

**Platte County R-3 School District**  
**Budget Action Plan**  
**2022-2023**  
**DRAFT**

**Business Services Purpose Statement**

The purpose of Business Services is to proactively and responsibly manage district finances to support student success.

**Business Services CSIP Goal**

The overall goal of the Business Strategic Focus Area is to proactively and responsibly manage district growth, finances, and support services to improve student achievement.

**Business Services Improvement Goals**

1. Enhance operational efficiency within Business Services processes
2. Maintain fund balance in the desired range of 18-22% while building our fund 4 balance
3. Improve stakeholder perception of the District's fiscal responsibility

**Commitments**

- Provide budget highlights to the community through newsletters and social media
- Summarize year-to-year budget changes for each school and department with a narrative describing the rationale for the annual changes
- Summarize year-to-year staffing changes to show the annual differences in administrative staff, building certified staff, and classified staff
- Revise the School Budget Guide to provide more clarity and transparency
- Update and post an executive summary of the budget on the district website
- Hold a Board Work Session to update the Board of Education on budget development and budget priorities
- Utilize stakeholders, including Community Advisory, to communicate financial results and budget processes to support our commitment to transparency and perception of fiscal responsibility

**Improvement Actions**

- Align budget commitments to a strategic financial plan
- Utilize evidence-based decision making
- Focus on funding programs and services based on student needs and outcomes
- Evaluate programs and services for cost effectiveness
- Support quality learning environments through facility modernization efforts
- Ensure sufficient resources for tier 1, 2 & 3 strategies and instructional priorities
- Develop a Comprehensive Staffing Model to include class size targets
- Implement a program review with annual evaluation to determine if program shall be continued
- Analyze significant contracts and services (legal, audit, contracted maintenance and grounds, waste management, insurance, technology, etc.)
- Investigate and develop a dashboard of key measures to assess fiscal health
- Create an annual budget to ensure all expenditures are within forecasted revenue unless a strategic spend-down of reserves is approved by the PCR-3 Board of Education. Strategic spend-down will only be used to fund one-time expenditures as opposed to recurring costs.

- Analyze debt routinely to allow the district to take advantage of refunding options when deemed financially beneficial
- Budget to adequately support Facility Master Plan and annual maintenance needs

### **Budget Targets**

- Annual budget will be created using the following range of fund breakdown:
  - Salaries/Benefits = 77.09% (target 75%)
  - Supplies/Materials = 7.69% (target 7.5%)
  - Purchased Services = 10.67% (target 7.5%)
  - Capital Improvements = 4.55% (target 10%)
- 90% of approved expenditures made by end of January

### **Budget Development**

- PCR-3 conducts public engagement feedback opportunities throughout the fall to seek stakeholder input on priorities (Community Advisory Steering Committee, Stakeholder Surveys & Focus Groups)
- District leaders review the PCR-3 Capital Commitment goals and seek alignment with District Strategic Plan
- District leaders review legal and compliance mandates to determine budget implications
- PCR-3 Business Services Department updates 5-year budget forecast
- PCR-3 Human Resources Department conducts staffing/salaries/benefits reviews and forecasts
- District and building leadership conducts program analysis to establish budget requests in alignment with strategic goals
- PCR-3 Business Services conducts analysis of debt service needs in collaboration with financial advisors
- Board Work Session in February to review budget development and components of the budget

### **Budget Timeline**

- September/October - Enrollment Forecast & Demographic Analysis completed (after official September enrollment count)
- October - Budget plan, goals and projections reviewed with Community Advisory Steering Committee for feedback, then presented to Board of Education for approval
- November - Update of Capital Improvement Plan
- November & December - All course and staff requests from buildings and departments due
- December - Budget requests prioritized by executive leadership
- January - Preliminary budget for next fiscal year created
- February - Capital improvements approved by Board of Education for next fiscal year
- March - Preliminary budget for next fiscal year refined and shared as information with Board of Education
- April - Salaries/Benefits approved by Board of Education and buildings/departments receive their preliminary allocations for next fiscal year
- May - Preliminary budget continues to get refined
- June - Final budget for the following fiscal year approved by Board of Education
- Quarterly budget amendments presented for board consideration to allow district to have the most current financial information available to implement this timeline effectively
- Quarterly budget reviews with building administration and department leaders to track expenditures

## General Information

The District budget is made up of four primary types of funds:

1. *Operational/Incidental Fund* - The purpose of this fund is to account for all transactions having to do with the operations of the school district's regular programs, except those required to be accounted for in another fund. Examples of operating fund expenditures include: Utilities, Fuel, Maintenance, Repairs, Classified Staff Salaries and Benefits, Supplies and Materials, etc.
2. *Special/Teachers Fund* - The purpose of this fund is to account for revenue sources legally restricted for expenditures for salaries and benefits for teachers and tuition payments to other districts/charter schools, private schools, etc. Certified staff salaries and benefits are the primary expenditures out of this fund.
3. *Debt Service* - The purpose of this fund is to account for all transactions affecting the value of the unpaid principal of bond issues, value of cash on deposit in the fund, the value of any temporary investments, the amount of current interest and principal requirements of long-term debt and paying agent fees. This fund is dedicated and restricted to pay debt (and related expenses) associated with general obligation bond issue projects.
4. *Capital Projects Fund* - The purpose of this fund is to account for all facility acquisition, construction, lease purchase principal and interest payments and all other capital outlay expenditures. Examples of capital project fund expenditures include: Bus Purchases, Technology Equipment, Capital Outlay, Construction, etc.