Strong controls prevent revenue leakage and ensure funds are tracked and reported accurately.

KEY ACTIONS



Review attendance trends monthly and address gaps quickly.



Audit PEIMS data regularly and make corrections promptly.



Ensure special populations are identified and documented.



Verify eligibility and documentation for Medicaid/SHARS.



Track grant deadlines and maintain compliance documentation.



Strengthen internal controls and segregation of duties.



WHY IT MATTERS

Every dollar lost to errors, inefficiencies, or noncompliance is a dollar that cannot be invested in students and staff. Protect what you have so you can build what's next.





Leverage State Funding Opportunities

2

LEVERAGE STRATEGIC STATE FUNDING OPPORTUNITIES

Use state policy and targeted investments to strengthen programs.

The 89th Texas Legislature, through HB 2, created new funding opportunities and expanded investments that reflect the state's priorities. Districts that align programs with these priorities can maximize funding, expand services, and strengthen outcomes for all students.

Strategic alignment. Smart investments.

Stronger results for students and communities.

KEY AREAS OF STRATEGIC STATE INVESTMENT



HB 2 TARGETED INVESTMENTS

- Teacher Allotment
- New Allotments
- Incentive Programs



TEACHER PROGRAMS

- Recruitment & Retention
- Teacher Incentive Allotment
- Preparation Programs



CTE INCENTIVES

- CTE Allotment
- Industry Credentials
- Expansion Grants



SPECIAL EDUCATION INTENSITY FUNDING

- Tiered Allotments
- Early Intervening Services
- Specialized Supports



EARLY CHILDHOOD

- Pre-K Allotment
- Early Learning
- Facilities Support



TUTORING & ACCELERATION

- High-Impact Tutoring
- Learning Acceleration
- Extended Learning



ESA/TEFA SERVICE OPPORTUNITIES

- Instructional Services
- Tutoring Services
- Supplemental Services



HOMESCHOOL UIL PARTICIPATION

- Academic UIL
- Athletic UIL
- Fine Arts UIL



DISTRICT-PROVIDED EDUCATIONAL SERVICES

- Summer Learning
- Dyslexia Services
- Fine Arts & CTE Access
- Online Learning



HB 2 CHANGED THE CONVERSATION

Instead of simply funding students, the Legislature now strategically invests in priorities that drive student success.



State Investment
(Targeted Funding)



District Action
(Local Decisions)



Stronger Outcomes
(Better Students)

“ Districts must take action to take advantage of these state investments and funding opportunities. ”

– TEA

QUESTIONS EVERY DISTRICT SHOULD ASK



Does this align with our strategic plan?

Does it support our mission, goals, and priority outcomes?



Do we have the staffing and capacity to sustain it?

Do we have – or can we build – the capacity to implement with fidelity and sustain long term?



Will it improve student outcomes?

Is there evidence this investment will have a positive impact on our students?



Is it financially sustainable?

Can we sustain the program when state funding levels change?



Does it fit our community's needs?

Does this investment reflect the needs and priorities of our students and community?

Evaluate opportunities through the lens of mission, stewardship, and long-term sustainability.



SUCCESS ISN'T MEASURED BY HOW MANY OPPORTUNITIES A DISTRICT PURSUES...
IT'S MEASURED BY HOW WELL WE INVEST IN WHAT MATTERS MOST.



Strategic decisions today
build stronger finances and
brighter futures.



Leverage External Funding

3

LEVERAGE EXTERNAL FUNDING

Bring outside dollars into the district.

External funding expands opportunities, reduces pressure on local resources, and helps districts innovate, recover, and grow. Strategic pursuit of grants and other external resources strengthens programs and supports students.

Seek funds that align with your mission, build capacity, and create long-term impact.

KEY SOURCES OF EXTERNAL FUNDING



COMPETITIVE GRANTS

- Federal
- State
- Private Foundations
- Local Organizations



FORMULA GRANTS

- Title I, II, III, IV
- IDEA & SPED
- Perkins V (CTE)
- 21st CCLC
- ESSER (if available)



HEALTH & HUMAN SERVICES

- SHARS
- Medicaid
- Behavioral Health
- Mental Health Grants



TECHNOLOGY FUNDING

- E-Rate
- Technology Grants
- Broadband & Connectivity



EMERGENCY & DISASTER FUNDS

- FEMA
- State Disaster Assistance
- Hazard Mitigation



ENERGY & SUSTAINABILITY

- Energy Grants
- Solar & Efficiency Incentives
- Green Projects



FOOD & NUTRITION PROGRAMS

- USDA Programs
- Farm to School
- Summer Meals
- Commodity Programs



- **FINANCING & INVESTMENT TOOLS**
- Low-Interest Loans
- State Revolving Funds
- Capital Financing



PARTNERSHIP FUNDING

- Business Sponsorships
- Corporate Grants
- Community Foundations
- Public-Private Partners



**MORE RESOURCES.
MORE POSSIBILITIES.
MORE STUDENT SUCCESS.**



External funding helps us do more for students, relieves pressure on local dollars, and builds resilience for the future.



Identify Opportunities



Pursue & Secure Funds



Implement Strategically



Expand Impact for Students



LEADERSHIP INSIGHT

External funding should strengthen your long-term strategy—not become your long-term strategy.



LEADERSHIP CHALLENGE

If you doubled your grant funding over the next three years, what would that make possible for your students and staff?

QUESTIONS EVERY DISTRICT SHOULD ASK



What opportunities are we not pursuing today?

What grants, programs, or funding sources could support our priorities?



Do we have the capacity to pursue them?

Do we have the people, systems, and partnerships needed to be successful?



Do these funds align with our mission and strategic goals?

Will they support what matters most for our students?



What is the long-term impact?

Will this funding create sustainable improvement or one-time results?



What are the compliance and reporting requirements?

Do we have the processes in place to manage these funds effectively?



How will we measure success and outcomes?

What metrics will show the impact on students and the district?

*Pursue the right funds. Strengthen programs.
Expand opportunities for every student.*



KEY TAKEAWAY

External funding should strengthen your long-term strategy—not become your long-term strategy.



LEADERSHIP CHALLENGE

If you doubled your grant funding over the next three years, what would that make possible for your students and staff?





Expand Revenue Opportunities

4

MONETIZE DISTRICT ASSETS & PARTNERSHIPS

Create value from what you already own, build what you need, and deepen community partnerships.

Districts own more than they realize—facilities, land, expertise, relationships, and community trust. Strategic use of these assets can generate sustainable revenue while strengthening community connections and expanding opportunities for students.

*Maximize what we have. Build what we need.
Partner for greater impact.*

KEY AREAS TO GENERATE VALUE

FACILITIES



- Facility rentals
- Stadium rentals
- Performing arts centers
- Conference centers
- Kitchens
- Parking
- Land leases

NAMING RIGHTS & SPONSORSHIPS



- Stadium naming rights
- Facility naming rights
- Scoreboard sponsorships
- Advertising
- Digital signage

STRATEGIC PARTNERSHIPS



- Charter school partnerships
- Childcare partnerships
- University partnerships
- Hospital partnerships
- Workforce development
- Community organizations

COMMUNITY SERVICES



- Adult education
- Childcare
- Summer camps
- After-school programs
- Community fitness
- Event hosting

STUDENT ENTERPRISES



- Culinary
- Floral
- Automotive
- Cosmetology
- Welding
- Construction
- Print shop
- Student businesses

P3 PARTNERSHIPS



Public-private partnerships that build, improve, or operate facilities and programs the district needs.

- New facility construction
- Facility improvements & renovations
- Operations & maintenance partnerships
- Technology & infrastructure projects
- Shared-use & co-location opportunities
- Long-term service agreements

BUILD WHAT YOU NEED



Strategic investments and partnerships to create assets and programs that advance our mission and generate long-term value.



**OUR ASSETS.
OUR PARTNERSHIPS.
OUR COMMUNITY. OUR IMPACT.**



When we strategically leverage our assets and partnerships, we create new resources that enhance programs, expand opportunities, and strengthen our district for the future.



Leverage Assets
& Partnerships



Generate Revenue
& Value



Reinvest in Students
& Our Mission



LEADERSHIP INSIGHT

Think beyond facilities. Your people, partnerships, expertise, and community relationships are some of your district's greatest assets.



LEADERSHIP CHALLENGE

If your district were starting from scratch today, how would you use your facilities, partnerships, and expertise differently?

QUESTIONS EVERY DISTRICT SHOULD ASK



What assets do we have that could generate value?

Have we identified all facilities, land, programs, expertise, and relationships?



What is the community demand?

What services, programs, or facility use are needed in our community?



What partnerships could create mutual value?

Are we leveraging relationships with organizations, businesses, and institutions?



How will this support our mission?

Does this opportunity enhance student learning, programs, and outcomes?



Have we evaluated the risks and resources?

Do we have the capacity, policies, and processes to manage it successfully?



How will we reinvest and measure impact?

How will we ensure the value created is reinvested to benefit students and the community?

*Leverage what we have. Build what we need.
Create value that lasts.*



KEY TAKEAWAY

Every district has untapped assets. The opportunity is recognizing them, leveraging them strategically, and creating value that supports students for years to come.



LEADERSHIP CHALLENGE

If your district were starting from scratch today, how would you use your facilities, partnerships, and expertise differently?



THE GOAL

Stronger finances.
Stronger partnerships.
Stronger students. Stronger community.



Optimize Operations

5

OPTIMIZE OPERATIONS

Create financial capacity. Do more with what you have.

Strong operations free up resources, reduce costs, and improve service delivery—creating the financial capacity to invest in students and our future.

*Work smarter. Eliminate waste.
Reinvest in what matters most.*

KEY AREAS TO OPTIMIZE OPERATIONS

PROCUREMENT



- Competitive bidding
- Vendor negotiations
- Cooperative purchasing
- Contract management

ENERGY MANAGEMENT



- Energy audits
- Utility cost monitoring
- Efficiency projects
- Demand management

STAFFING ALIGNMENT



- Right staff, right roles
- Optimize class sizes
- Smart scheduling
- Reduce vacancies

TECHNOLOGY



- Leverage existing tools
- Eliminate redundancies
- Automate processes
- Reduce IT costs

SHARED SERVICES



- Regional partnerships
- Shared departments
- Joint purchasing
- Service agreements

PROCESS IMPROVEMENT



- Streamline workflows
- Eliminate redundancies
- Standardize procedures
- Continuous improvement

FACILITIES OPTIMIZATION



- Right-size facilities
- Maximize utilization
- Preventive maintenance
- Reduce operating costs

DATA & DECISION MAKING



- Use data to drive decisions
- Monitor key metrics
- Identify trends
- Measure performance



**EFFICIENT OPERATIONS.
STRONGER FINANCES. BETTER OUTCOMES.**



Operational excellence creates capacity to invest in students, support staff, and strengthen our district.



Evaluate & Improve
Operations



Free Up
Resources



Invest in Students
& Our Mission



LEADERSHIP INSIGHT

Operational excellence isn't about cutting costs—it's about creating financial capacity to invest more in students.



LEADERSHIP CHALLENGE

If you had to reduce your operating costs by 5% without impacting classrooms, where would you start?

QUESTIONS EVERY DISTRICT SHOULD ASK



Are we using our resources as efficiently as possible?
Have we examined our processes, costs, and service delivery?



Where are our biggest opportunities for improvement?
Have we identified areas of waste, duplication, or inefficiency?



Do we have the right people in the right roles?
Is our staffing aligned to support student needs and district priorities?



Are we leveraging technology to save time and money?
Are we automating, eliminating redundancies, and maximizing existing tools?



Are we partnering to reduce costs?
Could shared services, cooperative purchasing, or regional partnerships help us?



How do we measure and sustain improvement?
Are we tracking key metrics and holding ourselves accountable for results?



**EFFICIENT OPERATIONS TODAY CREATE FINANCIAL CAPACITY
TO INVEST MORE IN STUDENTS TOMORROW.**



Smart operations today
build financial capacity for
student success tomorrow.



Thriving in a New Financial Reality

THE QUESTION ISN'T...

Will public education survive?



THE QUESTION IS...

Will our district adapt?



PROTECT
what we have.



INVEST
in what matters.



BUILD
partnerships.



THINK
differently.



LEAD
intentionally.



The future belongs to districts that are
willing to evolve while staying true to their mission.



PUBLIC SCHOOLS: BLOCKBUSTER OR NETFLIX

PIVOTING TOWARD SUSTAINABILITY IN A PERMANENTLY CHANGED ENVIRONMENT

BLOCKBUSTER VIDEO

- ✗ Ignored the warning signs
- ✗ Relied on the old model
- ✗ High overhead
- ✗ Assumed customers would stay
- ✗ Slow to adapt

STORE
CLOSING
EVERYTHING
MUST GO!

- ✓ Saw the changes early
- ✓ Reimagined the experience
- ✓ Lean and agile model
- ✓ Focused on customer needs
- ✓ Adapted and kept leading



THE FUTURE OF PUBLIC EDUCATION WILL BELONG TO DISTRICTS
WILLING TO PIVOT STRATEGICALLY WHILE STAYING DEEPLY COMMITTED
TO STUDENTS, STAFF, AND COMMUNITY.



REGION ONE
SCHOOL FINANCE &
OPERATIONS CONFERENCE
JULY 22, 2026





THANK YOU

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