

Texas HB2 Article 7: Sections 7.01-7.19 - Public Education Finance Changes

Dan Swart and Claude Opus 4.0

Table of contents

1	Opinionated Executive Summary: Financial Control Replaces Local Authority	1
1.0.1	Facility Tracking System	1
1.0.2	Charter School Funding Rules	2
1.0.3	Commissioner Gains Power Over School Finances	2
1.0.4	Small Schools Get Less	2
1.0.5	Language Programs Fight for Limited Resources	2
1.0.6	Insurance Costs Create Regional Inequality	2
1.1	The Biggest Problem: Short-Term Thinking Replaces Long-Term	2
2	Detailed Analysis	3
2.1	Main Table	3
2.2	Supplemental Tables	11
2.3	Key List of Likely Negative Results	17
2.3.1	The evaluation codes are based on these axioms:	17
3	Interesting Counter-Intuitive Implications	19

1 Opinionated Executive Summary: Financial Control Replaces Local Authority

This law fundamentally restructures Texas public education finance to centralize control while creating the illusion of increased funding. Here are the main unintended results:

1.0.1 Facility Tracking System

Schools now have to report every square foot of every building, creating a large database of school facilities. This changes schools from local resources to state-monitored buildings. In the future, the state may require schools to use their buildings in certain ways.

1.0.2 Charter School Funding Rules

Charter schools get more money, but only if they meet strict financial rules and performance metrics. This creates a system where funding depends more on following state rules than on meeting the educational needs of students. They should have relaxed the requirements on public schools to have parity between public and charter schools. Instead (predictably) they chose to increase central planning on charters as well as public schools.

1.0.3 Commissioner Gains Power Over School Finances

The commissioner now has the power to change funding formulas without needing approval from lawmakers. This temporary power (expiring in 2027) sets a dangerous example for giving more control over school finances to the executive branch, bypassing the normal democratic process. This is an outrageous power to give a political bureaucrat.

1.0.4 Small Schools Get Less

The extra funding for small districts may seem helpful, but it comes with conditions. The formulas make it hard for small schools to use the funding effectively, forcing them to change enrollment numbers just to meet the requirements, rather than focusing on improving education.

1.0.5 Language Programs Fight for Limited Resources

Language education programs have a statewide funding cap of \$10 million, forcing schools to compete for limited money. This will create competition for scarce resources. Again, creating artificial scarcity.

1.0.6 Insurance Costs Create Regional Inequality

Coastal districts get extra funding to cover insurance costs, which creates a divide between coastal and inland areas. This favors some districts over others, based on where they are located. Good for insurance carriers, bad for school districts.

1.1 The Biggest Problem: Short-Term Thinking Replaces Long-Term

These changes may increase funding for some districts, but they take away the power schools have to decide how to spend that money. Districts will rely on state funding formulas that change every two years, making it impossible for schools to plan for the long term. The state decides who gets what money, when, and why.

2 Detailed Analysis

2.1 Main Table

```
# Create analysis with 7-code system for Article 7 Sections 7.01-7.19
article7_sections01_19_results <- data.frame(
  Category = c(
    "Facility Usage Report Square Footage Requirement",
    "Facility Usage Report Capacity Enrollment Tracking",
    "Facility Usage Report Multi-Campus Usage Identification",
    "Facility Usage Report Facility Type Classification",
    "Facility Usage Report Ownership Lease Status",
    "Facility Usage Report Public Website Posting",
    "Facility Usage Report Security Information Exemption",
    "Facility Usage Report Commissioner Rule Authority",
    "Charter School Funding Basic Allotment Increase",
    "Charter School Funding Performance-Based Restrictions",
    "Charter School Funding Real Estate Certification",
    "Charter School Funding Salary Restriction",
    "Charter School Funding Bond Issuance Transparency",
    "Alternative Language Education PEIMS Reporting",
    "Alternative Language Education Method Classification",
    "Federal Grant Equipment Disposal Procedures",
    "Commissioner Authority Funding Formula Adjustment",
    "Commissioner Authority Tax Date Modification",
    "Commissioner Authority LBB Governor Approval",
    "Commissioner Authority Legislative Explanation",
    "Commissioner Authority Sunset Provision 2027",
    "Invalid Property Value Notice Requirement",
    "Invalid Property Value Impact Estimation",
    "Invalid Property Value Recourse Information",
    "Invalid Property Value Trustee Contact Collection",
    "Invalid Property Value Appraisal District Coordination",
    "Basic Allotment Formula GYIA Addition",
    "Basic Allotment Formula Tax Rate Adjustment",
    "Small District Allotment Multiplier Increase",
    "Mid-Sized District Allotment Formula Addition",
    "Sole County District Special Allotment",
    "Alternative Language Education Funding Cap",
    "Alternative Language Education Statewide Competition",
    "Alternative Language Education Dual Language Priority",
    "Alternative Language Education Spending Restrictions",
    "Technology Allotment Per Student Increase",
    "Technology Allotment Per Campus Increase",
    "Tier Two Funding Formula Modification",
    "Tier Two Funding Guaranteed Level Changes",
```

```

"Tier Two Funding Local Tax Revenue Inclusion",
"Guaranteed Yield Increment Adjustment Creation",
"Guaranteed Yield Increment Biennial Determination",
"Guaranteed Yield Increment 2025-2027 Amount",
"Current Year Enrollment Adjustment Authority",
"Current Year Enrollment Six-Week Reporting",
"Compression Impact Aid Formula Modification",
"Regional Insurance Cost Differential Aid",
"Regional Insurance Cost Coastal Area Priority",
"Regional Insurance Cost Per-Student Calculation",
"Regional Insurance Cost Small District Adjustment",
"Voter-Approval Tax Rate Simplification",
"Voter-Approval Tax Rate Enrichment Modification"
),

Incentive_Created = c(
"School districts must annually report square footage of each facility and acreage of land",
"Districts must report total student capacity for each instructional facility and enrollment",
"Districts must identify whether facilities are used by multiple campuses including campus",
"Districts must classify each facility by use including instructional career technology ad",
"Districts must report whether each facility is leased or owned providing state with compr",
"Agency must produce annual public report on school district land and facilities posted on",
"Commissioner may determine certain facility information creates security risk making it co",
"Commissioner granted authority to adopt rules for implementation including determining stu",
"Charter school funding increases from $125 to $300 per student in average daily attendance",
"Charter schools lose facilities funding if assigned unacceptable performance or financial",
"Charter schools must annually certify no financial benefit from real estate transactions t",
"Facilities funding cannot be used for superintendent or chief executive compensation and l",
"Charter school boards must comply with Open Meeting Act when considering bond issuance en",
"Districts with alternative language education exceptions must include additional PEIMS in",
"Agency may require districts to classify alternative language education methods under spe",
"Agency must follow federal procedures to dispose of unused equipment previously allocated",
"Commissioner may adjust district entitlements to resolve unanticipated losses gains or oth",
"Commissioner may modify dates for tax rate adoption and elections as necessary to impleme",
"Commissioner must notify and receive approval from Legislative Budget Board and governor",
"Commissioner must provide legislature with explanation of changes necessary to resolve un",
"Commissioner adjustment authority expires September 1 2027 creating temporary emergency p",
"Commissioner must notify districts in appraisal districts with invalid property values ab",
"Notice must include estimate of financial effect on district finances helping districts un",
"Notice must include information about any rights of recourse available to district for cha",
"School districts must annually report board trustee contact information to agency for rec",
"Commissioner must coordinate with comptroller to provide notice copies to appraisal distr",
"Basic allotment formula now includes guaranteed yield increment adjustment (GYIA) adding c",
"Basic allotment limited by formula incorporating district tax rate divided by maximum comp",
"Small districts under 1,600 ADA receive increased multiplier from 0.0004 to 0.00046 provi",
"Mid-sized K-12 districts under 5,000 ADA receive increased multiplier from 0.000025 to 0.",
"Sole county districts under 300 ADA receive increased multiplier from 0.00047 to 0.0005 re

```

"Alternative language education programs limited to \$10 million total per biennium statewide
 "Agency must approve districts for alternative language funding selecting from cross-section
 "Dual language immersion programs receive 0.15 weight for emergent bilingual students and
 "At least 55 percent of bilingual education funds must be used for program expenses with sp
 "Technology allotment increases from \$10 to \$20 per student doubling technology funding to
 "Technology allotment per campus increases from \$15,000 to \$34,000 providing substantial bo
 "Tier two enrichment funding formula modified to use maximum basic allotment multiplied by
 "Tier two funding for tax effort above eight cents uses maximum basic allotment multiplied
 "Total maintenance and operations taxes for tier two calculations include county-wide equal
 "New mechanism created for guaranteed yield increment adjustment based on maintaining 96th
 "Agency must determine guaranteed yield increment adjustment by October 1 of even years for
 "Guaranteed yield increment set at \$55 for 2025-2027 biennium providing specific funding le
 "Commissioner must periodically adjust funding determinations throughout year based on curr
 "Adjustments based on attendance reporting for each six-week interval ensuring funding mat
 "Districts impacted by tax compression receive aid based on difference between funding with
 "New aid program for districts in coastal counties or catastrophe areas with higher insuran
 "Aid based on difference between county insurance costs per student and statewide average
 "Aid calculated using adjusted average daily attendance for small districts ensuring adequa
 "Small district ADA multiplied by factor accounting for Section 48.101 allotment ensuring
 "Voter-approval tax rate calculation simplified removing certain adjustment requirements st
 "Enrichment tax rate component modified removing reduction requirements providing more sta
),

Intended_Consequence = c(

"Enable state to track facility utilization and identify underused properties for better re
 "Provide transparency about school capacity versus actual enrollment to identify overcrowd
 "Improve understanding of shared facility usage to optimize resource allocation across mul
 "Create comprehensive inventory of facility types to inform state planning and funding dec
 "Establish clear picture of district property ownership versus lease obligations for finan
 "Increase public transparency about school district property holdings and usage through acc
 "Protect sensitive facility information from public disclosure that could compromise schoo
 "Provide commissioner flexibility to establish appropriate capacity standards accounting f
 "Increase charter school funding to level more comparable with traditional public schools
 "Ensure charter schools maintain acceptable performance standards to receive facilities fun
 "Prevent self-dealing and conflicts of interest in charter school real estate transactions
 "Ensure facilities funding used only for facilities purposes preventing diversion to admin
 "Increase transparency in charter school financial decisions by requiring public meetings
 "Improve data collection on alternative language education methods to evaluate program eff
 "Standardize reporting of alternative language programs enabling better state-level analys
 "Ensure proper disposal of federal grant equipment according to federal requirements mainta
 "Provide mechanism to quickly address unintended consequences of finance reforms preventin
 "Enable timing adjustments necessary for smooth implementation of finance changes avoidin
 "Ensure executive adjustments have legislative and executive branch oversight maintaining
 "Maintain legislative awareness of administrative changes to finance system enabling futur
 "Limit emergency adjustment authority to transition period preventing permanent expansion
 "Ensure districts understand financial implications of property value findings enabling in
 "Provide districts with specific financial impact estimates enabling better budget planning

"Inform districts about available remedies for property value disputes protecting district
 "Ensure agency can efficiently communicate with district leadership about important financ
 "Improve coordination between agencies handling property valuations and school finance enh
 "Account for wealth-based adjustments in basic allotment ensuring equitable funding across
 "Link funding to local tax effort encouraging appropriate local contribution while providi
 "Provide additional support for small districts recognizing higher per-student costs in sma
 "Support mid-sized districts that face diseconomies of scale while serving diverse student
 "Recognize unique challenges of isolated rural districts that cannot achieve economies of s
 "Pilot innovative language education approaches while controlling costs through competitiv
 "Ensure statewide distribution of innovative language programs preventing concentration in
 "Incentivize effective dual language programs that benefit both English learners and native
 "Ensure bilingual funding supports actual instructional needs rather than general district
 "Address growing technology needs in schools by doubling per-student technology support",
 "Provide substantial campus-level technology funding recognizing infrastructure needs beyon
 "Adjust tier two funding to reflect current property values and state funding capacity",
 "Reduce state exposure in tier two funding while maintaining meaningful enrichment opportun
 "Recognize all local tax revenue sources in funding calculations ensuring accurate revenue
 "Maintain equivalent funding levels as property values change protecting purchasing power"
 "Provide predictable adjustment timeline allowing districts to plan for funding changes",
 "Establish specific funding level during initial implementation providing certainty for dis
 "Ensure funding adjustments reflect actual enrollment changes throughout year improving ac
 "Provide regular updates to funding based on current attendance avoiding year-end reconcil
 "Protect districts from revenue loss due to state-mandated tax compression maintaining fun
 "Address regional cost disparities for property insurance in high-risk areas ensuring fund
 "Provide targeted support for districts facing extraordinary insurance costs due to geograp
 "Ensure small districts in high-cost areas receive adequate insurance cost support despite
 "Apply small district adjustments consistently across different aid programs maintaining sy
 "Simplify tax rate calculations for voter approval reducing administrative complexity and v
 "Provide stable enrichment tax capacity by removing variable reduction requirements increas
),

```
Likely_Result = c(
  "C, D, E, F", # Facility reporting requirements
  "C, D, E, F", # Capacity enrollment tracking
  "C, D, E, F", # Multi-campus usage
  "C, D, E, F", # Facility classification
  "C, D, E, F", # Ownership lease status
  "C, D, E, F", # Public website posting
  "D, E, F", # Security exemption
  "D, E, F", # Commissioner rules
  "A, C, D, F", # Charter funding increase
  "A, C, D, E, F", # Performance restrictions
  "C, D, E, F", # Real estate certification
  "C, D, E, F", # Salary restrictions
  "D, E, F", # Bond transparency
  "D, E, F", # Alternative language PEIMS
  "D, E, F", # Method classification
```

```

"E, F", # Federal grant disposal
"C, D, F", # Commissioner adjustment authority
"C, D, F", # Tax date modification
"C, D, F", # LBB approval requirement
"D, E, F", # Legislative explanation
"D, F", # Sunset provision
"D, E, F", # Property value notice
"D, E, F", # Impact estimation
"D, E, F", # Recourse information
"D, E, F", # Trustee contacts
"D, E, F", # Appraisal coordination
"C, D, E, F", # GYIA addition
"C, D, E, F", # Tax rate adjustment
"A, C, D, F", # Small district increase
"A, C, D, F", # Mid-sized district increase
"A, C, D, F", # Sole county district
"A, B, C, D, E, F", # Alternative language cap
"B, C, D, E, F", # Statewide competition
"A, C, D, E, F", # Dual language priority
"C, D, E, F", # Spending restrictions
"A, C, D, F", # Technology per student
"A, C, D, F", # Technology per campus
"C, D, E, F", # Tier two modification
"C, D, E, F", # Guaranteed level changes
"C, D, E, F", # Tax revenue inclusion
"C, D, E, F", # Yield increment creation
"C, D, E, F", # Biennial determination
"C, D, F", # 2025-2027 amount
"C, D, E, F", # Current year adjustments
"C, D, E, F", # Six-week reporting
"C, D, F", # Compression aid
"A, C, D, E, F", # Regional insurance aid
"A, C, D, E, F", # Coastal priority
"C, D, E, F", # Per-student calculation
"C, D, E, F", # Small district adjustment
"D, F", # Tax rate simplification
"D, F" # Enrichment modification
)
)

# Generic check to ensure all vectors have the same length
vector_lengths <- c(
  length(article7_sections01_19_results$Category),
  length(article7_sections01_19_results$Incentive_Created),
  length(article7_sections01_19_results$Intended_Consequence),
  length(article7_sections01_19_results$Likely_Result)
)

```

```

# Verify all vectors have same length
if (length(unique(vector_lengths)) != 1) {
  stop("Vector length mismatch detected. All vectors must have the same length.")
}

# Additional verification using stopifnot for robust checking
stopifnot(
  "All data frame vectors must have equal length" =
    all(vector_lengths == vector_lengths[1])
)

# Create the main analysis table
article7_sections01_19_main_table <- datatable(
  article7_sections01_19_results,
  options = list(
    pageLength = 10,
    scrollX = TRUE,
    autoWidth = TRUE,
    columnDefs = list(
      list(width = '150px', targets = 0), # Category
      list(width = '300px', targets = 1), # Incentive Created
      list(width = '250px', targets = 2), # Intended Result
      list(width = '150px', targets = 3) # Coded Results
    ),
    dom = 'Bfrtip',
    buttons = c('copy', 'csv', 'excel')
  ),
  filter = 'top',
  rownames = FALSE,
  class = 'cell-border stripe hover',
  colnames = c('Category', 'Incentive Created', 'Intended Result', 'Codes for Destructive Results'),
  %>%
  formatStyle(
    'Category',
    backgroundColor = styleEqual(
      unique(article7_sections01_19_results$Category),
      rep(c('#FFE8E8', '#FFD0D0', '#E8F4FD', '#E8F6FF', '#FFF2CC', '#E8F5E8', '#F0E8FF', '#FFEBCD', '#F0FFF0', '#F5F5DC', '#FFFACD', '#F0F8FF', '#FDF5E6', '#FAF0E6', '#FFF8E1', '#F5F5F5', '#FFEFD5', '#E6E6FA', '#F0E6FA', '#FFF0F5', '#F0FFFF', '#FFFAF0', '#F5F5F5', '#FFF5EE', '#F8F8FF', '#F0F8FF', '#F5FFFA', '#FFFFFFF0', '#FFE4E1', '#F0E8FF', '#E0F0F0', '#F5F5DC', '#FFE4B5', '#FFF0F5', '#F0E8FF', '#FFE8F5', '#E8F4FD', '#FFF8DC', '#F0F0F0', '#FFFACD', '#FFE8E8', '#E8F6FF', '#FFF2CC', '#F0E8FF', '#FFE8F5', '#FFEBCD', '#F5F5F5', '#F0F8FF', '#FDF5E6', '#FAF0E6'),
      length.out = length(unique(article7_sections01_19_results$Category))
    ),
    fontWeight = 'bold'
  ) %>%

```



```
formatStyle(  
  'Likely_Result',  
  fontWeight = 'bold',  
  fontSize = '14px',  
  textAlign = 'center',  
  backgroundColor = '#FFF8DC'  
)  
  
# Display main table  
article7_sections01_19_main_table
```

Search:

Category	Incentive Created	Intended Result
<input type="text" value="All"/>	<input type="text" value="All"/>	<input type="text" value="All"/>
Facility Usage Report Square Footage Requirement	School districts must annually report square footage of each facility and acreage of land creating comprehensive property database for state oversight	Enable state to track and identify underutilized and better resource allocation
Facility Usage Report Capacity Enrollment Tracking	Districts must report total student capacity for each instructional facility and enrollment capacity by campus and grade level with current enrollment numbers	Provide transparency capacity versus actual enrollment identify overcrowding and underutilization
Facility Usage Report Multi-Campus Usage Identification	Districts must identify whether facilities are used by multiple campuses including campus identifiers creating facility sharing transparency requirements	Improve understanding usage to optimize across multiple campuses
Facility Usage Report Facility Type Classification	Districts must classify each facility by use including instructional career technology administrative food service transportation or vacant land	Create comprehensive facility types to inform planning and funding decisions
Facility Usage Report Ownership Lease Status	Districts must report whether each facility is leased or owned providing state with comprehensive property ownership and lease obligation data	Establish clear property ownership obligations for future purposes
Facility Usage Report Public Website Posting	Agency must produce annual public report on school district land and facilities posted on agency website for public access and scrutiny	Increase public transparency school district property usage through annual reporting
Facility Usage Report Security Information Exemption	Commissioner may determine certain facility information creates security risk making it confidential and excluded from public reports	Protect sensitive information from public disclosure compromise school security
Facility Usage Report Commissioner Rule Authority	Commissioner granted authority to adopt rules for implementation including determining student capacity based on staffing ratios and facility capacity	Provide commissioner authority to establish appropriate accounting for local needs
Charter School Funding Basic Allotment Increase	Charter school funding increases from \$125 to \$300 per student in average daily attendance representing significant funding boost	Increase charter school funding more comparable to traditional schools improving quality

2.2 Supplemental Tables

```
# Create category analysis
category_analysis_a7_s01_19 <- article7_sections01_19_results %>%
  group_by(Category) %>%
  summarise(
    Count = n(),
    .groups = 'drop'
  ) %>%
  arrange(desc(Count)) %>%
  rename(`Incentive Category` = Category,
         `Number of Incentives` = Count)

# Analyze most frequent negative result codes
code_frequency_a7_s01_19 <- article7_sections01_19_results %>%
  separate_rows(Likely_Result, sep = ", ") %>%
  count(Likely_Result, sort = TRUE) %>%
  rename(`Negative Result Code` = Likely_Result,
         `Frequency` = n) %>%
  mutate(Percentage = round(100 * Frequency / nrow(article7_sections01_19_results), 3))

# Key policy findings
key_findings_a7_s01_19 <- data.frame(
  Finding = c(
    "Universal State Control Pattern",
    "Administrative Burden Overwhelming",
    "Local Control Elimination Near-Complete",
    "Accountability as Control Mechanism",
    "Financial Dependency Pervasive",
    "Competition Strategy Concentrated",
    "Extrinsic Motivation Strategic",
    "Temporary Powers Set Precedent",
    "Geographic Discrimination Emerging",
    "Surveillance State Infrastructure"
  ),
  Description = c(
    "Codes C, D, E, F appear together in 48.077% of incentives, showing systematic state control",
    "Code E (administrative burden) appears in 86.538% of incentives, drowning districts in red",
    "Code F (local control reduction) appears in 96.154% of incentives, nearly eliminating local",
    "Code D (accountability substitute) appears in 98.077% of incentives, replacing educational",
    "Code C (state dependency) appears in 80.769% of incentives, making districts completely de",
    "Code B (competition) concentrated in language education and resource allocation, forcing c",
    "Code A (extrinsic motivation) appears in 26.923% of incentives, particularly in funding in",
    "Commissioner's temporary emergency powers through 2027 create dangerous precedent for ex",
    "Regional insurance aid and coastal priorities create geographic winners and losers, divid",
    "Facility reporting requirements create comprehensive surveillance system over all district"
  )
)
```

```

)

# === DISPLAY SUPPLEMENTAL TABLES ===

# Category Analysis Header
datatable(
  data.frame(Title = "INCENTIVE CATEGORY ANALYSIS"),
  filter = 'top',
  options = list(dom = 't', ordering = TRUE),
  rownames = FALSE,
  class = 'cell-border'
) %>%
  formatStyle('Title',
    fontSize = '18px',
    fontWeight = 'bold',
    textAlign = 'center',
    backgroundColor = '#FF9800',
    color = 'white')

```

Title

All

INCENTIVE CATEGORY ANALYSIS

```

# Category Analysis Table
datatable(
  category_analysis_a7_s01_19,
  filter = 'top',
  options = list(
    pageLength = 15,
    dom = 't',
    ordering = TRUE,
    autoWidth = TRUE
  ),
  rownames = FALSE,
  class = 'cell-border stripe'
) %>%
  formatStyle('Number of Incentives',
    fontWeight = 'bold',
    textAlign = 'center',
    backgroundColor = styleColorBar(range(category_analysis_a7_s01_19$`Number of Incentives`))
  )
  formatStyle('Incentive Category',
    fontWeight = 'bold',
    textAlign = 'left')

```

Incentive Category

All
Alternative Language Education Dual Language Priority
Alternative Language Education Funding Cap
Alternative Language Education Method Classification
Alternative Language Education PEIMS Reporting
Alternative Language Education Spending Restrictions
Alternative Language Education Statewide Competition
Basic Allotment Formula GYIA Addition
Basic Allotment Formula Tax Rate Adjustment
Charter School Funding Basic Allotment Increase
Charter School Funding Bond Issuance Transparency
Charter School Funding Performance-Based Restrictions
Charter School Funding Real Estate Certification
Charter School Funding Salary Restriction
Commissioner Authority Funding Formula Adjustment
Commissioner Authority LBB Governor Approval

```
# Code Frequency Analysis Header
datatable(
  data.frame(Title = "NEGATIVE RESULT CODE FREQUENCY"),
  filter = 'top',
  options = list(dom = 't', ordering = TRUE),
  rownames = FALSE,
  class = 'cell-border'
) %>%
  formatStyle('Title',
    fontSize = '18px',
    fontWeight = 'bold',
    textAlign = 'center',
    backgroundColor = '#DC143C',
    color = 'white')
```

Title



All

NEGATIVE RESULT CODE FREQUENCY

```
# Code Frequency Table
datatable(
  code_frequency_a7_s01_19,
  filter = 'top',
```

```

options = list(
  pageLength = 15,
  dom = 't',
  ordering = TRUE,
  autoWidth = TRUE
),
rownames = FALSE,
class = 'cell-border stripe'
) %>%
  formatStyle('Frequency',
    fontWeight = 'bold',
    textAlign = 'center',
    backgroundColor = styleColorBar(range(code_frequency_a7_s01_19$Frequency), '#FFB
  formatStyle('Negative Result Code',
    fontWeight = 'bold',
    textAlign = 'center',
    fontSize = '16px') %>%
  formatStyle('Percentage',
    fontWeight = 'bold',
    textAlign = 'center')

```

Negative Result Code

All
F
D
E
C
A
B

```

# Key Findings Header
datatable(
  data.frame(Title = "KEY CODED PATTERN FINDINGS"),
  filter = 'top',
  options = list(dom = 't', ordering = TRUE),
  rownames = FALSE,
  class = 'cell-border'
) %>%
  formatStyle('Title',
    fontSize = '18px',
    fontWeight = 'bold',
    textAlign = 'center',
    backgroundColor = '#F44336',
    color = 'white')

```

Title



All

KEY CODED PATTERN FINDINGS

```
# Key Findings Table
datatable(
  key_findings_a7_s01_19,
  filter = 'top',
  options = list(
    pageLength = 10,
    dom = 't',
    ordering = TRUE,
    autoWidth = TRUE,
    columnDefs = list(
      list(width = '25%', targets = 0),
      list(width = '75%', targets = 1)
    )
  ),
  rownames = FALSE,
  class = 'cell-border stripe'
) %>%
  formatStyle('Finding',
    fontWeight = 'bold',
    backgroundColor = '#FFE4E1',
    textAlign = 'left') %>%
  formatStyle('Description',
    textAlign = 'left')
```

Finding	Description
All	All
Universal State Control Pattern	Codes C, D, E, F appear
Administrative Burden Overwhelming	Code E (administrative
Local Control Elimination Near-Complete	Code F (local control re
Accountability as Control Mechanism	Code D (accountability
Financial Dependency Pervasive	Code C (state dependen
Competition Strategy Concentrated	Code B (competition) c
Extrinsic Motivation Strategic	Code A (extrinsic motiv
Temporary Powers Set Precedent	Commissioner's tempor
Geographic Discrimination Emerging	Regional insurance aid
Surveillance State Infrastructure	Facility reporting requi

```

# Create coded summary statistics
summary_statistics_a7_s01_19 <- data.frame(
  Metric = c(
    "Total Incentives Analyzed",
    "Most Problematic Code",
    "Most Frequent Code Combination",
    "Policy Categories with Code D",
    "Policy Categories with Code F",
    "Average Codes per Incentive"
  ),
  Value = c(
    nrow(article7_sections01_19_results),
    "Code D (appears 51 times)",
    "C, D, E, F (state control package)",
    sum(grepl("D", article7_sections01_19_results$Likely_Result)),
    sum(grepl("F", article7_sections01_19_results$Likely_Result)),
    round(mean(lengths(strsplit(article7_sections01_19_results$Likely_Result, ", "))), 1)
  )
)

# Summary Statistics Header
datatable(
  data.frame(Title = "CODED ANALYSIS SUMMARY STATISTICS"),
  options = list(dom = 't', ordering = TRUE),
  rownames = FALSE,
  class = 'cell-border'
) %>%
  formatStyle('Title',
    fontSize = '18px',
    fontWeight = 'bold',
    textAlign = 'center',
    backgroundColor = '#9C27B0',
    color = 'white')

```

Title



CODED ANALYSIS SUMMARY STATISTICS

```

# Summary Statistics Table
datatable(
  summary_statistics_a7_s01_19,
  options = list(
    pageLength = 10,
    dom = 't',
    ordering = TRUE,
    autoWidth = TRUE,

```



```

    columnDefs = list(
      list(width = '40%', targets = 0),
      list(width = '60%', targets = 1)
    )
  ),
  rownames = FALSE,
  class = 'cell-border stripe'
) %>%
  formatStyle('Metric',
    fontWeight = 'bold',
    textAlign = 'left') %>%
  formatStyle('Value',
    textAlign = 'left',
    fontWeight = 'bold')

```

Metric

Total Incentives Analyzed
Most Problematic Code
Most Frequent Code Combination
Policy Categories with Code D
Policy Categories with Code F
Average Codes per Incentive

2.3 Key List of Likely Negative Results

2.3.1 The evaluation codes are based on these axioms:

- Central planning (one size fits all) degrades everyone's performance
 - Makes nearly every district action a legal matter
 - Robs people of pride in their work
- Efforts at 'accountability' will not improve performance of anyone
- Cooperation within an organization is far more effective than competition
- All incentives work; some promote and some pervert the *intention* of the incentive

```

# Create negative results table with 7-code system
negative_results_a7_s01_19 <- data.frame(
  Code = c("A", "B", "C", "D", "E", "F", "G"),

  Likely_Negative_Result = c(
    "Decreases intrinsic motivation in favor of extrinsic motivation",
    "Decreases cooperation within districts in favor of competition for resources",
    "Increases dependency on State funding and bureaucracy",

```

```

    "Substitutes 'accountability' for improvement of the system people work in",
    "Increases district administrative burdens",
    "Decreases local control and flexibility",
    "Treats people as the 'problem', instead of the system they work in"
  )
)

# Define bright contrasting color palette (7 colors for 7 codes)
color_palette_a7_s01_19 <- c("#FF6B6B", "#4ECDC4", "#45B7D1", "#96CEB4", "#FECA57", "#FF9FF3",
                             "#FF69B4")

# Create color assignments for each row
row_colors_a7_s01_19 <- color_palette_a7_s01_19[1:nrow(negative_results_a7_s01_19)]

# Display the coding key table
DT::datatable(
  negative_results_a7_s01_19,
  options = list(
    pageLength = 15,
    dom = 'Bfirtip',
    buttons = c('copy', 'csv', 'excel'),
    columnDefs = list(
      list(width = '40px', targets = 0), # Narrow first column
      list(width = '90%', targets = 1)   # Wide second column
    ),
    scrollX = FALSE,
    autoWidth = FALSE
  ),
  rownames = FALSE,
  class = 'display'
) %>%
  formatStyle(
    'Code',
    textAlign = 'right',
    fontWeight = 'bold',
    backgroundColor = styleEqual(negative_results_a7_s01_19$Code, row_colors_a7_s01_19),
    color = 'white'
  ) %>%
  formatStyle(
    'Likely_Negative_Result',
    backgroundColor = styleEqual(negative_results_a7_s01_19$Code, row_colors_a7_s01_19),
    color = 'black'
  ) %>%
  formatStyle(
    columns = c(0, 1),
    border = '2px solid #333',
    borderCollapse = 'collapse'
  ) %>%

```

```
formatStyle(
  columns = c(0, 1),
  maxWidth = '9in',
  tableLayout = 'fixed'
)
```

Search:

Code  Likely_Negative_Result 

A	Decreases intrinsic motivation in favor of extrinsic motivation
B	Decreases cooperation within districts in favor of competition for resources
C	Increases dependency on State funding and bureaucracy
D	Substitutes 'accountability' for improvement of the system people work in
E	Increases district administrative burdens
F	Decreases local control and flexibility
G	Treats people as the 'problem', instead of the system they work in

Showing 1 to 7 of 7 entries

Previous

1

Next

3 Interesting Counter-Intuitive Implications

```
# Create counter-intuitive implications table
counter_intuitive_a7_s01_19 <- data.frame(
  Irony_Implication = c(
    "Transparency Creates Opacity",
    "More Money Means Less Control",
    "Temporary Powers Become Permanent",
    "Helping Small Schools Hurts Them",
    "Innovation Requires Conformity",
    "Fair Funding Creates Unfairness"
  ),

  Explanation = c(
    "Facility reporting requirements claim to increase transparency but actually create so much",
    "Funding increases for charter schools, small districts, and technology come with so many",
    "Commissioner's 'temporary' adjustment authority through 2027 establishes precedent for ex"
```

```

    "Small district funding increases create artificial enrollment thresholds that incentivize
    "Alternative language education 'innovation' funding requires programs to fit into pre-app
    "Regional insurance aid acknowledges real cost differences but may create resentment betwee
  )
)

# Display counter-intuitive implications table
DT::datatable(
  counter_intuitive_a7_s01_19,
  options = list(
    pageLength = 10,
    dom = 't',
    ordering = FALSE,
    autoWidth = TRUE,
    columnDefs = list(
      list(width = '30%', targets = 0),
      list(width = '70%', targets = 1)
    )
  ),
  rownames = FALSE,
  class = 'cell-border stripe',
  colnames = c('Element', 'Unintended Result(?)')
) %>%
  formatStyle(
    'Ironnic_Implication',
    fontWeight = 'bold',
    backgroundColor = '#FFE4B5',
    textAlign = 'left'
  ) %>%
  formatStyle(
    'Explanation',
    textAlign = 'left',
    backgroundColor = '#FFF8DC'
  )
)

```

Element

Transparency Creates Opacity
More Money Means Less Control
Temporary Powers Become Permanent
Helping Small Schools Hurts Them
Innovation Requires Conformity
Fair Funding Creates Unfairness