

The Story Behind the Spending



Connecting School Finance,
Accountability, and School
Improvement with Public Data

Dr. Brenda Amitrani



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4th Annual School Finance & Operations Conference 2026

Region One Education Service Center





Learning Objectives

By the end of this session, participants will be able to:

- Identify **publicly available** TEA financial and accountability data sources that can support district analysis.
- Describe a **process for transforming** raw Excel/csv/txt datasets into interactive Power BI dashboards.
- Recognize opportunities to use **integrated finance and accountability data** to support strategic leadership decisions and continuous improvement



Dr. Brenda Amitrani

Director of Data Analytics, Region One ESC

Supports regional school improvement through:

- Accountability and performance analytics
- Strategic data visualization and reporting
- Continuous improvement and decision support

Background

- Doctorate in Educational Leadership
- Electrical Engineering & Educational Administration degrees
- Research focused on English Learner CCMR outcomes for Bilingual students

Professional Experience

- TEA Recognized & Authorized School Board Provider
- Former Lone Star Governance (LSG) School Board Coach
- PTLW Teacher, Adjunct Professor, HS Math Dept Chair, Campus Administrator, DSTFLA co-lead; Grants: TTT, I3-ECEP, Project RISE, TIA, GEAR UP, TSL, SF, LIFT, School Improvement

About the Presenter



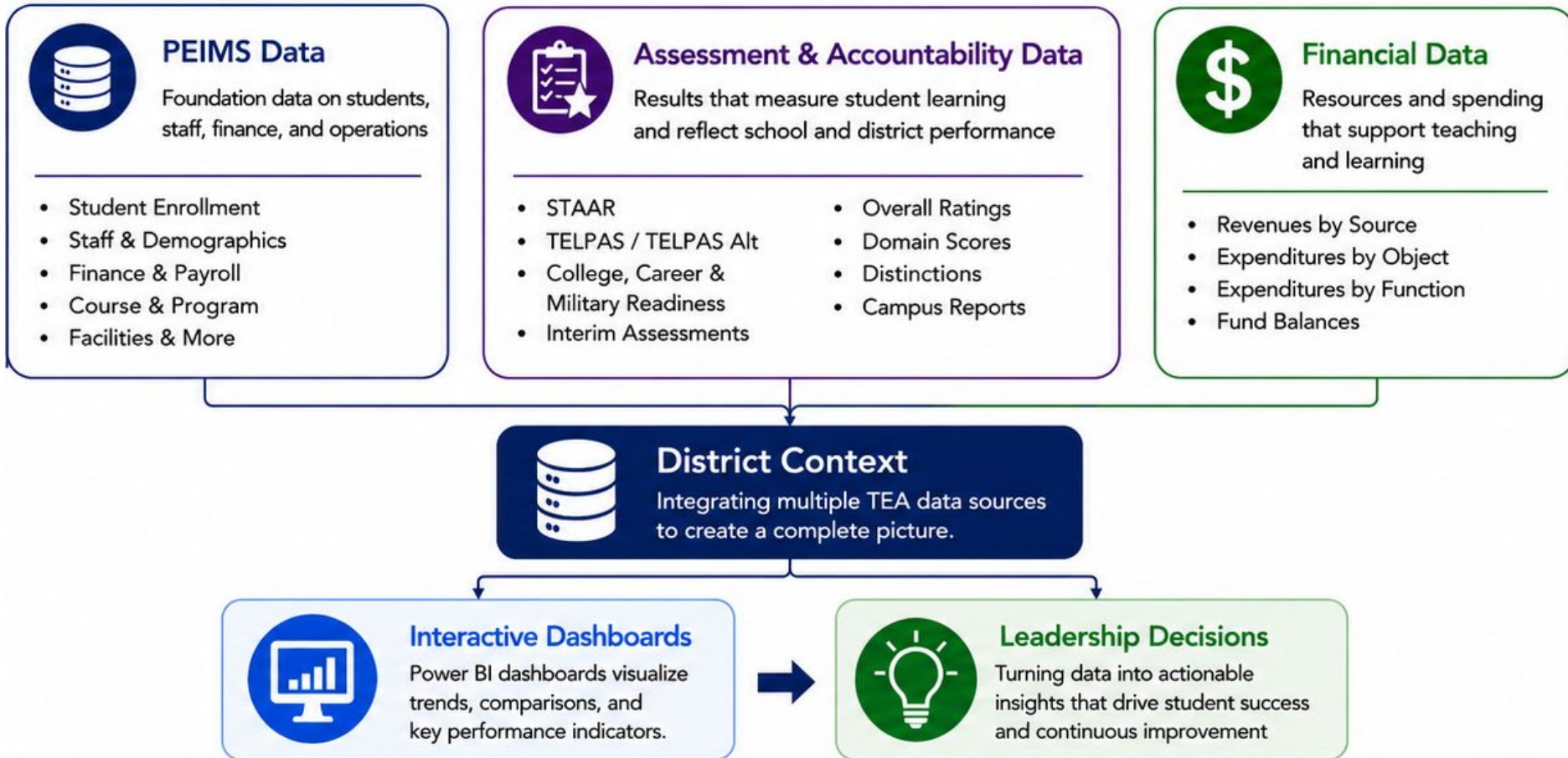
“ How do we **transform**
publicly available
education **data** into
actionable **insights** that
improve decision
making? ”



Public Data Ecosystem

Public TEA Data. Powerful Insights. Better Decisions.

Everything starts with publicly available data from TEA.





Publicly Available TEA Data Sources

The foundation for accountability and financial analysis.



Accountability Data



Accountability
Ratings



Download
Files



Domain Scores &
Distinctions



Campus & District
Reports

PEIMS Financial Data



Actual Financial
Data



Budget
Data



Multiple Years
Available



Detailed by Fund,
Function & Object

TEA Texas Education Agency

School & District Leaders Educators Families & Students About TEA Data & Reports Topics & Resources

Home / Performance Reporting / 2025 Accountability Rating System

2025 Accountability Rating System

The 2025 Accountability System reports and resources will be available on this page as they are released.

Updated: 2024 and 2025 Appeals Process and Timeline (August 13, 2025)
Updated: Requirement for Posting 2025 Accountability Ratings (August 15, 2025)

2025 Accountability Lists and Summary Reports

The 2025 accountability reports and resources are available. The [TXschools.gov](https://www.tea.texas.gov/txschools) website contains interactive accountability rating reports and detailed reports for each district, campus, and open-enrollment charter school in the state of Texas ([TXschools.gov](https://www.tea.texas.gov/txschools) is optimized for Chrome, Firefox, and Safari).

Related Content

- 2025 Accountability Manual
- 2026 Accountability Rating System
- 2026 Accountability Manual
- 2027 Accountability Rating System

TEA Texas Education Agency

School & District Leaders Educators Families & Students

Home / PEIMS Financial Data Downloads

PEIMS Financial Data Downloads

You can access detailed Public Education Information Management System (PEIMS) budget and actual financial data from any of a variety of file formats including a spreadsheet (.xlsx), a single (.csv) or multiple file formats.

Data Definitions

[PEIMS Financial Data Dictionary \(PDF 37 KB\)](#)

TEA Texas Education Agency

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Home / PEIMS Financial Standard Reports

PEIMS Financial Standard Reports

This page provides information and links to a number of different Public Education Information Management System (PEIMS) reports.

PEIMS 5 Year Comparison Bar Charts

These bar charts compare the per student revenues and expenditures and fund balances for the two selected years.

[5 Year Per Student Financial Comparison Bar Charts](#)

Select the PEIMS budget and actual financial reports for the desired school year(s).

TEA Texas Education Agency

School & District Leaders Educators Families & Students

Home / PEIMS Single File Financial Data Downloads

PEIMS Single File Financial Data Downloads

This page provides information and links regarding the Public Education Information Management System (PEIMS) budget and actual financial data. These files need to be imported into a database that can handle approximately 985,000 rows of data or more. Older versions of the data files are approximately 65,000 rows.

You will need software to unzip the larger data files. Several appropriate software packages can be downloaded from the Internet package that will work best for you and your needs.

[Click here to access the data dictionary for the downloadable data files below.](#)



Everything demonstrated in today's session begins with publicly available data from the Texas Education Agency.

- ✓ Accountability Ratings
- ✓ Accountability Download Files
- ✓ PEIMS Financial Actual Data

- ✓ PEIMS Financial Budget Data
- ✓ Multi-year Historical Datasets



Download



Analyze



Visualize



Decide

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Understanding the Financial Dataset

Organized into key categories that tell the story behind the spending.



The TEA PEIMS Financial Actual data includes more than 140 data elements that capture how school districts **generate, spend, and manage** resources.



REVENUE

- Local Sources
- State Funding
- Federal Revenue
- Other Receipts
- Total Operating Revenue



EXPENDITURES BY FUNCTION

- Instruction
- Instructional Support
- Administration
- Plant Operations
- Transportation
- Other Support Services



EXPENDITURES BY OBJECT

- Payroll Costs
- Professional & Contracted Services
- Supplies & Materials
- Capital Outlay
- Other Operating Costs



PROGRAM EXPENDITURES

- Special Education
- Bilingual Education
- Career & Technical Ed
- Gifted & Talented
- Early Education
- Other Program Areas



DEBT & OTHER FINANCING

- Debt Service
- Capital Projects
- Other Financing Sources & Uses



FUND BALANCE & FINANCIAL HEALTH

- Fund Balance
- Assets & Liabilities
- Reserves
- Financial Position Indicators



Together, these categories provide a **comprehensive view** of district financial operations and resource allocation to support student success.



What Does the Raw Data Look Like?

The story begins with complex spreadsheets.



2009-2025-summarized-financial-data-04-08-2026.xlsx

	A	B	C	D	E	F	G	H	I	J	K	L
1	DISTRICT	DISTRICT	YEAR	GEN FUND	ALL FUND	GEN FUND	ALL FUND	GEN FUND	ALL FUND	GEN FUND	ALL FUND	GEN FUND
2	'001902	CAYUGA IS	2009	3319164	3319164	1950169	2473373	0	1714988	123568	521780	5392
3	'001902	CAYUGA IS	2010	3222688	3222688	2302369	2917268	0	2851372	161664	665811	5686
4	'001902	CAYUGA IS	2011	3152618	3152618	2439570	3091438	0	2687377	134887	603182	5727
5	'001902	CAYUGA IS	2012	3082686	3082686	2033583	2373527	0	1838165	163604	450919	5279
6	'001902	CAYUGA IS	2013	3003539	3003539	2164973	2420158	0	1884183	152689	455565	5321
7	'001902	CAYUGA IS	2014	2867826	2867826	2219310	2624167	0	1831956	156508	504112	5243
8	'001902	CAYUGA IS	2015	2917718	2917718	2396922	3206280	0	1575362	139728	551048	5454
9	'001902	CAYUGA IS	2016	2766961	2766961	2323679	3186660	0	1826332	211576	594971	5302
10	'001902	CAYUGA IS	2017	2592735	2592735	2647025	3626079	71304	1469352	121922	525674	5432
20583	'254902	LA PRYOR	2020	1675978	1675978	4762288	4802265	400774	867140	115587	136530	69
20584	'254902	LA PRYOR	2021	2338850	2338850	5648810	5693340	467621	1137456	130199	134789	85
20585	'254902	LA PRYOR	2022	2673566	2673566	4492919	4503328	594968	2132625	94327	108044	78
20586	'254902	LA PRYOR	2023	2775129	2775129	4198178	4398178	550292	2188310	306636	323441	78
20587	'254902	LA PRYOR	2024	2640369	2640369	3387569	3584406	634031	2165940	305806	336217	69
20588	'254902	LA PRYOR	2025	2742590	2742590	3535319	4123350	747246	1925315	243067	260290	72

actget2025.csv

	A	B	C	D	E	F	G	H	I	J	K	L
1	DISTRICT	FUND	FUNDYEAR	FUNCTION	OBJECT	FIN_UNIT	PROGRAM	ACTAMT	DTUPDATE			
2	'001902	199	2025	'00		3600'000	'00	5173547	18FEB2026			
3	'001902	199	2025	'00		5711'000	'00	3039602	18FEB2026			
4	'001902	199	2025	'00		5712'000	'00	44402	18FEB2026			
5	'001902	199	2025	'00		5719'000	'00	78837	18FEB2026			
6	'001902	199	2025	'00		5739'000	'00	37440	18FEB2026			
7	'001902	199	2025	'00		5742'000	'00	208537	18FEB2026			
8	'001902											
9	'001902											

Microsoft Excel



This data set is too large for the Excel grid. If you save this workbook, you'll lose data that wasn't loaded.



140+

Columns

Revenue, expenditures, debt, assets, and more



1,000+

District Records

All Texas districts across multiple years



17 Years

of Historical Data

2009-2025 actuals & 2026 budget data



Excel Format

Multiple Sheets

Complex structure requires cleaning and preparation



If this is where the **data** begins...how do we turn it into something **leaders can actually use?**



The Challenge: Turning Data into Insight

Every district has data. The challenge is transforming it into meaningful information.



1. Spreadsheets

The familiar starting point



STRENGTHS

- Familiar
- Flexible
- Low cost



CHALLENGES

- Time-consuming
- Difficult to analyze at scale
- Manual processes increase risk of errors
- Limited collaboration and version control



2. Commercial Analytics Platforms

Off-the-shelf solutions



STRENGTHS

- Ready-made dashboards
- Minimal setup
- User friendly



CHALLENGES

- Limited customization
- Insights constrained by vendor design
- May not answer district-specific questions
- Dependent on external updates and pricing changes



3. Custom Software Development

Building from the ground up



STRENGTHS

- Highly customized
- Unlimited possibilities



CHALLENGES

- Significant development cost
- Requires technical expertise
- Long implementation timelines
- Developers often need time to understand the education ecosystem and data context

THE OPPORTUNITY



Public TEA Data

High-quality, publicly available data from TEA



Flexible Analytics Tools

Power BI and other tools that put the power in district hands



Education Expertise

Understanding your students, schools, and community context



Actionable Leadership Insights

Answers that drive decisions and improve outcomes



**The most valuable analytics solution isn't the most expensive one.
It's the one that answers the questions your leaders need answered.**



Transforming Data with Power BI

From raw data to interactive insights that drive better decisions.



1. Acquire

Download public TEA data.



2. Prepare

Clean, organize, and model the data.



3. Model

Build relationships and measures.



4. Visualize

Create interactive reports and dashboards.



5. Decide

Use insights to inform strategy and action.



Power BI

From Complex Spreadsheets...

DISTRICT NUMBER	DISTRICT NAME	YEAR	GEN FUNDS - TOTAL REVENUE	ALL FUNDS - TOTAL REVENUE	ALL FUNDS - TOTAL EXPENDITURES	TOTAL ASSETS	TOTAL LIABILITIES	FUND BALANCE	...
001901	District A	2025	45,132,676	52,345,678	43,876,543	78,456,789	12,345,678	66,111,111	...
015901	District B	2025	32,234,567	38,765,432	31,234,567	60,123,456	9,876,543	50,246,913	...
017903	District C	2025	55,678,900	63,987,654	54,321,098	92,345,678	14,567,890	77,777,788	...
...	...	...	...	...	...	...	...	...	...
255901	District Z	2025	16,543,876	18,765,432	15,678,901	28,765,432	4,321,098	24,444,334	...



Difficult to navigate. Hard to compare. Easy to miss what matters.

...To Interactive Dashboards & Actionable Insights

Total Operating Revenue

\$2.48B

▲ 8.7%
vs Prior Year

Total Expenditures

\$2.31B

▲ 7.5%
vs Prior Year

Fund Balance

\$1.02B

▲ 6.2%
vs Prior Year

Total Assets

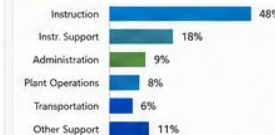
\$3.69B

▲ 9.3%
vs Prior Year

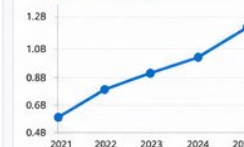
Revenue by Source



Expenditures by Function



Fund Balance Trend



Clear insights. Real-time analysis. Confident decisions.



Power BI connects, transforms, and visualizes your data—so you can focus on what matters most: student success.



Connect

Integrate multiple data sources seamlessly.



Transform

Shape, clean, and model data for better analysis.



Visualize

Create interactive dashboards that tell the story.



Empower

Empower leaders with insights that drive action.

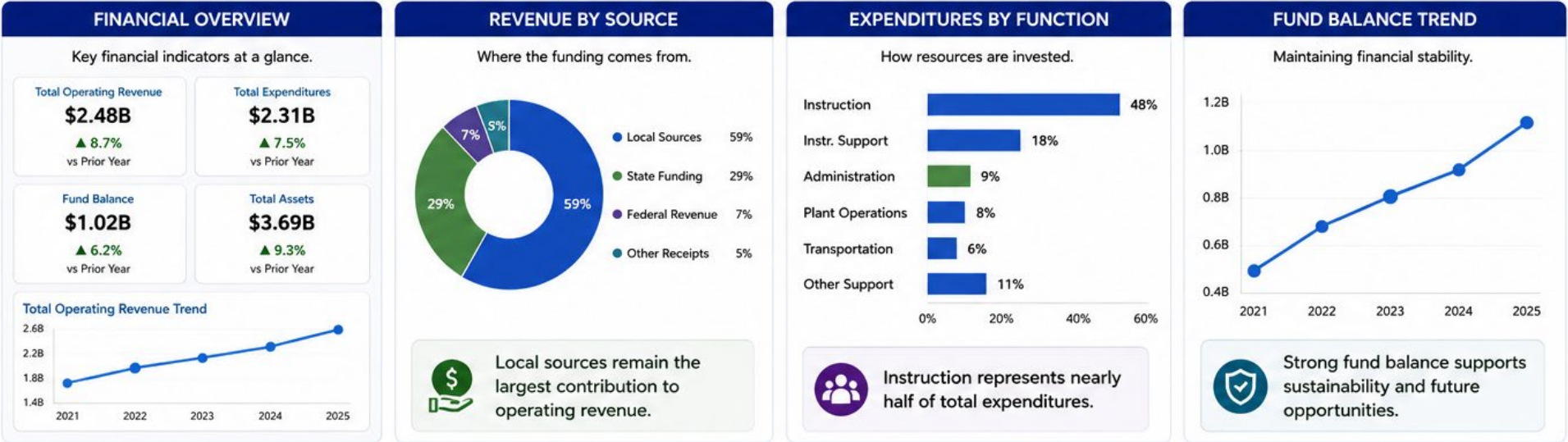


Interactive Dashboards That Tell the Full Story

Real data. Real-time insights. Designed for leaders.



Our Power BI dashboards transform complex financial and accountability data into clear, interactive visuals that help leaders **monitor performance**, **identify trends**, and **drive impact**.



Dr. Brenda Amitrani



Better data. Better decisions. Better outcomes for **every student**.

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Connecting Financial Resources to Student Outcomes

Data in isolation is informative. Data together is transformational.



When we connect financial data with accountability results, we uncover the **relationships that drive improvement**.



FINANCIAL DATA
How resources are allocated and spent.



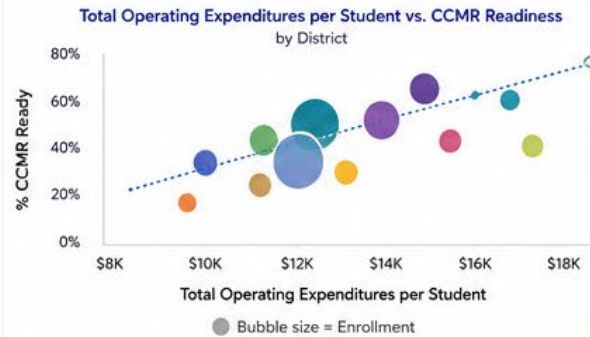
ACCOUNTABILITY DATA
How students and schools are performing.



STRATEGIC INSIGHT
What drives results and where to focus next.

SEE THE FULL PICTURE

Understand how investments align with outcomes across districts and campuses.



Identify patterns, outliers, and opportunities for smarter resource allocation.

ANSWER IMPORTANT QUESTIONS

Go beyond reporting to answer the questions leaders care about.



Where do higher investments correlate with stronger student outcomes?



Which campuses are outperforming despite lower spending?



Where should we invest or realign resources for the greatest impact?



Data helps us focus on what matters most—our students.

DRIVE STRATEGIC DECISIONS

Use integrated insights to inform planning, allocate resources, and measure impact.



Align Resources
Ensure spending supports district priorities.



Improve Performance
Target investments that drive measurable student success.



Increase Transparency
Communicate clearly with stakeholders and the community.



Support Equity
Ensure all students have the resources to succeed.



When financial and accountability data come together, leaders gain the clarity to **make bold, informed decisions** that close gaps, strengthen schools, and **change lives.**



Future Opportunities & Next Steps

Expanding insights. Strengthening impact. Advancing student success.



Our work doesn't stop here. We continue to expand, refine, and collaborate to deliver **deeper insights and greater value** for districts across Region One.

1. EXPAND DATA SOURCES



Incorporate additional financial, accountability, and operational data.

- Incorporate new TEA datasets
- Explore local operational data
- Strengthen data quality and consistency

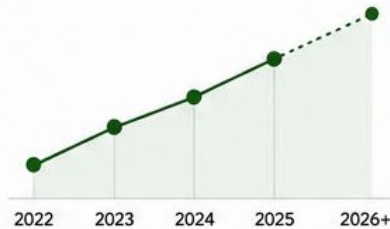


2. ENHANCE ANALYTICS



Develop advanced analytics to uncover deeper trends and predictive insights.

- Trend analysis and forecasting
- Scenario modeling
- Early warning indicators



3. STRENGTHEN COLLABORATION



Partner with districts to ensure our dashboards address real needs and drive action.

- Co-create solutions with districts
- Share best practices
- Provide training and support



4. DELIVER GREATER VALUE



Continue to evolve our dashboards to maximize impact for every student.

- More actionable insights
- Faster access to information
- Greater efficiency and effectiveness



The future is about continuous improvement, innovation, and partnership—ensuring our data solutions **empower leaders and change lives**.



Together, we can build a data-informed future where every student has the opportunity to thrive.



Explore the Data. See the Possibilities.



Scan the QR code to view a **sample dashboard** and experience the insights in action.

WHAT YOU'LL SEE:



Key Financial Metrics & Trends

Understand revenue, expenditures, and funding patterns over time.



Accountability Performance Over Time

Track performance, identify trends, and monitor progress across years.



Comparisons Across Districts & Campuses

See how districts and campuses compare on key measures that matter.



Resource Allocation & Spending Insights

Explore how resources are allocated and where they make the greatest impact.



Actionable Insights for Improvement

Turn data into action with insights that inform planning, priorities, and strategies.

SCAN TO VIEW



PLACEHOLDER FOR
QR CODE

*Scan with your phone
or tablet*

CONTACT



Dr. Brenda Amitrani



bamitrani@esc1.net



See how connecting financial data with accountability results can **inform planning, align resources, and support student success.**

Real data. Real insights. Real impact.

Dr. Brenda Amitrani

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