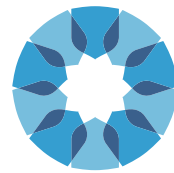


PROFESSIONAL SCHOOL BUDGETING FRAMEWORK

A Comprehensive Guide to Building a
Professional School Budget To Be Used in
Preparation of the Estimate of Needs



CCOSA

The Cooperative Council for
Oklahoma School Administration



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FOREWORD

May 2020

Message to CCOSA Members:

School leaders are the educational leaders in their communities and carry the responsibility of providing quality solutions to educational problems. CCOSA recognizes that Oklahoma has some of the best educational leaders in the nation who are providing tremendous, evidence-based programs that meet the needs of Oklahoma students. The CCOSA Quality School Frameworks are developed by identifying a need schools are facing, gathering Oklahoma school leaders who are addressing that need at a high level, and producing a framework of best practice that all Oklahoma schools can replicate. Quality School Frameworks already in place include:

Quality School Frameworks already in place include:

- CCOSA Blended Learning Framework which provides high performing standards for schools to follow to blend traditional classes with virtual classes.
- CCOSA Energy Efficiency Framework provides proven energy efficiency saving techniques that ensures the school is operating at a highly efficient level thus freeing up dollars for the classroom.
- CCOSA Instructional Leadership Framework utilizes the resources and training of the International Center for Leadership in Education. This evidence-based training guides a school leadership team in developing a culture for rigorous and relevant learning and provides the team with the strategies to build the instructional capacity to sustain it.

The CCOSA Professional School Budget Framework provides a professional budget template that includes all aspects of the school that affect the budget. The Budget Framework guides the school budget maker through the process of developing a truly exemplary and accurate budget. Oklahoma school funding is complex. This Framework was developed by veteran Oklahoma school finance experts who excelled in maximizing resources for students through professional budgeting techniques. I feel confident that any school finance officer that utilizes the CCOSA Professional School Budget Framework will have a firm grasp on their school's budget which will, in turn, benefit students.

**Dr. Pam Deering,
CCOSA Executive Director**

STRATEGIC INITIATIVE

CCOSA PROFESSIONAL SCHOOL BUDGET FRAMEWORK



Mission

Provide Oklahoma public schools superintendents and finance officers a professional budgeting framework that maximizes resources for students.



Vision

All Oklahoma schools will develop budgets that are accurate, transparent, professional, and support high quality student learning opportunities.

CCOSA prescribes to the standards set by the 2015 Professional Standards for Educational Leaders (PSEL). These PSEL Standards embody a research- and practice-based understanding of the relationship between educational leadership and student-learning. The Standards reflect interdependent domains, qualities and values of leadership work that research and practice suggest are integral to student success. The following PSEL Standards are met in the adherence to this budget framework:

- *PSEL Standard 1 – Effective educational leaders develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student. (PSEL 2015, p.9)*
- *PSEL Standard 3 – Effective educational leaders strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being. (PSEL 2015, p. 11)*
- *PSEL Standard 9 – Effective educational leaders manage school operations and resources to promote each student's academic success and well-being. (PSEL 2015, p.17)*



DESIGN



Step 1: Review the Components of the CCOSA Budget Template



Step 2: Develop Budget History and Current Projections



Step 3: Develop Student Attendance History and Projections



Step 4: Input and Update Other Data Fields



Step 5: Develop a Budget Projection Based on Information and Data Collected



STEP ONE

REVIEW THE COMPONENTS OF THE CCOSA BUDGET TEMPLATE

- Superintendent, Board, and Central Office Personnel
- District Enrollment Information and Fund Structure
- Significant Laws Affecting the Budget
- Board Regulations, Policies, and Procedures
- Administrative Budget Projections
- Budget Development and Administrative Processes
- District Funds
- OCAS Revenue and Expenditure Codes
- General Fund Information
- Federal Program and State Line Item Summary
- General Fund Expenditure Budget by Function
- General Fund Revenue and Expenditure History
- Building Fund Expenditure Budget by Function
- Building Fund Revenue and Expenditure History
- Child Nutrition Fund Expenditure Budget by Function
- Child Nutrition Fund Revenue and Expenditure History
- Sinking Fund and Bond Issue Information
- History of Net Assessed Valuations

**You can see the above components in detail by reviewing the
CCOSA Professional Budget Book Template.**



STEP TWO

DEVELOP BUDGET HISTORY AND CURRENT PROJECTIONS

Once you have reviewed the Professional Budget Book Template, the next step is to develop a spreadsheet to reflect the past years revenue and expenditure history. An easy way to get this information is to run reports from your financial accounting software. Another way to get this information is via the State Department of Education Website by clicking on: “Resources”, “School Finance”, “OCAS Transparency Site”, “District”. Once you find your district you can get revenue and expenditure reports for any year needed.

Although you can simply run the reports mentioned, it is recommended that you enter the amounts in an excel spreadsheet per the example in the Template. You can enter as many years as you need to see patterns in your data which, in turn, will assist you in making more accurate budget projections.

Some tools that make budget estimating easier include the:

- *CCOSA Budget Short Form – This excel formula document is a great tool to begin a rough estimate of your budget. It is a great starting point in budgeting as it makes you think about the budget before getting into the detailed figures. It also can be used in presentations as it gives a snapshot of the budget estimate. See Appendix A or go to the CCOSA provided excel formula sheet.*
- *CCOSA Detailed Revenue Estimate Form – This excel formula document allows you to put in detailed prior year revenues and current year revenues. It also has columns to put in year-to-date revenues from the prior year and current year, which will allow you to estimate potential revenue that may be collected through the end of the year if revenues came in as they did the year before. That estimate can be compared to the total current year budget estimate and gives the budgeter another way to verify revenue budget estimates.*
- *CCOSA Detailed Expenditure Estimate Form – This excel formula document allows you to put in detailed prior year expenditures and current year expenditures. It also has columns to put in year-to-date expenditures from the prior year and current year, which will allow you to easily compare spending to the prior year and guide you in decision making for the remainder of the year.*

See Examples of the CCOSA Detailed Revenue and CCOSA Detailed Expenditure Worksheets in Appendix B and Appendix C respectively.



STEP THREE

DEVELOP STUDENT ATTENDANCE HISTORY AND PROJECTIONS

One of the most helpful pages in the Budget Book is the enrollment and membership summary on page 7. By entering actual students counts on October 1 (or any date that you wish to use as a benchmark) and ADM/WADM counts for past years, you will build a history that will help you more accurately estimate trends in student membership that affect the school budget.

These numbers can be found in your student information system. If needed, you can also find ADM and WADM figures via the State Department of Education Website by clicking on: “Resources”, “School Finance”, “State Aid”, “District Funding & Yearly Detailed Reports”, “State Funding Formula”, “District Attendance and Membership”.

Once you get to the District Attendance and Membership page, you can select the year you want to review and find your district in the list.

Schools must demonstrate good stewardship over state allocations and natural resources.



STEP FOUR

INPUT AND UPDATE OTHER DATA FIELDS

Once you have your revenue budget estimates and your expenditure budget estimates calculated, it is time to fill in data fields and update information throughout the CCOSA Budget Book Template. CCOSA will work to ensure significant laws affecting the budget and OCAS coding is updated each year, but it is always good for you to go through that content and refresh your knowledge. You are free to add or delete content that you feel is needed.

Once you have your budget history pages filled in for general fund, building fund, and child nutrition, all you will need to do is fill in your projected figures for the year. From that projection you can easily total the bold function codes and fill in the actual function code budget pages for the three funds.

Some other areas to fill in include district information such as board members names and terms, district square miles, and funds.

Pages 22 and 23 have several pieces of information to update using your budget estimates, WADM and Flex Benefit Amounts.

If the district has a sinking fund, you can request that your financial bond advisor or auditor provide you with printouts similar to those in the template that shows the millage and dates of the active bond issues.



STEP FIVE

DEVELOP A BUDGET PROJECTION BASED ON INFORMATION AND DATA COLLECTED

The final step is to develop an administrative projection of the financial status of the district and describe your estimates and projections for the future. You are the Superintendent and/or Chief Financial Officer and person most knowledgeable about the school's financial position. Utilize the data in the budget book to tell the story of the budget for your school.

CCOSA utilizes a leading expert on state budgeting who will assist you by providing the current revenue picture of the state as well as projections for the future.



APPENDIX A

CCOSA BUDGET ESTIMATE SHORT FORM

<http://ccosaresources.org/ccosa-budget-short-form-fy211-2/>

APPENDIX B

CCOSA DETAILED REVENUE WORKSHEET

<http://ccosaresources.org/revenue-worksheet/>



APPENDIX C

GENERAL FUND EXPENDITURE BUDGET WORKSHEET

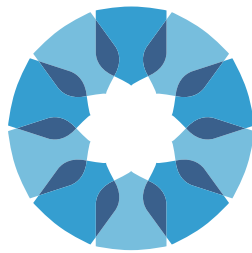
<http://ccosaresources.org/expenditure-worksheet/>

APPENDIX D

CCOSA BUDGET BOOK TEMPLATE

<http://ccosaresources.org/budget-book-template/>





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