

# Working With Your Superintendent, Board and Administrative Staff

New CSFO Training  
January 2018

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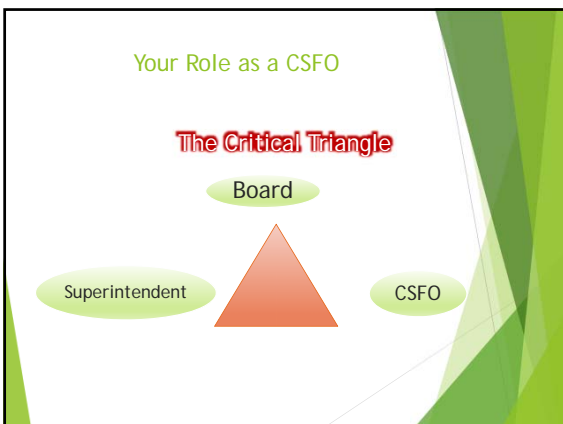
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**CSFO Role:  
(Not just an Accountant)**

- ▶ Manages the business operations of the school district
- ▶ Supervises and directs departments and programs
- ▶ Coordinates with instructional program
- ▶ Supports local school operations
- ▶ Advisor to superintendent and board
- ▶ Represents the school district in the community

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**CSFO vs. Accountant**

- ▶ The accountant's role is that of basic record keeping and financial reporting. Reporting the here and now.
- ▶ As the CFO, you must know accounting and financial reporting - that is a given; however, your skill set **MUST** be much broader. A CFO has to understand the operations of the business and how the financial system interrelates with operations. You have to understand capital structures and business funding and you must know how to manage cash. You have to understand business risks - both financial and non-financial - and know how to mitigate those risks. You have to know strategy and be able to see the big picture. **You must understand the educational programs guiding your schools. Understand the vision.** And you must be able to make decisions. Finally, the one CFOs most often miss, you must understand people and be an effective communicator.

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**Working With Your  
Superintendent, Board and  
Administrative Staff**

- ▶ Communication
- ▶ Planning
- ▶ Organization
- ▶ Coordination

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**Communication: The Key to a Manager's Success**

- ▶ The ability to communicate is critical to your success
  - ▶ Give explanations
  - ▶ Ask Questions
  - ▶ Work with others to solve problems
  - ▶ Come up with new ideas
  - ▶ Coach and train
  - ▶ Give performance feedback

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**Working With Your Superintendent, Board and Administrative Staff**

- ▶ Communicate-
  - ▶ Written and Oral
  - ▶ Provide essential information in timely basis
  - ▶ Summary financial narrative at board meetings
  - ▶ Quarterly/Semi Annual Budget analysis
  - ▶ Develop summary reports
    - ▶ How are we doing??

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*The best business decision is not always the best educational decision.*

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### Expectations

- ▶ Accurate financial information provided in timely manner
  - ▶ Financial comparisons
  - ▶ Information on how \$ are being spent
  - ▶ Maximize \$
- ▶ Looking at the big picture
- ▶ Long Range Financial Planning
- ▶ **Innovative Leader**
  - ▶ Don't tell me why we can't do something tell me how we can

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### Work With Departmental Supervisors

- ▶ Be Part of The Team
  - ▶ Attend departmental/state meetings
  - ▶ Communicate financial info
  - ▶ **Empower to manage budgets**
  - ▶ Keep them informed
  - ▶ Involve in budget and financial management process

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### Work With Departmental Supervisors

- ▶ Organization-
  - ▶ Have written procedures and guidelines
  - ▶ Communicate them- WHY
  - ▶ Be consistent
  - ▶ Be efficient and effective

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### Manage Staff

- Organization
  - Written procedures / policies/guidelines
  - Clearly defined objectives
  - Standardize all areas of responsibility
  - Multiple projects

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### Manage Staff

- Be the leader of your team
- **Hold weekly staff meetings**
- Provide PD opportunities
  - Staff
  - Local School
- Communicate expectations

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### SUPERVISE

Provide guidance and leadership

- Communicate expectations
- Knowledge of job / job responsibilities
- Make decisions

**Identify and solve problems**



A cartoon illustration showing a supervisor on the left and a staff member on the right. The supervisor is asking, "Why aren't you working?" and the staff member is replying, "I didn't see you coming!"

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Strand #7: Facilities Operations					\$1,997,496	2016/17
1. Maintenance allocations	(15-1200-441-CC-8001-8-8300-0000)	\$300,000	\$77,000	\$133,000		*Includes an annual 10% for HVAC maintenance/replacement
18. Custodial supplies	(15-1200-441-CC-8001-8-8300-0000)	\$77,000	\$77,000	\$87,500		*Cleaning
19. Maintenance Travel and Fuel	(15-1200-441-241-8001-8-8300-0000)	\$0	\$0	\$0	\$0	
18. Airline Maintenance	(15-1200-441-241-8001-8-8300-0000)	\$0	\$0	\$0	\$0	*AD Services, gate fees, lights, cleaning, etc
2. Repairs - contracted	(15-1200-394-CC-8001-8-8300-0000)	\$200,000	\$200,000	\$200,000		*Includes training
3. Utilities-Electricity	(15-1200-171-CC-8001-8-8300-0000)	\$13,544	\$980,000	\$800,700		Slight increase due to growth and PPL's
19. Garbage	(15-1200-148-CC-8001-8-8300-0000)	\$63,313	\$63,313	\$58,101		
19. Water Sewage	(15-1200-172-CC-8001-8-8300-0000)	\$2,710	\$22,000	\$14,100		Slight increase due to growth and PPL's
18. Natural Gas	(15-1200-173-CC-8001-8-8300-0000)	\$9,311	\$10,000	\$11,000		
4. Equipment	(15-1200-394-8001-8-8300-0000)	\$13,000	\$13,000	\$16,000		
3. Service agreements	(15-1200-148-CC-8001-8-8300-0000)	\$10,000	\$10,000	\$30,000		Expense 1%, Per contract 5%, operates 2 dg, WJNC 10%
6. Contracts and Leasing/Leasing	(15-1200-394-8001-8-8300-0000)	\$70,000	\$70,000	\$70,000		Actual Amount Spent as FY 16 was \$129,344
6a. Airline Contracts	(15-1200-394-8001-8-8300-0000)	\$20,000	\$20,000	\$25,000		Specialty fuel had the 2016 was \$22,000
7. Furniture	(15-1200-441-CC-8001-8-8300-0000)	\$30,000	\$30,000	\$53,000		Furniture adds for PPMs/Office/Pathways
8. Partnerships						
9. Calibrations						
10. Expense plan						
11. Other - cost	(15-1200-344-8001-8-8300-0000)	\$0	\$10,000	\$85,000		Control office res 2 trailers, Pathways*
12. Capital plan						**0 for storage, under the PPL's contract

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### Financial Planning

- ▶ We must operate our schools efficiently
- ▶ We must insure the programs and services we are funding are effective and can be measured
  - ▶ Performance measures
    - ▶ Effectiveness
    - ▶ Efficiency
    - ▶ Greater demand for accountability
    - ▶ Better use of staff and resources
    - ▶ Cost/benefit analysis of all services

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### Financial Planning -

- ▶ Use of **technology** must play a role in becoming more efficient and effective.
  - ▶ If it is being utilized in private sector, why not in educational/public sector?
- ▶ Shared Services
- ▶ Let go of sacred cows
- ▶ Change is good

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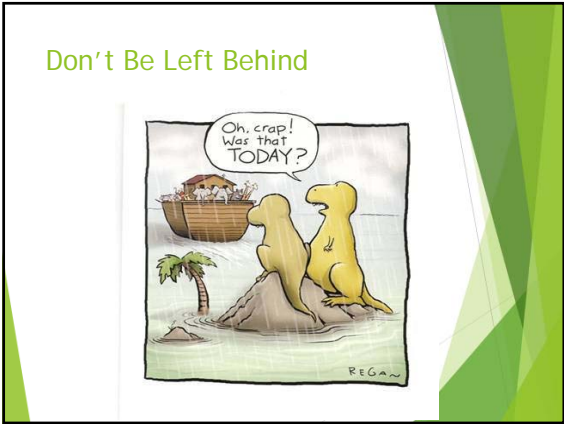
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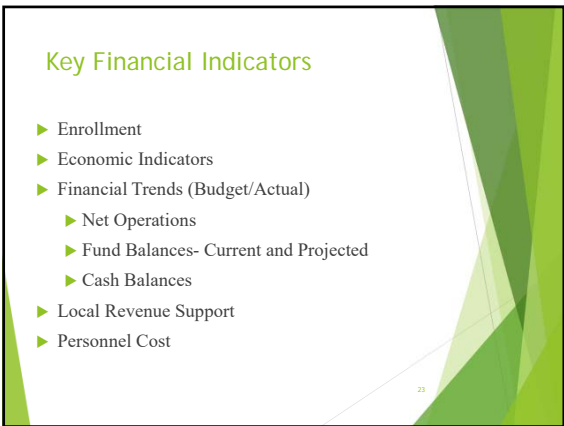
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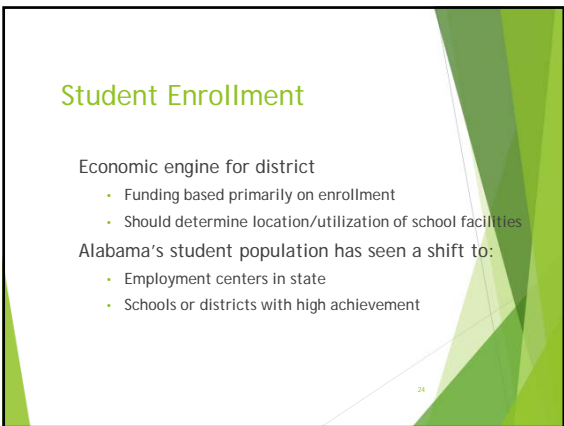
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### Student Enrollment

- ▶ District must manage shifts in student enrollment
  - ▶ Facility Utilization
  - ▶ Staffing
  - ▶ Special Education Shifts
- ▶ Comprehensive analysis of where you have been and where you are going (Know the trends in your area)

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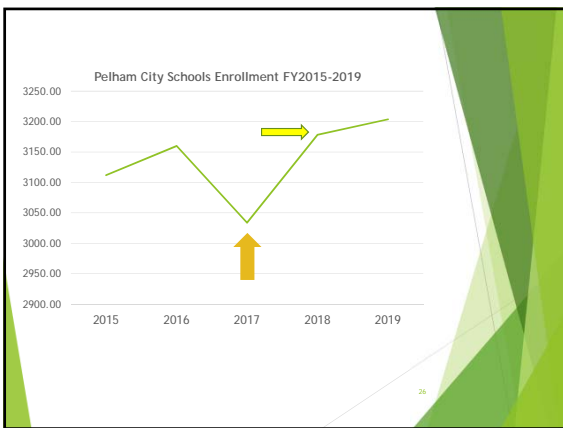
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School	Grade Structure	2018 Enrollment	Portables	Design Capacity	Available Capacity
Pelham High	9-12	945		1200	255
Pelham Park	6-8	757		900	143
Pelham Ridge	K-5	891		900	9
Pelham Oaks	K-5	613		650	37
Total		3,206		3,650	444

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## Economic Indicators

- ▶ Census Data
- ▶ Unemployment Rate
- ▶ Retail Sales
- ▶ Housing Data
- ▶ Largest Employers
- ▶ Largest Tax Payers

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CHARACTERISTIC	1990	1995	2000	2005	2010	2015	2020
TOTAL POPULATION	1,776	2,702	28,238	27,288	27,498	28,258	32,582
RACIAL COMPOSITION:							
White	1,347	2,290	22,800	21,100	21,300	22,000	25,800
Hispanic	192	392	4,000	4,000	4,000	4,000	4,000
Other	237	220	438	488	498	458	482
AGE DISTRIBUTION							
0 to 14 years	5,201	4,602	3,700	3,700	3,700	3,700	4,500
15 to 24 years	7,100	5,900	4,700	4,700	4,700	4,700	5,000
25 to 34 years	5,200	4,800	3,800	3,800	3,800	3,800	4,000
35 to 44 years	4,900	5,200	5,200	5,200	5,200	5,200	5,000
45 to 54 years	3,000	3,200	3,200	3,200	3,200	3,200	3,000
55 to 64 years	2,000	2,200	2,200	2,200	2,200	2,200	2,000
65 to 74 years	1,000	1,200	1,200	1,200	1,200	1,200	1,000
75 to 84 years	500	600	600	600	600	600	500
85 to 94 years	200	300	300	300	300	300	200
95 to 104 years	100	100	100	100	100	100	100
105 and over	100	100	100	100	100	100	100

### New Subdivisions and Expansions

- New Subdivisions
  - ▶ Karamand Valley (43 lots)
  - ▶ The Highlands (26 lots)
  - ▶ Camelina Ridge (50 lots)
  - ▶ Stone of Cal. Development Proposed 230 lots
  - ▶ Giggana Hwy (12 Lots)
- Continuation of Phases and Sectors
  - ▶ Redwood Hill
  - ▶ Gray Oaks
  - ▶ Brent Creek (20)
  - ▶ Deer Ridge Lake
  - ▶ Oak Suburban Preserve
  - ▶ Wild Toward

	2016	Actual 2017	2017	Bottom 2018
<b>REVENUES</b>				
State Sources	\$ 13,531,268.66	\$ 15,749,164.54	\$ 15,434,837.76	\$ 15,193,763.00
Federal Sources	440.00	280.00	840.00	-
Local Sources	\$ 15,820,026.31	\$ 16,655,977.98	\$ 17,118,867.62	\$ 16,857,674.31
Other Sources	\$ 20,756.79	\$ 26,479.00	\$ 30,776.27	\$ 19,116.50
<b>Total Revenues</b>	<b>\$ 29,378,481.76</b>	<b>\$ 32,438,922.75</b>	<b>\$ 32,884,941.65</b>	<b>\$ 32,070,483.81</b>
Other Fund Sources	\$ 220,746.39	\$ 407,829.20	\$ 618,564.40	\$ 472,812.20
<b>Total Revenues and Other Financing Sources</b>	<b>\$ 29,760,328.13</b>	<b>\$ 32,926,152.05</b>	<b>\$ 33,503,506.05</b>	<b>\$ 32,543,296.00</b>
<b>EXPENDITURES</b>				
Instructional	\$ 15,900,799.41	\$ 15,799,582.44	\$ 15,883,201.00	\$ 16,162,972.33
Instructional Support	\$ 3,528,963.48	\$ 4,052,942.70	\$ 4,200,020.30	\$ 4,324,003.24
Operation and Maintenance	\$ 2,485,367.08	\$ 2,701,823.82	\$ 3,307,468.38	\$ 2,869,884.49
Bus/Utility Services	\$ 1,683,834.12	\$ 1,374,232.81	\$ 1,494,562.30	\$ 1,665,539.58
General and Administrative Services	\$ 1,340,055.89	\$ 1,187,000.88	\$ 1,245,703.97	\$ 1,231,815.80
Capital Outlay	\$ -	\$ 480,111.39	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ 17,302.00
Other Expenditures	\$ 262,974.23	\$ 260,785.76	\$ 339,813.92	\$ 372,861.59
<b>Total Expenditures</b>	<b>\$ 24,194,464.79</b>	<b>\$ 28,285,134.62</b>	<b>\$ 27,218,029.19</b>	<b>\$ 26,629,158.53</b>
Other Fund Uses	\$ 2,073,476.17	\$ 1,033,829.15	\$ 630,206.68	\$ 479,818.07
<b>Total Expenditures and Other Fund Uses</b>	<b>\$ 27,267,940.96</b>	<b>\$ 29,318,963.77</b>	<b>\$ 27,848,235.87</b>	<b>\$ 27,108,976.60</b>
<b>Total Revenue and Other Fund Sources (excludes) Total Expenditures and Other Fund Uses - (Net Operations)</b>	<b>\$ 2,542,387.17</b>	<b>\$ 3,609,212.91</b>	<b>\$ (55,031.48)</b>	<b>\$ (76,326.90)</b>
Beginning Fund Balance	\$ 1,377,762.23	\$ 3,820,949.40	\$ 7,589,282.29	\$ 6,391,485.18
Fiscal Revenues Over (Under) Expenditures	\$ 2,542,387.17	\$ 3,609,212.91	\$ (55,031.48)	\$ (76,326.90)
<b>Ending Fund Balance</b>	<b>\$ 3,920,089.40</b>	<b>\$ 7,689,282.31</b>	<b>\$ 7,024,250.81</b>	<b>\$ 6,615,128.18</b>
Ending Fund Balance as a % of expenditures	14.47%	28.82%	28.82%	18.91%
Ending Fund Balance as a % of months expenditures	1.73	2.80	2.80	2.60
Enrollment	3,111.92	3,159.85	3,093.85	3,178.40
13 Mth Match	\$ 3,940,812	\$ 2,722,750.00	\$ 3,483,210	\$ 3,371,810
Certified Units	222.50	231.50	235.50	231.75
Local Units	20.59	26.34	26.37	26.26
Support Units	149.50	128.60	120.00	133.50



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- ### Expectations of the Superintendent/ Board
- ▶ **Accountability**
    - ▶ Accurate financial information provided in timely manner
    - ▶ Information on how \$ are being spent
    - ▶ Are they being spent efficiently?
    - ▶ Best business practices
    - ▶ Long Range Financial Planning

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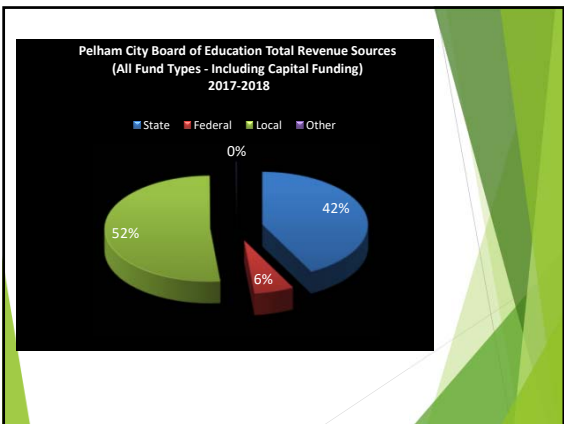
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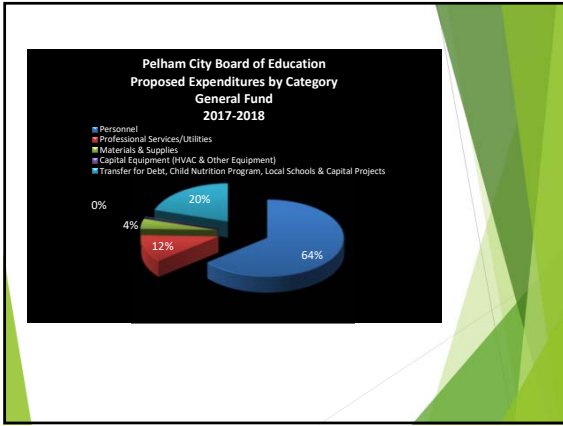
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### Summary of Discretionary Revenues Based on 2018 Budget

Local Ad Valorem	\$ 10,361,874.31	
County-wide Sales Tax	\$ 1,437,500.00	
Pelham Sales Tax	\$ 4,950,000.00	
Other Taxes	\$ 58,300.00	
Other Revenues	\$ 541,833.29	
CNP Pass Thru Withheld	\$ 232,043.00	
<b>Total Local Revenues</b>	<b>\$ 17,581,550.60</b>	
Less: 10 Mill Match	\$ 3,918,792.25	This will be the 2019 match
Less: Debt Payments	\$ 4,555,999.00	
Add: State OCE Funds	\$ 3,530,527.00	
Add: State Capital Funds	\$ 670,814.00	
<b>Available Revenues:</b>	<b>\$ 13,308,100.35</b>	
1. Safe Schools	\$ 567,781.00	
2. Curriculum	\$ 155,377.00	
3. Great Educators	\$ 560,132.00	
4. Technology	\$ 946,000.00	
5. Extra-Curricular	\$ 719,810.00	
6. Staffing	\$ 6,529,029.00	
7. Operations-Facilities	\$ 1,687,496.00	
8. Community Support	\$ 74,000.00	
9. Planning	\$ 18,160.00	
Other Operations	\$ 636,378.00	
Increases after budget hearing	\$ 68,000.00	(Aide, New Driver)
<b>Remainder</b>	<b>\$ 1,345,937.35</b>	

\*\*\*\* The remainder is where the board will need to decide how much to allocate to annual projects for facility upgrades and teacher pay raises/incentives

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### Comparison of Capital Programs (Other components of PERS and PERSA)

Project Description	Estimate	Funding
Personnel (PERS)	\$ 1,000,000.00	\$ 1,000,000.00
Professional Services/Utilities	\$ 1,000,000.00	\$ 1,000,000.00
Materials & Supplies	\$ 1,000,000.00	\$ 1,000,000.00
Capital Equipment (HVAC & Other Equipment)	\$ 1,000,000.00	\$ 1,000,000.00
Transfer for Debt, Child Nutrition Program, Local Schools & Capital Projects	\$ 1,000,000.00	\$ 1,000,000.00
<b>Total 2017 Capital Planning</b>	<b>\$ 5,000,000.00</b>	<b>\$ 5,000,000.00</b>
Personnel (PERS)	\$ 1,000,000.00	\$ 1,000,000.00
Professional Services/Utilities	\$ 1,000,000.00	\$ 1,000,000.00
Materials & Supplies	\$ 1,000,000.00	\$ 1,000,000.00
Capital Equipment (HVAC & Other Equipment)	\$ 1,000,000.00	\$ 1,000,000.00
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Personnel (PERS)	\$ 1,000,000.00	\$ 1,000,000.00
Professional Services/Utilities	\$ 1,000,000.00	\$ 1,000,000.00
Materials & Supplies	\$ 1,000,000.00	\$ 1,000,000.00
Capital Equipment (HVAC & Other Equipment)	\$ 1,000,000.00	\$ 1,000,000.00
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Personnel (PERS)	\$ 1,000,000.00	\$ 1,000,000.00
Professional Services/Utilities	\$ 1,000,000.00	\$ 1,000,000.00
Materials & Supplies	\$ 1,000,000.00	\$ 1,000,000.00
Capital Equipment (HVAC & Other Equipment)	\$ 1,000,000.00	\$ 1,000,000.00
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<b>Total 2020 Capital Planning</b>	<b>\$ 5,000,000.00</b>	<b>\$ 5,000,000.00</b>
Personnel (PERS)	\$ 1,000,000.00	\$ 1,000,000.00
Professional Services/Utilities	\$ 1,000,000.00	\$ 1,000,000.00
Materials & Supplies	\$ 1,000,000.00	\$ 1,000,000.00
Capital Equipment (HVAC & Other Equipment)	\$ 1,000,000.00	\$ 1,000,000.00
Transfer for Debt, Child Nutrition Program, Local Schools & Capital Projects	\$ 1,000,000.00	\$ 1,000,000.00
<b>Total 2021 Capital Planning</b>	<b>\$ 5,000,000.00</b>	<b>\$ 5,000,000.00</b>

This annual long-term capital plan is intended to provide a 20-year horizon through fiscal year 2037.  
 The total amount of PERS is projected based on current rates and the quality time and the level of projects.  
 The total amount of PERSA is projected based on current rates and the quality time and the level of projects.  
 The total amount of PERS and PERSA is projected based on current rates and the quality time and the level of projects.

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**CSFO Relationship with Superintendent**

- ▶ Communication
  - ▶ Monthly Review of Finances
    - ▶ Must have open line of communication
  - ▶ Work Sessions
    - ▶ Semi Annual Budget Reviews
  - ▶ Sub Committees of Board
    - ▶ Audit/Finance
    - ▶ Capital

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**CSFO Relationship with Superintendent**

- ▶ CSFO must be involved in decision making process
  - ▶ Instructional Program/Staffing
  - ▶ Capital/Technology
- ▶ Needs to be part of the management team

*Business operations are affected by every educational decision*

*Educational operations are affected by every business decision*

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**Expectations of the Board**

- ▶ Financial information in easy to understand format
- ▶ How are we doing

**NO SURPRISES !!!!!!!**

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### Recommended Financial Info for Board Members

- ▶ Narrative Financial Highlights
- ▶ Required Financial Statements (F Exhibits, Check Register and Bank Reconciliation)
- ▶ Supplemental Info
  - ▶ Budget Comparison- Current and Prior Year
  - ▶ Projections
  - ▶ Fund Balance Information- Current and Projected
  - ▶ Cash Balances
  - ▶ Local Revenue Collections

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### Sample Financial Info

- ▶ Narrative with Financial Highlights
- ▶ Supplemental Info
  - ▶ Payroll Info/Staff
  - ▶ Cash Disbursements
  - ▶ Food Service Program Operations
  - ▶ Capital Projects
  - ▶ Local School Balances
  - ▶ Federal Program Analysis
  - ▶ Any other info requested

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To: Board Members  
 From: Lauren Butts  
 Date: 9/22/2017  
 Subject: August 2017 Financial Information

Please find attached the financial statements for the month ending August 31<sup>st</sup>, 2017. Also included is the accountability check register for the month of August. Below you will see the bank balances for August and those statements have been reconciled.

Name	Beginning Book Balance	Plus Debits	Less Credits	Adjusted Statement Balance
Operating Account	\$ 9,746,958.24	\$ 2,614,617.74	\$ 1,842,154.85	\$ 8,519,221.13
Accounts Payable	\$ -	\$ 2,693,936.73	\$ 2,699,504.73	\$ -
Payroll	\$ -	\$ 1,947,387.26	\$ 1,947,387.26	\$ -
Child Nutrition	\$ 291,696.27	\$ 86,321.25	\$ 151,000.39	\$ 224,996.13
PKS	\$ 129,180.03	\$ 151,625.72	\$ 102,251.76	\$ 178,554.09
BMS	\$ 564,114.41	\$ 36,291.02	\$ 12,328.07	\$ 547,786.46
PRE	\$ 233,152.89	\$ 21,848.64	\$ 12,525.11	\$ 241,469.42
PRE	\$ 190,708.64	\$ 68,915.45	\$ 27,369.18	\$ 225,424.31
2017 Bond Account	\$ 143,378.97	\$ -	\$ 1,120,864.69	\$ 425,939.69

I have attached a spreadsheet to compare the General Fund operations to the FY17 Budget. The remaining revenues for the year will be vehicle ad valorem and sales taxes, as well as the state allocations. The revenues from our district sales tax and afterschool program will offset the decline in the countywide split in sales tax and ad valorem. A large majority of the outstanding budget items not related to personnel or utilities have been encumbered with a purchase order. Those line items do not show in the expense lines, which is why the "unreserved fund balance" is on your analysis spreadsheet as available for reserves. Examples of those items are: (1) the remainder of the technology budget (2) the security camera upgrades at PKG (3) textbooks and (4) the remainder of the curriculum budget. Quite a few of these items will not be received by year-end, so we will still fund encumbered at the year-end, therefore we will have to separate out the unreserved fund balance when determining the number of months' reserve. We do have several budget items that I anticipate to be less than we budgeted. The areas of travel and training for Linda Niles, Career Technical Partnership, substitutes and the miscellaneous legal fees/unexpected costs should be approximately \$200,000 less than anticipated.

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### FY 17 CNP Financial Highlights

Operations as of September 30th (Without Local Funds PassThru)

Code	FPE17	FPE17	Gross		Gross		Gross		
			Revenue	Expenses	Profit/Loss	Percentage	Revenue	Expenses	Profit/Loss
CNP	\$495,284.97	\$ 628,709.43	\$ (133,424.46)	-26.57%	\$0.00%	\$495,284.97	\$ 628,709.43	\$ (133,424.46)	-26.57%
PHS	\$427,282.87	\$ 558,889.58	\$ (131,606.71)	-30.28%	29.47%	\$427,282.87	\$ 558,762.08	\$ (131,479.21)	-34.52%
PHS	\$106,199.62	\$ 624,512.98	\$ (518,313.36)	-82.99%	21.20%	\$106,199.62	\$ 562,579.98	\$ (456,380.36)	-80.29%
FPE17	\$421,103.65	\$ 493,387.85	\$ (72,284.20)	-17.17%	17.03%	\$ 421,103.65	\$ 493,387.85	\$ (72,284.20)	-17.17%
<b>Total</b>	<b>\$1,028,577.58</b>	<b>\$ 1,251,519.89</b>	<b>\$ (222,942.31)</b>	<b>-21.67%</b>	<b>\$ 1,028,577.58</b>	<b>\$ 1,251,519.89</b>	<b>\$ (222,942.31)</b>	<b>-21.67%</b>	

Operations as of September 30th (With Local PassThru)

Code	FPE17	FPE17	Gross		Gross		Gross		
			Revenue	Expenses	Profit/Loss	Percentage	Revenue	Expenses	Profit/Loss
CNP	\$161,838.88	\$ 248,796.43	\$ (86,957.55)	-53.50%	84.37%	\$161,838.88	\$ 101,179.32	\$ (60,658.88)	-37.53%
PHS	\$108,242.58	\$ 304,886.56	\$ (196,643.98)	-18.26%	81.86%	\$108,242.58	\$ 304,792.87	\$ (196,550.29)	-18.23%
PHS	\$608,833.98	\$ 624,512.98	\$ (15,678.99)	-2.54%	26.76%	\$608,833.98	\$ 562,579.98	\$ (41,745.99)	-6.91%
FPE17	\$106,199.62	\$ 624,512.98	\$ (518,313.36)	-82.99%	21.20%	\$106,199.62	\$ 562,579.98	\$ (456,380.36)	-80.29%
<b>Total</b>	<b>\$1,028,577.58</b>	<b>\$ 1,251,519.89</b>	<b>\$ (222,942.31)</b>	<b>-21.67%</b>	<b>\$ 1,028,577.58</b>	<b>\$ 1,251,519.89</b>	<b>\$ (222,942.31)</b>	<b>-21.67%</b>	

PHS purchased \$381,000 in furniture and equipment as part of the cafeteria renovation. The loss would have been \$14,633 without this purchase.

Estimated one-month operations based current actual = \$392,331.38

### Salaries & Benefits by Fund Type

	Current Month	Prior Month	Variance	% of Change	Plan Year	Year to Date Balance	Year to Date % of Change
11 00000000 FUND	\$1,022,029.04	\$1,176,719.04	\$ (154,689.99)	-13.14%	\$1,022,029.04	\$8,677,461.58	-14.24%
11 00000000000000000000 FUND	\$4,463,073.58	\$3,634,375.31	\$ 828,698.27	22.80%	\$4,463,073.58	\$11,277,132.12	-12.29%
<b>Total</b>	<b>\$5,485,102.62</b>	<b>\$4,811,094.35</b>	<b>\$ 674,008.27</b>	<b>13.99%</b>	<b>\$5,485,102.62</b>	<b>\$19,954,593.70</b>	<b>-13.02%</b>

### Paid Employees by Fund Type

	Current Month	Prior Month	Variance	% of Change	Plan Year	Year to Date Balance	Year to Date % of Change
11 00000000 FUND	193	193	0	0.00%	193	17	8.81%
11 00000000000000000000 FUND	47	47	0	0.00%	47	16	-16.67%

### FTEs by Fund Type

	Current Month	Prior Month	Variance	% of Change	Plan Year	Year to Date Balance	Year to Date % of Change
11 00000000 FUND	272.01	272.01	0.00	0.00%	272.01	22.68	8.32%
11 00000000000000000000 FUND	17.00	17.00	0.00	0.00%	17.00	1.00	5.88%
<b>Total</b>	<b>289.01</b>	<b>289.01</b>	<b>0.00</b>	<b>0.00%</b>	<b>289.01</b>	<b>23.68</b>	<b>8.10%</b>

### Details of Ending Fund Balance

Projected Ending Fund Balance	\$6,381,433.18
<b>Actual Ending Fund Balance</b>	<b>\$6,748,048.83</b>
Variance in Budget to Actual	\$406,593.65
Less 3 Grant Funds that are specified in how to spend:	
Legislative Appropriations	\$15,500.00
A+ Funds Restricted	\$11,875.00
<b>Fund Balance after these funds are deducted</b>	<b>\$6,760,673.83</b>
Variance	\$379,218.65
Areas that were under budget:	
Sub Expense	\$32,000.00
Position Budgeted (Career Tech/SCBOE)	\$47,500.00
Student Drug Testing	\$10,000.00
Special Ed Classroom (Floyd Subbed out instead of HSRT)	\$30,000.00
Defunct Complete Baseball Project	\$80,000.00
Derrick under budget	\$100,000.00
Miscellaneous/Unexpected	\$100,000.00
<b>Total</b>	<b>\$399,500.00</b>

**Understanding Your School District's Finances**

- ▶ Review GF 3 Year Trend
  - ▶ Compare Budget Actual
  - ▶ Enrollment
  - ▶ FTEs
- ▶ Review your 2017 SDE Financials
- ▶ Review the Supplemental Schedules
- ▶ Compare 2017 performance to 2018 budget

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*What can you do...?*

- ▶ UNDERSTAND budget/finances and key indicators
- ▶ MONITOR performance against budget during the year
- ▶ EVALUATE financial performance
- ▶ PLAN and make necessary changes when needed

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Questions??????????

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