

ROLE OF SCHOOL BUSINESS OFFICIAL

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Chief School Financial Officer

- In consultation with the local superintendent, the local board will appoint a qualified chief school financial officer who:
 - Shall be an employee of the local board.
 - Meet minimum qualifications set by the local board.
 - Meet the requirements established by the State Board of Education.
 - Be bonded in an amount determined by the State.
- The local board is authorized to remove the chief school financial officer.
- State Superintendent of Education may/will appoint new CSFO based on circumstances.

School Fiscal Accountability Act Act No. 2006-196

Monthly reports to include:
Financial statement showing financial status
Receipts
Expenditures
Budget vs. actual expenditures
Check Register (2009 Rules of SDE)

Annual reports to include:
Financial Statements
Annual budget
Fixed asset inventory

Local board will adopt fiscal management policies that comply with GAAP.

- Regular reconciliation of bank statements
- Receipting Procedures
- Purchasing Procedures
- Payroll Procedures
- Contracts
- Fund Raisers
- Booster Clubs
- Travel Procedures
- Visa Agreement
- Maintaining fixed assets inventory
- Review of monthly revenues and expenditures

Local boards are required to:

- Develop a plan to establish and maintain a one-month minimum operating balance.
- Adopt procedures on expenditures that do not require express board approval in advance.
- Make all financial documents open to inspection and accessible to the public.
- Implement a standardized financial accounting program as determined by the State Supt.
- Monthly/Annual financial info must be uploaded to SDE and posted on the local school system internet site within 45 days after the end of each month.
- Annual budget must also be posted on internet site with two public hearings.

CSFO Duty

- Personally notify, in writing, each local board member and the local superintendent of any financial transaction of the local board which the CSFO deems to be non-routine, unusual, without legal authorization or not in compliance with the fiscal management policies of the board. The president of the board must see that this notification is recorded in the minutes.

Role of CSFO

- Keep superintendent and board informed
 - Staff meetings / work sessions
 - Monthly reports
 - Committees—
 - Finance
 - Capital Planning

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Provide adequate resources to operate business department

- **State Board of Education Rule** - Must employ qualified staff
 - Payroll/Insurance
 - Accounts Payable
 - Inventory Control
 - Local School Accounting/Bookkeeper
 - Purchasing
 - CNP
 - Clerical

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Reports Required for Participation in Foundation Program (Code of Alabama, §16-31-231)

- Capital Plan
- Professional Development Plan
- Vocational Education
- Transportation Program
- Technical Program Plan
- Special Education
- At-Risk Plan

Role of CSFO

- Monthly and Annual Financials
- Budgeting
- Annual Audit
- Attendance Report
- Annual Leaps Report

Monthly Financial Reports

- Analysis of financial reports
 - Significance of General Fund
 - 80% employee related
 - What is the unreserved fund balance in General fund ?
 - One month operating reserve is required
 - Percentage of budget expended each month
 - Fluctuations in cash flow

Monthly Financial Reports

- Reports that provide information to help make informed decisions
 - Monthly balance sheet
 - Monthly operating statement
 - Budget to actual comparisons
 - Current year compared to prior year
 - Monthly check register
 - Cash receipts report
 - Payroll register
 - Employee action form
 - Prior period report

Annual Financial Statements

- Submitted to State Department of Education by November 1st
- Published in local newspaper during month of October

BUDGETING PROCESS

- Site Based
- Justification Sheets For Specific Needs
- Proposed Budget Is Easy-To-Read, Understandable and Concise Format
- Procedures and Implementation Process for Reduction In Force, When Necessary

11.5.1100.381.8220.1110.0.2300.0000	INSTRUCTIONAL MILEAGE-EL	\$845
11.5.1100.381.8220.1110.0.2400.0000	INSTRUCTIONAL MILEAGE-SEC	\$2,000
11.5.1100.411.8220.1110.0.2300.0000	INSTRUCTIONAL CLASSROOM-EL	\$7,670
11.5.1100.411.8220.1110.0.2400.0000	INSTRUCTIONAL CLASSROOM-SEC	\$2,625
11.5.2130.481.8220.1110.0.2300.0000	TESTING SUPPLIES-EL	\$6,666
11.5.2130.481.8220.1110.0.2400.0000	TESTING SUPPLIES-SEC	\$4,756
11.5.2215.381.8220.1110.0.2300.0004	STAFF DEVELOP-LOCAL-EL	\$3,365
11.5.2215.381.8220.1110.0.2400.0004	STAFF DEVELOP-LOCAL-SEC	\$500
11.5.2215.382.8220.1110.0.2400.0004	STAFF DEVELOP-IN STATE-EL	\$4,150
11.5.2215.382.8220.1110.0.2400.0004	STAFF DEVELOP-IN STATE-SEC	\$6,000
11.5.2215.383.8220.1110.0.2300.0004	STAFF DEVELOP-OUT STATE-EL	\$4,000
11.5.2215.383.8220.1110.0.2400.0004	STAFF DEVELOP-OUT STATE-SEC	\$2,795
11.5.9140.411.8220.1110.0.4712.0000	PRESCHOOL INST SUPPLIES	\$2,240
11.5.9140.491.8220.1110.0.4712.0000	PRESCHOOL MATERIALS & SUPPLIES	\$3,500
12.5.9140.319.8220.3220.0.4712.0000	IDEA PARE B - PURCHASED SERVICES	\$9,703
11.5.1100.381.8220.6001.0.2400.0000	LOCAL MILEAGE-JOB COACH	\$600
11.5.1100.411.8220.6001.0.2300.0000	INSTRUCTIONAL CLASSROOM-EL	\$8,000
11.5.1100.411.8220.6001.0.2400.0000	INSTRUCTIONAL CLASSROOM-SEC	\$6,962
11.5.1100.414.8220.6001.0.2300.0000	INST. COMPUTER SOFTWARE-EL	\$2,500
11.5.1100.495.8220.6001.0.2300.0000	INST. COMPUTER HARDWARE-EL	\$3,375
11.5.1100.414.8220.6001.0.2400.0000	INST. COMPUTER SOFTWARE-SEC	\$3,000
11.5.1100.495.8220.6001.0.2400.0000	INST. COMPUTER HARDWARE-SEC	\$4,000
11.5.2140.326.8220.6001.0.2300.0000	PURCHASED SERVICES-EL	\$430,000
11.5.2140.326.8220.6001.0.2400.0000	PURCHASED SERVICES-SEC	\$430,000
11.5.2140.411.8220.6001.0.2300.0000	HEALTH SERVICES-EL	\$650
11.5.2140.411.8220.6001.0.2400.0000	HEALTH SERVICES-SEC	\$350
11.5.2140.491.8220.6001.0.2300.0000	EQUIP LINE-EL	\$4,000
11.5.2140.491.8220.6001.0.2400.0000	EQUIP LINE-SEC	\$2,000
11.5.2210.621.8220.6001.0.8220.0000	DUES & FEES	\$498
11.5.8220.381.8220.6001.0.8600.0000	SUPERVISOR MILEAGE	\$400
11.5.9140.319.8220.6001.0.4712.0000	PRESCHOOL PURCHASED SERVICES	\$110,653

Mountain Brook Board of Education Justification Page	
For the Year: 2018	Justification Page #: 52
Department/School:	Special Education
Fund Name:	Purchased Services-Secondary
Fund Number:	11-S-240-376-0270-6001-0-2400-0000
	Cost Per Item
Contracted Services-The Learning Tree	8430,000
Contracted Services-Vision/Hearing Consults	
Contracted Services-Asperger Consult	
Contracted Services-Transition Coordinator & Job Coach	
Contracted Services-OT/PT/Adaptive Technology	
Contracted Services-Behavior Therapist	
Insurance Premium	
Contracted Services-Blind Speech & Hearing	
Contracted Services-Audiological	
Contracted Services-Substitutes for Job Coaches	
Contracted Services-Sight/Tag Treatment	
Contracted Services-Homebound Services	
Psychometrist	
TASC	
Contracted Services-Child's Play Therapy	
Contracted Services-Adaptive PE	
Contracted Services-Impact Family Services	
Total	8430,000

BUDGETING PROCESS

- Budget is due September 15th
 - Very important for everyone involved to be given complete set of state department instructions
- Two Public Hearings
- Usually two amendments a year
 - January
 - June 15th – Last

Annual Audit – June 30th

- County systems – Examiners of Public Accounts
- City systems – CPA firm
- Financial
- Legal Compliance
- Federal Financial Assistance

Annual Audit

Be prepared to discuss the following:

- Grants, Revenue Sources
- Unexpected expenditures
- Management, personnel
- Technology, capital projects
- Economic factors that could potentially impact your system

Be prepared to discuss significant estimates used in the financial statements

- Receivables
- Payables
- Uncollectible accounts
- Construction in progress

Explanations for actual-to-budget variances

Be prepared to discuss the results of the year versus your previous expectation's going into the year.

Annual Audit

Establish an “auditor” file for regulatory agency correspondence and for copies of new or changed documents

- Fixed asset additions and deletions,
- Debt agreements
- Leasing arrangements
- Law suits
- Complex transactions
- Technology modifications
- Major customers and vendors

Other Required Reports

- **Accountability Reports – Code of Alabama, 90 days after fiscal year ends**
 - Released to State Department of Education, media, PTAs, legislative representatives
- **Attendance Report**
 - Represents the total, average daily enrollment for your system during the first twenty days of the school year after Labor Day, as reported to the SDE by your system.

Annual LEAPS Report

- LEAPS – Local Education Agency Personnel System
 - All School and system personnel
 - Funding piece and a teacher schedule piece
 - System, School, Demographics, Funding, Experience, etc.
 - System, School, Subject, Class, Students

Annual LEAPS Report

- Main source of School Funding
- Source of all personnel reports submitted by the State Department
- Main source of data for Teacher Cert and the determination of Out of Field and HQT
- Analysis of source of funds used and personnel coded to those funds – Local, State and Federal

Annual LEAPS Report

- Determines the dollar amount earned by your system:
 - Foundation funds
 - Transportation operations

The accuracy of the information submitted by your system on the LEAPS report significantly affects the salary allocation that your system receives for funding.

Payroll/Personnel

LEAPS

- Incorrect information can lead to the loss of

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Payroll/Personnel -LEAPS

Incorrect Submission

*State Department of Education
Certified FTE by Degree and Years of Experience -*

	Bachelor's		Master's		Ed. Spec.		Ed. Spec. +		Non-Degree	
	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary
11 years	0.00	0	0.00	0	0.00	0	0.00	0	102.00	6,074,725
12 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
13 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
14 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
15 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
16 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
17 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
18 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
19 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
20 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
21 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
	Total Master's FTE: 0.00		Total Salary Earned: 0.00							

** The above figures show data for within the 100 districts of the 100 districts within 100 districts
Monthly, September 30, 2017 Page 4 of 4

Payroll/Personnel - LEAPS

Correct Submission

*State Department of Education
Certified FTE by Degree and Years of Experience -*

	Bachelor's		Master's		Ed. Spec.		Ed. Spec. +		Non-Degree	
	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE	Salary
11 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
12 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
13 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
14 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
15 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
16 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
17 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
18 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
19 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
20 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
21 years	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
	Total Master's FTE: 0.00		Total Salary Earned: 0.00							

** The above figures show data for within the 100 districts of the 100 districts within 100 districts
Monthly, September 30, 2017 Page 4 of 4

Program Responsibility

- Transportation
- CNP
- Federal Programs
- Payroll/Personnel
- Operations
- Capital Facilities
- Risk Management

TRANSPORTATION

- Written guidelines are in place for policies and procedures
- 10-year fleet program for funding
- Regular inspections of fleet
- Certification class for employees
- Dual jobs-FLSA
- Field trips

TRANSPORTATION

- School transportation departments need to be able to demonstrate to district management, school boards, and the public that they are good stewards of the public's funds and are constantly striving to improve. This can be done by establishing measures, goals, and benchmarks and comparing internal performance to other school districts.
 - Districts should monitor some performance measures on a regular, short-term (e.g., monthly) basis
 - number of bus breakdowns
 - driver/technician absenteeism
 - complaints received (e.g., buses not being on time and students not picked up)
 - vehicle maintenance (oil changes, inspections not conducted, etc.) delayed and overtime paid.

TRANSPORTATION

- Districts should monitor other performance measures on an annual basis as well
 - percentage of courtesy students served
 - annual operational cost per student
 - vehicle breakdowns per 100,000 miles
 - percentage of buses used as spare buses
 - accidents per million miles
 - percentage of students delivered within established ride time standards

CHILD NUTRITION PROGRAM

Food Services Program has a clear direction of, and control over, resources and services

- Identify barriers to student participation in the school meals program and implement strategies to eliminate barriers.
- Cost-efficiency benchmarks based on comparable industry standards.
- Implement improvements to increase revenue and reduce costs.
- Program budget is based on departmental goals, revenue, and expenditure projections.

CHILD NUTRITION PROGRAM

- Financial control process includes an ongoing review of the program's financial and management practices.
- Account for and report meals served by category.
- Evaluate purchasing practices to decrease costs and increase efficiency.
- Inventory control system that is appropriate to the size of the school child nutrition program.
- System for receiving and storing food, supplies and equipment.
- Long-range plan for the replacement of equipment and facilities that includes preventive maintenance practices.
- Safety and environmental health practices and guidelines.

The screenshot shows a complex HR form titled 'Mountain Brook Schools Applicant/Employee Personnel/Payroll Data'. It is divided into several sections:

- PERSONAL INFO:** Includes fields for Name (Last, First, Middle, Suffix), Address, City, State, Zip, Phone, Cell Phone, and Social Security Number.
- POSITION INFO:** Includes fields for Position, Location, and Job Title.
- EMPLOYMENT INFO:** Includes fields for Employment Type, Start Date, and End Date.
- ADDITIONAL INFO:** Includes fields for Salary Schedule, Grade, and Other Information.

Payroll/Personnel - Hiring

- New Employees receive:
 - Email with mandatory new employee orientation date
 - Information needed at orientation
- New employee paperwork packet
- Employee orientation
 - Needed documents for personnel file
 - Sexual harassment/bullying in the workplace
 - Purchasing cards
 - Absence procedures / Kelly Services
 - New employee paperwork
 - Online PEEHIP enrollment

Payroll/Personnel

- HR WOULD ENTER IN NEXTGEN
 - Certificate Information
 - Education
 - Experience
 - Salary Schedule
- PR INFORMATION TO ENTER IN NEXTGEN
 - Review Salary Schedule
 - Tier I or Tier II Retirement
 - GL Account

Payroll/Personnel

The image shows a standard payroll form with sections for 'FOR HUMAN RESOURCES PURPOSES ONLY' and 'FOR PAYROLL DEPARTMENT PURPOSES ONLY'. It includes fields for employee name, address, Social Security Number, and various tax and benefit codes. The form is partially filled out with some red text at the bottom.

Payroll/Personnel - Contract vs Employee

- IRS definition of employee – anyone who performs services for another, and, the person for whom the services are performed **can control what will be done and how it will be done.**
- IRS definition of Independent Contractor – an individual is viewed as an independent contractor if the payer has the right to **control or direct the result of the work and not what will be done and how it will be done.**

Payroll/Personnel – Contract vs Employee

- Factor Categories
 - Behavioral Control
 - Financial Control
 - Relationship of the Parties

MAINTENANCE AND OPERATIONS

- Guidelines and procedures are in place for daily operations
- Bid process is in place
- Analyze data – YTD budget analysis
- Scheduled ongoing maintenance and replacement needs
- Certifications kept active
- Follow FLSA for over-time

MAINTENANCE AND OPERATIONS

- FTE per student/square foot
- Outsourcing
 - Custodial
 - CNP
- Technology
 - Schooldude
 - Maintenance Direct – maintenance orders
 - It Direct - technology
 - Trip Direct – field trips

Risk Management

- The role of the CSFO is to:
 - review risks associated with the operation of the school district
 - recommend ways to minimize losses, and handle any claims for damages
- The goal of the CSFO is to:
 - properly assess the risks facing the school district
 - develop effective and fiscally sound principles to handle those risks.

Risk Management

- Errors and Omissions

- Employee Liability

- Buildings/Auto

- Other –
 - Flood
 - Cyber
 - Sexual Harassment

DIFFERENT ROLES OF THE CFO

- Manage the business operations for the school district
- Supervise and direct departments and programs
- Coordinate with instructional programs
- Advisor to superintendent and board
- Represent the school district
