

**KEY PILLAR 4: LEADERSHIP AND GOVERNANCE****PRIORITY AREA: 4.3 Fiscal Responsibility, Alignment, and Planning**

Goal 4.3.A. - By the end of 2025-2026, Ozark School District will maintain a reserve ratio (fund 1 & 2) between 20% and 30% as reported on the ASBR.

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.3.A.a. Develop an annual budget that aligns with the Meritorious Budget Award Criteria.	Executive Director of Business Services	Meritorious Budget Award	District Budget	Fall 2025	Fall 2026 Ongoing
4.3.A.b. Monitor and strengthen internal controls to ensure a clean annual audit.	Executive Director of Business Services Business Services Team	District Data Dashboard	District Budget	Fall 2025	Fall 2027 Ongoing
4.3.A.c. Ensure fund 4 balances range from 25% – 30% of normal annual expenses to support reserve ratio percentage.	Executive Director of Business Services	District Data Dashboard	District Budget	Fall 2025	Fall 2030 Ongoing
4.3.A.d. Maintain our general obligation bond rating through S&P 500 at A+ or higher.	Executive Director of Business Services Business Services Team	District Data Dashboard	District Budget	Fall 2025	Fall 2030 Ongoing



Goal 4.3.B. - By the end of 2025-2026 the Business Services Department will improve transparency through increased communication and in-person meetings regarding the budgeting process, evidenced by acknowledgement through the rounding process (Ozark LEADS).

Strategy/Action	Champion (person(s) responsible)	Performance Measures	Resources Needed/Source of Funding	Start Date	Completion Date
4.3.B.a. Create a citizen's guide for budget information that is concise and easily understandable for stakeholders.	Business Services Team	Website Communication	District Budget	Fall 2026	Spring 2027
4.3.B.b. Ensure ongoing stakeholder engagement through building staff meetings with the Executive Director of Business Services.	Executive Director of Business Services	Visit per building	Meeting dates aligned to building calendars	Spring 2026	Fall 2030 Ongoing
4.3.B.c. Effectively communicate financial information to stakeholders.	Business Services Team	Digital Analytics	District Budget	Fall 2025	Spring 2026 Ongoing
4.3.B.d. Design website resources that are easily accessible and available through the district newsletter.	Business Services Team	Website Analytics	District Budget	Spring 2026	Fall 2026