



OZARK

SCHOOL DISTRICT

2025-2026 Second Budget Revision

February 2026



Ozark School District
1600 W. Jackson St.
Ozark, MO 65721

<https://www.ozarktigers.org>

Budget Message

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The Ozark School District (OSD) budget is a fluid document published by the District to provide the Board of Education and the community insight into the budget process. The annual budget represents a vitally important blueprint for the fiscal operation of the District. The budget provides a detailed outline of the probable expenditures and anticipated receipts of the school district for the upcoming fiscal year.

The budget has been prepared to meet Missouri state statutes and OSD Board Policy DB requiring school district budgets to include five specific components.

- 1) A budget message describing the important features of the budget and major changes from the preceding year.
- 2) Estimated revenues to be received from all sources for the fiscal year, with a comparative statement of actual or estimated revenues for the two years immediately preceding, itemized by year, fund, and source.
- 3) Proposed expenditures for each department, office, and other classification for the budget year; together with a comparative statement of actual or estimated expenditures for the two years immediately preceding; itemized by year, fund, activity, and object.
- 4) The amount required for the payment of interest, amortization, and redemption charges on the debt of the school district.
- 5) A general budget summary.

The five components above are incorporated into the budget document to also meet the standards of the Meritorious Budget Award (MBA). The MBA is an award associated with the Association of School Business Officials (ASBO) organization and was created to show the importance of presenting an accessible and accurate budget to build trust and clearly communicate with stakeholders. MBA standards require that budget information be presented within the following sections:

- Executive Summary
- Organizational Section
- Financial Section
- Informational Section





EXECUTIVE SUMMARY



OZARK
SCHOOL DISTRICT

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Ozark, MO 65721

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Strategic Plan

Mission

A declaration of the district's purpose by revealing whom it serves and what it does to provide direction for those it serves.

Ozark Schools fosters connections, drives innovation, and creates a supportive learning environment where **each student can succeed**.

Vision

A statement about the 'future state' of the district and where it aspires to go.

Our vision is to **inspire innovation and excellence in education**, empowering every student to reach their highest levels of achievement with confidence. We **foster meaningful connections** and strong collaboration among students, educators, families, and our broader community to create **a safe, supportive and enriching learning environment**. Through dedication and shared purpose, we equip students with the knowledge, skills, and character needed for success in life.

Key Pillars

The four common themes of focus for the district that arose throughout the strategic planning process.

- Academic Excellence
- Connections
- Operational Efficiency
- Leadership and Government

Priority Areas & Goals

Areas within each Pillar that determine where a district focuses efforts to achieve its vision and the corresponding goals to evaluate success in these Priority Areas.

Pillar #1: Academic Excellence - **We are committed to every student's growth** through strong curriculum, best practices, and targeted support. This includes early childhood programming, real-world learning experiences from PK-12, business partnerships, and academic and behavioral interventions.

Pillar #2: Connections - **We will strengthen relationships within our schools and community** through collaboration and support. Clear, consistent communication and active parent engagement will ensure families and the community stay connected to student success.

Pillar #3: Operational Efficiency - **We are focused on maintaining safe, secure schools** through training, infrastructure, and transportation improvements. Careful planning around staffing, facilities, and resources will ensure we meet today's needs while preparing for the future.

Pillar #4: Leadership and Government - **We will attract and retain quality staff** by fostering teamwork, professional growth, and a culture of unity. Through strong fiscal responsibility and ongoing monitoring of our CSIP, we will stay aligned with district goals and ensure excellence for all.

Priority Area 1.1: Academic Growth for Every Student

- Goal 1.1.A.** Elevate academic rigor to ensure that students are challenged to reach higher levels of thinking, while also providing clarity so they know how to improve and advance to the next level.
- Goal 1.1.B.** Teachers consistently utilize data to inform instructional decisions, targeting student needs, and adjusting strategies accordingly.



Priority Area 1.2: Real World Learning

- Goal 1.2.A. Create a vertically aligned PK-12 Real World Learning (RWL) plan that ensures students explore (PK-4), engage (5-8), and immerse (9-12) in career and community learning experiences.
- Goal 1.2.B. By the end of 2027-28, 80% of business and community partners surveyed will report Strongly Agree/Agree that the Ozark School District creates and maintains collaborative opportunities and relationships with local industry and community partners to create or maintain well-rounded educational opportunities for students and educators.
- Goal 1.2.C. The district will adopt and promote a common RWL vocabulary (academies, career clusters, pathways, community partnerships) using best practices, including resources from the Success Ready Student Network and Kauffman Foundation.

Priority Area 1.3: Early Childhood Programming

- Goal 1.3.A. *Kindergarten Readiness:* By the end of 2029-30, Tiger Paw students transitioning to kindergarten will show mastery of priority standards.
- Goal 1.3.B. *Pathways to Developmentally Appropriate Practices:* By the end of the 2029-30 school year, Ozark School District will ensure that 100% of early childhood classrooms implement developmentally appropriate learning opportunities.
- Goal 1.3.C. By the end of the 2029-30 school year, Ozark School District will expand access to high-quality early childhood education by increasing the number of students served.

Priority Area 1.4: Academic and Behavioral Interventions

- Goal 1.4.A. Develop internal instructional capacity by establishing model classrooms and cultivating teacher capacity focused on Response to Intervention and evidence-based intervention strategies through mentorship.
- Goal 1.4.B. Create and implement a vertically aligned intervention framework to ensure consistent practices and equitable access to academic and behavioral interventionists across the district by May 2030.
- Goal 1.4.C. All schools will have access to evidence-based, tiered instructional resources across all core content areas.

Priority Area 2.1: Quality Relationships

- Goal 2.1.A. Ozark Schools will foster learning environments that value the worth and potential of all staff by promoting shared leadership, collaborations, and onboarding as evidenced by our climate and culture survey data.



Goal 2.1.B. Ozark Schools will encourage a supportive and inclusive environment by actively promoting positive interactions among students, encouraging open communication, and creating opportunities for collaboration, with the goal of strengthening peer relationships and building a sense of community within the school as evidenced by our climate and culture survey data.

Goal 2.1.C. Parent engagement committees district wide will be established to ensure academic understanding, student outcomes, and parent involvement as evidenced by our climate and culture survey data.

Priority Area 2.2: Public Relations

Goal 2.2.A. *Regular Recognition Across All Buildings:* Develop a cohesive, district-wide recognition initiative in which each school building regularly honors at least one student and one staff member. This program will represent all departments and grade levels, consistently promoting a positive and supportive culture among students, staff, and families.

Goal 2.2.B. *Community Partner Campaign:* Develop a program that facilitates and supports the collaboration of Ozark businesses and all school buildings. This program will magnify the opportunities between our district and our thriving business community.

Priority Area 2.3: Communication Planning

Goal 2.3.A. *Comprehensive Approach to Effective Communication:* Develop a plan to foster a comprehensive culture of communication between parents, staff, and students. This plan is not limited to only classroom communication, and will be an all-inclusive approach to unify all communication between staff, parents, students, and community.

Goal 2.3.B. *Communication and Tool Awareness Campaign (Parents):* An internal and external campaign will be created that informs families, students, and staff on how to effectively communicate and use school resources and platforms which will reinforce the partnerships needed to effectively educate our Ozark students.

Priority Area 3.1: Safety Infrastructure and Preparedness

Goal 3.1.A. *Safety and Infrastructure:* The district will improve campus safety by redesigning campus traffic flow with reported congestion, securing all inter-campus travel paths, and reducing student travel-related incidents.

Goal 3.2.B. *Facilities:* The district will assess major quality disparities between new and aging facilities.

Goal 3.1.C. *Transportation:* Evaluate the district's transportation fleet to identify buses over 15 years old or high mileage, and prioritize those buses for replacement based on safety, efficiency, and cost-effectiveness.



Priority Area 3.2: Staffing Analysis

- Goal 3.2.A. The district will create systems for greater transparency, examination of current realities, and programs/procedures to retain, hire, and prioritize based on our vision, mission, and goals.
- Goal 3.2.B. Conduct a staffing analysis by grade level, course, and school building to determine current realities in the district, specifically as those realities pertain to meeting Missouri Department of Elementary and Secondary Education (DESE) standards related to recommended and desirable class sizes.

Priority Area 3.3: Facility Planning (Long, Short, and Rotational

- Goal 3.3.A. Analyze and develop a plan existing and future playgrounds within the district to ensure they are safe, inclusive, and fully accessible. Each playground will include ADA-compliant components and sensory-rich features that promote equitable play opportunities for children of all abilities.
- Goal 3.3.B. Implement solar energy systems on at least one additional campus by 2030 with plans to expand district-wide. This will result in the reduction of energy consumption and an increase in the amount of energy gained through renewable resources.
- Goal 3.3.C. Engage students, staff, and families in energy efficiency and sustainability practices through education, hands-on activities, and community involvement.
- Goal 3.3.D. Identify opportunities to reduce energy consumption through equipment upgrades and improved staff and student behaviors with a special focus on classroom technology use.
- Goal 3.3.E. Expand and enhance the Facility Walkthrough Process by establishing collaborative building teams, working alongside building principals, to assess areas of strength and identify areas for improvement in school facilities to foster a culture of continuous improvement and student-centered environments.

Priority Area 4.1: Attract and Retain Quality Staff

- Goal 4.1.A. District will enhance its culture as evidenced by 85% retention rate and a District average of 4/5 on the staff culture survey.
- Goal 4.1.B. Attract and retain highly qualified staff by offering a competitive compensation and benefit package that is aligned to similar, top-tiered districts in the area.
- Goal 4.1.C. Attract and retain a talented, highly qualified workforce, both certified and classified.

Priority Area 4.2: Teamwork, Culture of Support, and Unity

- Goal 4.2.A. Foster a culture of teamwork and unity among the Board of Education, district administration, and staff to strengthen communication, governance, and execution of school initiatives in alignment with the district's strategic vision and community values.



Priority Area 4.3: Fiscal Responsibility

- Goal 4.3.A. By the end of 2025-2026, Ozark School District will maintain a reserve ratio (fund 1 and 2) between 20% and 30% as reported on the Annual Secretary of the Board Report (ASBR).
- Goal 4.3.B. By the end of the 2025-2026, the Business Services Department will improve transparency through increased communication an in-person meetings regarding the budgeting process as evidenced by acknowledgement through the rounding process (Ozark LEADS).

Priority Area 4.4: Implementation and Monitoring of the CSIP

- Goal 4.4.A. The Board of Education and school community will establish ownership over the shared vision, mission, and goals through awareness of, monitoring, and updating the Comprehensive School Improvement Plan (CSIP).

Priority Area 4.5: Professional Development and Training

- Goal 4.5.A. Enhance the effectiveness of Professional Learning (PL) by ensuring it is job-embedded, relevant, and leads to measurable improvements in instructional practices *(and aligned with Academic Goal 1.1.A.)*.
- Goal 4.5.B. All teachers will participate in professional development sessions focused on designing and implementing RWL activities.
- Goal 4.5.C. Early Childhood teachers and staff will participate in evidence based professional development *(as aligned with Academic Goal 1.3.A. - Kindergarten Readiness)*.
- Goal 4.5.D. Teachers will receive appropriate professional development on academic and behavior interventions and the RTI process.
- Goal 4.5.E. Ensure all staff complete regular and required training on communication platforms to enhance effective and consistent district-wide communication.
- Goal 4.5.F. Ensure all staff receive annual safety and emergency response training to promote a safe, prepared, and responsive school environment.
- Goal 4.5.G. Opportunities to engage in professional development on energy sustainability will be provided.
- Goal 4.5.H. Develop an ongoing professional development plan for all support staff.
- Goal 4.5.I. Determine professional development schedule in alignment with work calendars for support staff professional development.
- Goal 4.5.J. Develop meaningful professional development to attract and retain quality staff.
- Goal 4.5.K. Ensure staff receive training on proper financial procedures.

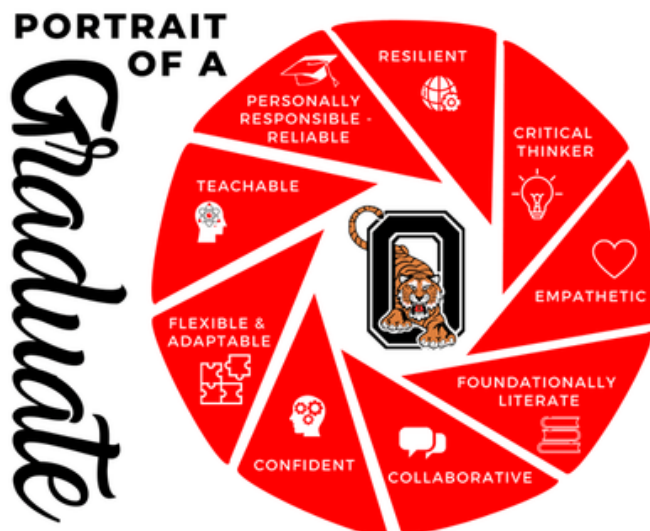


Portrait of a Graduate

A school district's customized holistic vision for the skills, character traits, and social-emotional competencies that students will need to succeed not only in college and their careers, but also in life.

The following are essential attributes of a Tiger:

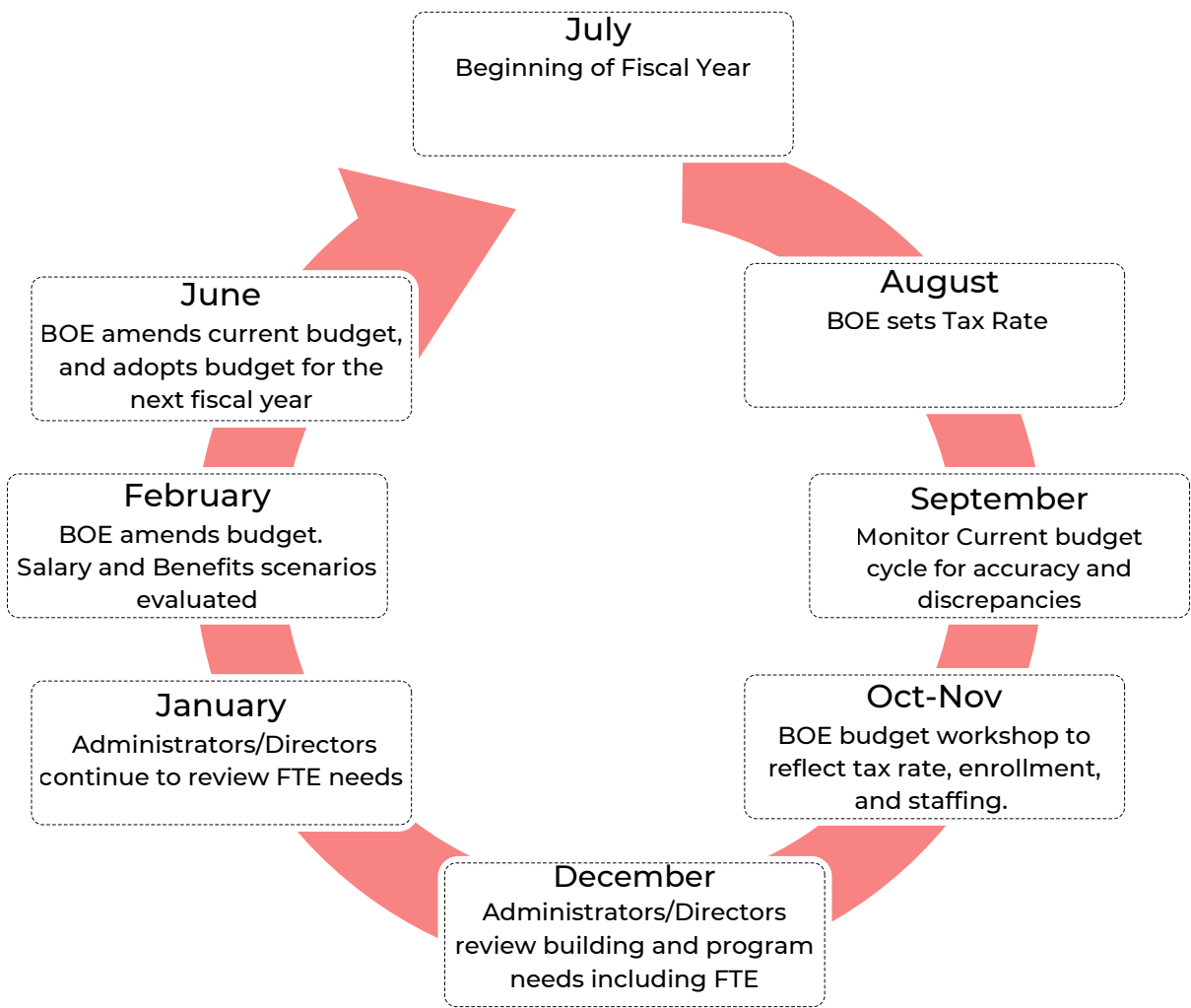
- **Critical Thinker:** Evaluating information, seeing patterns and connections, making meaning, testing ideas, and applying to real world.
- **Empathetic:** Understanding the experiences, perspectives, and needs of people around you and navigating relationships with generosity and patience.
- **Foundationally Literate:** Academically mastering reading, writing, numeracy, scientific inquiry, digital skills, financial literacy, and civic understanding.
- **Personally Responsible - Reliable:** Accepting tasks and duties with trustworthiness and accountability for the results.
- **Collaborative:** Working well with others to reach a common goal.
- **Confident:** Thinking and acting independently with self-awareness.
- **Flexible & Adaptable:** Adjusting to new conditions, different roles, unpredictable situations, and shifting contexts.
- **Teachable:** Willing and able to seek knowledge and develop skills in all settings.
- **Resilient:** Overcoming obstacles, learning through missteps, adapting to challenges, and persisting despite setbacks.



Budget Process and Timeline

The 2025-2026 budget was developed over an eleven-month time span with feedback from community, staff, leadership teams, and the Board of Education. School building allocations are based off projected enrollment for the 2025-2026 school year. The school principal receives feedback from PLC leaders and faculty members when determining how to allocate funds within the building. Department and program directors are provided an allocation which takes into account stakeholder input, Board of Education goals and Strategic Plan goals.

Additional staffing needs are submitted to the Executive Director of Finance, and reviewed with the Executive Director of Human Resources and the Superintendent for evaluation and consideration. All requests are analyzed by building principals and District leadership teams considering factors such as: enrollment projections, standard class sizes, and revenue/expense projections.



Throughout the year, amendments are made to the budget and finalized for the Board of Education to approve at the end of the fiscal year. The budget is reviewed for inconsistencies to ensure revenues and expenses are recorded to the correct account code. Unexpected Capital expenses and maintenance needs are analyzed as they occur. Capital budgeting is done in accordance with our master facilities improvement plan, which is reviewed annually.



Members of the Board of Education

From top to bottom, left to right: Amber Bryant (President), James Griffin (Vice President), Sarah Adams-Orr (Member), Matthew Growcock (Member), Dustin Kirkman (Member), Christina Tonsing (Member), Rae-Ann Wade (Member).



First Level Administration

From left to right: Dr. Lori Wilson (Superintendent), Dr. Craig Carson (Assistant Superintendent of Learning)



Ozark R-VI School District Administration

Central Office Administration

Dr. Lori Wilson.....	Superintendent of Schools
Dr. Craig Carson.....	Assistant Superintendent of Learning
Richie Fretwell.....	Executive Director of Operations
Gerald Chambers.....	Executive Director of Secondary Learning
Dr. Kent Sappington.....	Executive Director of Elementary Learning
Dr. Anna Thurman.....	Executive Director of Student Services
Dr. Laura Eakins.....	Executive Director of Special Services
Dr. Philip Link.....	Executive Director of Human Resources
Dr. Landon Gray.....	Executive Director of Finance & Business Services
Kyle Anderson.....	Director of Technology
Phillip Dowden.....	Director of Communications
Leigh Jennings.....	Director of Academies
Cheryl Johnson.....	Director of Food Service
Dave Snider.....	Director of Transportation
Mark Faught.....	Director of Maintenance
Dennis Faught.....	Director of Custodial Services
John Wilkerson.....	Director of School Police

Building Administrators

Dr. Phillip Witt.....	Principal, Ozark High School
Dr. Nathaniel Gillespie.....	Assistant Principal, Ozark High School
Dr. Erin McAninch.....	Assistant Principal, Ozark High School
Stacie Moran.....	Assistant Principal, Ozark High School
Nicole Watkins.....	Assistant Principal, Ozark High School
Justin Peery.....	Director, Finley River School
Yancey Little.....	Athletic/Activities Director, Ozark High School
Dr. Amanda Sooter.....	Principal, Ozark Junior High School
Thomas Colvin.....	Assistant Principal, Ozark Junior High School
Josh Fish.....	Assistant Principal, Ozark Junior High School
Jared Lotz.....	Principal, Ozark Middle School
Lisa Anderson.....	Assistant Principal, Ozark Middle School
Brandon Scott.....	Assistant Principal, Ozark Middle School
Dr. Zeb Wallace.....	Principal, North Elementary School
Kristy Richart.....	Assistant Principal, North Elementary School
Dr. Kendra Scott.....	Principal, South Elementary School
Dr. Sarah Cooper.....	Assistant Principal, South Elementary School
Karen Capen.....	Principal, East Elementary School
Brianna Kelly.....	Assistant Principal, East Elementary School
Rachel Tabuya.....	Principal, West Elementary School
Natalie Ward.....	Assistant Principal, West Elementary School
Dr. Elizabeth Dawson.....	Principal, Tiger Paw Early Childhood Center
Ashley Penrod.....	Assistant Principal, Tiger Paw Early Childhood Center



Financial Component

District Revenue

Revenue Impacting the Budget	
Local	Local Assessed Valuation: Local property taxes are the largest portion of revenue for OSD at 35.3%. The District's assessed valuation increased from \$697,384,464 in FY25 to \$778,447,609 in FY26. The increase in assessed valuation has been confirmed by Christian County based on pre-BOE numbers . District Tax Levy: The tax levy for FY26 was set at \$4.1400 which was identical to the FY25 tax levy. The Operating Fund levy is \$3.3857 and the Debt Service Fund levy is \$0.7543. Prop C: State projections currently show that Prop C revenue for FY26 are estimated at \$8,700,000. The amount of Prop C revenue received for FY25 was \$8,687,564.
County	State Assessed Utilities: Revenue from State Assessed Utilities is the largest portion of funds received from the county. FY26 revenue from the County is projected at \$637,700. County revenue from FY25 was \$631,916.
State	Basic Formula: The State Adequacy Target (SAT) has increased to \$7,145 in FY26 from \$6,760 in FY25. However, OSD has budgeted \$7,000 for the (SAT) due to the uncertainty full appropriation from the state legislature. The increase in SAT will result in an increase in the basic formula payment. The projected revenue for all state funding in FY26 is \$38,336,143 compared to \$37,123,070 in FY25.
Federal	Special Education and Title Programs: Normal federal funding in FY26 will be higher when compared to FY25. The District will have a one time payment in FY26 for an energy credit related to energy efficient construction projects of \$2,156,016. The budgeted revenue for federal funding in FY26 is \$6,312,162 compared to \$5,224,824 in FY25.

The state of Missouri requires school districts to prepare an annual budget to plan for the allocation of available financial resources to sustain and improve the educational function of the school district. Board Policy DB states that the Board of Education is required to adopt the budget before July 1st, which is the beginning of the new fiscal year. The fiscal year is defined as the beginning annually on the first day of July and ending on the last day of June the following year. For example, the fiscal year for this revised budget is July 1st, 2025 to June 30th, 2026.

Missouri statutes are specific about school finance which establish four funds which must be used in the accounting process. The framework for the following funds are:

- Fund 1 - General Fund (Incidental)
- Fund 2 - Special Fund (Teachers)
- Fund 3 - Debt Service Fund
- Fund 4 - Capital Projects Fund



Revenues by Fund

Fund	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
Fund 001 - General/Incidental	\$30,330,433	\$32,217,423	\$32,347,733	\$34,130,979
Fund 002 - Special/Teachers	\$40,004,328	\$42,555,484	\$43,990,707	\$45,153,058
Fund 003 - Debt Service	\$29,138,219	\$17,109,325	\$7,121,969	\$6,087,342
Fund 004 - Capital	\$1,372,819	\$27,486,414	\$2,890,685	\$4,567,881
Total	\$100,845,799	\$119,368,646	\$86,351,094	\$89,939,260

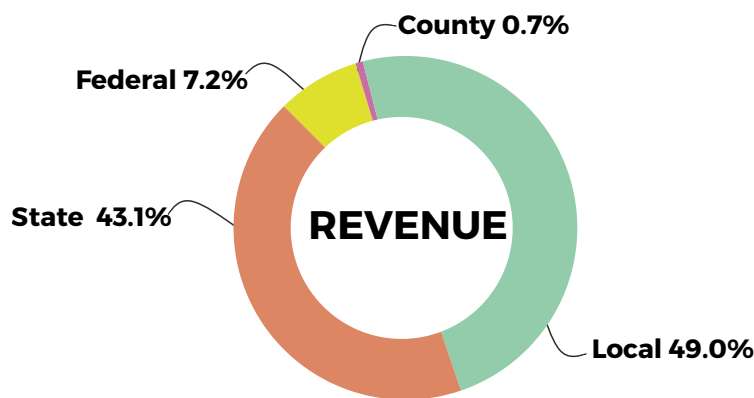
*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

Revenues by Source

Fund	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
5100 - Local	\$41,507,667	\$44,520,542	\$43,255,750	\$44,081,670
5200 - County	\$628,167	\$631,078	\$631,916	\$637,700
5300 - State	\$32,219,478	\$32,778,760	\$37,123,070	\$38,782,145
5400 - Federal	\$5,896,288	\$6,671,745	\$5,224,824	\$6,350,745
5600 - Bonds/Non-Current	\$20,216,208	\$34,741,162	\$23,601	\$20,000
5800 - Tuition/Other	\$377,990	\$25,358	\$91,932	\$67,000
Total	\$100,845,799	\$119,368,646	\$86,351,093	\$89,939,260

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

2025-26 Estimated Revenue



District Expenditures

The state of Missouri requires school districts to report expenditures by fund. The framework for the following funds are:

- Fund 1 - General Fund (Incidental)
- Fund 2 - Special Fund (Teachers)
- Fund 3 - Debt Service Fund
- Fund 4 - Capital Projects Fund

Expenditures are categorized to each fund based on the purpose for each expense per the DESE accounting manual.

Expenditures Impacting the Budget

Expenditures

Salary Enhancements: Staff salaries have been a priority for FY26, and the BOE approved to operate the salary schedule by adding one step for certified and non-certified staff. \$1,400 was added to the first cell on the teacher’s salary schedule, with an equal percent added to all other cells. An additional \$1,000 was also added to the teacher salary schedule for teachers with a Masters degree or above. An equal percentage based on the \$1,400 added to the first cell of the teacher salary schedule was also added to the classified and certified (non-teacher) salary schedules.

Board Paid Health, Dental, and Life Insurance: The BOE continues to fully fund health, life insurance, and short-term disability insurance for all full-time employees. Modifications for FY26 include:

- Board provided medical insurance increased from \$668/month in FY25 to an average of \$699/month in FY26.
- Board provided life insurance remained at \$1.70/month in FY26.
- Board provided short-term disability insurance varies based on a per person basis as the rate is \$0.12 per \$10 of weekly benefit which is based on the employee’s salary (66.667% of weekly earnings).

83.6% of expenditures from fund 1 and fund 2 are associated with staff salaries and benefits.

Purchased Services and Supplies: During the 2024-2025 school year, Ozark School District partnered with Penmac Staffing Services to provide substitute staffing. All requests for substitutes now go through Penmac and are assigned accordingly. This change shifted costs from regular salaries to purchased services.

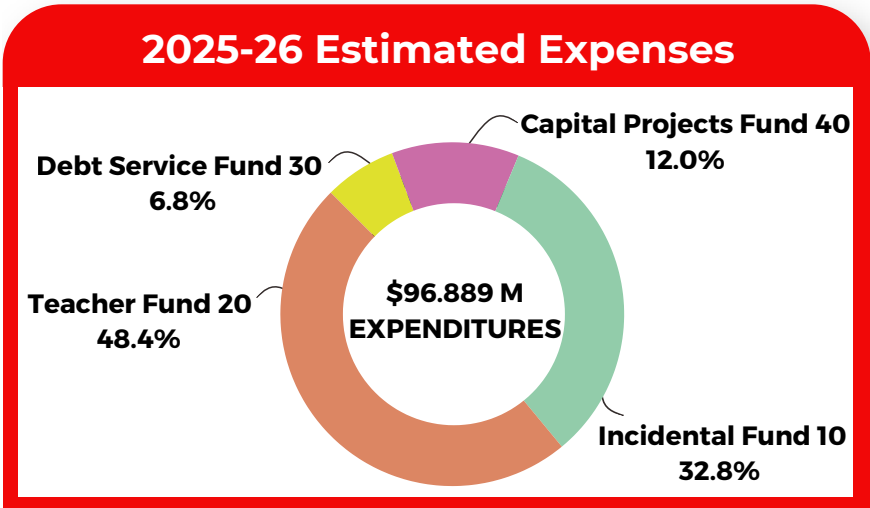
7.1% of expenditures from fund 1 and fund 2 are associated with Purchased Services.

9.3% of expenditures from fund 1 and fund 2 are associated with Supplies.



Expenses by Fund				
Fund	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
Fund 001- General/Incidental	\$28,541,300	\$28,222,557	\$30,099,516	\$31,750,781
Fund 002- Special/Teachers	\$41,543,197	\$43,011,380	\$43,891,390	\$46,930,920
Fund 003- Debt Service	\$29,553,853	\$16,926,734	\$6,950,865	\$6,536,832
Fund 004- Capital Fund	\$14,071,994	\$41,209,426	\$9,626,520	\$11,670,722
Total	\$113,710,343	\$129,370,097	\$90,568,291	\$96,889,255

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.



Trends, Events, and Initiatives - Financial Changes

Major shifts in revenue related to the 2020 and 2022 no-tax increase general obligation bonds brought in substantial funding for those construction projects related to Fund 4 (Capital Fund). Interest earned off the proceeds from the bond also added additional revenue. Expenses related to construction services were also a major factor in FY24 and FY25, but will wrap up in FY26 as construction projects are completed. OSD is estimated to receive a one-time federal energy credit in Fund 4 for the amount of \$2,156,016 related to energy-efficiency projects. However, OSD also has a one-time debt payment of \$3,175,000 in FY26 that offsets that energy credit. The debt payment was designed to come due in FY26 to correlate with the one-time federal energy credit.

Funding from the state will increase in FY26 as the State Adequacy Target (SAT) is set to increase from \$6,760 in FY25 to \$7,145 in FY26. However, OSD budgeted \$7,000 for the SAT due to the uncertainty of Governor Kehoe vetoing this line item, which he did not. The state in FY26 uses a funding formula that calculates 90 percent of Weighted Average Daily Attendance (WADA) and 10 percent of Weighted Average Membership (WAM) in an effort to provide additional assistance to school districts with higher concentrations of students with special needs, limited English proficiency, or from lower income households. In FY26, the new percentage thresholds used to calculate our WADA will benefit OSD, resulting in an increased state payment.

Transportation was fully funded in FY23 from the state for the first time since 1991, and continued to be fully funded in FY24 and FY25. The state has indicated they will once again fully fund transportation in FY26, but state revenues will need to match estimates through the fiscal year. If the state has shortfalls in revenue, there has been indication that transportation may be the first area to see funding decreases.

FY21 saw the reserve ratio for OSD climb to 31.27% due to increased funding from the federal government through the CARES Act. In FY22, the reserve ratio dipped down to 29.01% due to expenses related to the pandemic. In FY23, the reserve ratio decreased to 25.26%, FY24 saw the reserve ratio stabilize at 26.11%, and FY25's reserve ratio was similar at 26.0%. We predict that once the FY26 budget year has completed, the reserve ratio will be approximately 27%. With the current projections in FY27, we predict that the ending reserve ratio for the fiscal year will be approximately 26%. We do believe revenue projections will improve slightly if the state is able to fully fund a SAT of \$7,145 per WADA/WAM.

The auditing firm for the District (KPM), recommends a reserve ratio between 20% to 25%.

Financial and Demographic Changes

No additional financial or demographic changes are anticipated.



Budget Forecasts for All Funds

Budget forecasts take into consideration the trends related to revenue factors such as Assessed Valuation, Student Enrollment, and Federal Title allocations and expense factors such as educational programming and staffing decisions.

Revenue by Fund				
Fund	Budgeted 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Fund 001- General/Incidental	\$34,130,979	\$36,247,100	\$37,986,961	\$39,012,609
Fund 002- Special/Teachers	\$45,153,058	\$45,491,706	\$45,764,656	\$46,176,538
Fund 003- Debt Service	\$6,087,342	\$6,297,355	\$6,670,158	\$6,900,278
Fund 004- Capital Fund	\$4,567,881	\$2,393,212	\$2,393,212	\$2,393,212
Total	\$89,939,260	\$90,429,373	\$92,814,987	\$94,482,637

*Revenue estimates assume there will be no revenue from bond sales or bond refunding.

*2025-2026 includes ESCO federal credit.

Expenses by Fund				
Fund	Budgeted 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29
Fund 001- General/Incidental	\$31,750,781	\$32,163,541	\$32,967,630	\$33,758,853
Fund 002- Special/Teachers	\$46,930,920	\$48,855,088	\$50,565,016	\$52,284,227
Fund 003- Debt Service	\$6,536,832	\$6,385,350	\$6,260,600	\$6,845,350
Fund 004- Capital Fund	\$11,670,722	\$3,832,736	\$3,782,452	\$3,895,413
Total	\$96,867,217	\$91,236,715	\$93,575,698	\$96,783,843

*Expense estimates do not include unknown future construction projects.

*2025-2026 includes ESCO lease purchase payment and remaining construction costs.



Student Enrollment Trends and Forecast

Annually, the District reports enrollments and projections to the Board of Education. The two methods used to best determine projected enrollment are (1) Cohort Survival and (2) Growth Over Time. These values are used to forecast budgets found throughout the document for revenues and expenditures that are enrollment count specific (i.e. state aid, federal grant revenues, and staffing).

Actual Enrollment by Level						
Year	K-6	7-8	9-12	K-12	# change	% change
2010-11	3,008	828	1,548	5,384	N/A	N/A
2011-12	3,003	836	1,596	5,435	51	0.95%
2012-13	2,934	856	1,535	5,325	-110	-2.02%
2013-14	2,965	850	1,546	5,361	36	0.68%
2014-15	2,898	893	1,599	5,390	29	0.54%
2015-16	2,966	868	1,632	5,466	76	1.41%
2016-17	3,030	843	1,706	5,579	113	2.07%
2017-18	3,122	876	1,729	5,727	148	2.65%
2018-19	3,106	946	1,735	5,787	60	1.05%
2019-20	3,065	942	1,747	5,754	-33	-0.57%
2020-21	2,986	910	1,792	5,688	-66	-1.15%
2021-22	3,175	939	1,813	5,927	239	4.20%
2022-23	3,158	948	1,839	5,945	18	0.30%
2023-24	3,088	1,009	1,807	5,904	-41	-0.69%
2024-25	3,025	949	1,798	5,772	-132	-2.29%
2025-26	3,026	919	1,794	5,739	-33	-0.58%
Projected Enrollment by Level						
Year	K-6	7-8	9-12	K-12	# change	% change
2026-27	3,058	909	1,807	5,774	35	0.61%
2027-28	3,052	941	1,813	5,806	32	0.55%
2028-29	3,025	996	1,796	5,817	11	0.19%
2029-30	3,043	973	1,792	5,808	-9	-0.15%
2030-31	3,070	907	1,840	5,817	9	0.15%
2031-32	3,091	901	1,847	5,839	22	0.38%
2032-33	3,112	913	1,840	5,865	26	0.45%



Tax Base and Tax Rate

District Tax Levy: The total tax levy for FY26 is \$4.1400 which remained unchanged. The Operational tax levy will fluctuate due to the Hancock Amendment. This amendment states that the current year tax rate must be set to yield the same gross revenue as allowed in the prior year plus revenue permitted for assessment growth. That adjustment is the lowest of 1) the actual growth rate, 2) CPI, or 3) 5%. However, OSD placed a 20-cents debt service levy transfer issue on the ballot and district voters approved with almost 68% approval. This allowed OSD to increase operating revenue for FY26.

Tax Levy History						
Fund	Actual 2020-21	Actual 2021-22	Actual 2022-23	Actual 2023-24	Actual 2024-25	Actual 2025-26
Fund 001- Operational/Incidental	\$3.2600	\$3.0853	\$3.1853	\$3.1838	\$3.1857	\$3.3857
Fund 002- Special/Teachers	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000
Fund 003- Debt Service	\$0.8800	\$1.0547	\$0.9547	\$0.9562	\$0.9543	\$0.7543
Fund 004- Capital Fund	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000
Total	\$4.1400	\$4.1400	\$4.1400	\$4.1400	\$4.1400	\$4.1400

Assessed Valuation		
Year	Assessed Valuation	AV Change (Percent)
2020-21	\$516,923,716	3.96%
2021-22	\$577,685,279	11.75%
2022-23	\$616,211,655	6.67%
2023-24	\$676,033,554	9.71%
2024-25	\$697,384,464	3.16%
2025-26	\$778,447,609	11.62%
2026-27 (forecast)	\$805,693,275	3.50%



Personnel Resource Changes

The staffing recommendations for the 2025-2026 school year was developed from input by building administrators, district administrators, and the Board of Education. The budget for FY26 reflects the District’s plan for staffing taking into account student demographic changes and support service needs.

Personnel					
Fund	Actual 2021-22	Actual 2022-23	Actual 2023-24	Acutal 2024-25	Budgeted 2025-26
Certified	452	489	514	518	519
Classified	343	391	388	397	400
Admin	40	40	42	42	42
Total FTE	835	920	944	957	961



Debt Structure and Changes

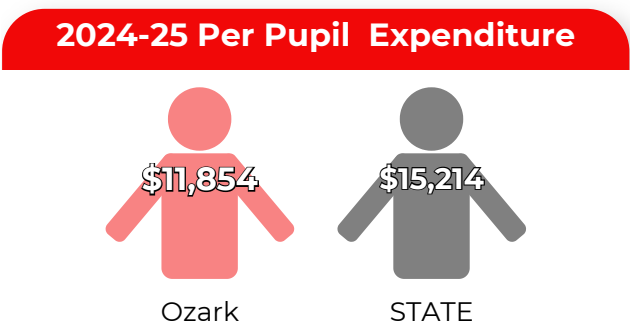
The table below shows debt from General Obligation Bonds and Certificates of Participation. Expenses from General Obligation Bonds are paid from revenue received from the debt service levy (fund 3). Expenses from Certificates of Participation are paid from fund 4.

Summary of Outstanding Debt					
Series	Issue Name	Authorized	Debt Remaining (Principal)	Final Maturity	Call Date
General Obligation Bonds					
2013	Refunding	\$9,715,000	\$2,185,000	3/1/2026	3/1/2023
2017	Refunding	\$4,520,000	\$1,295,000	3/1/2031	3/1/2027
2020	Building	\$8,800,000	\$8,800,000	3/1/2040	3/1/2028
2021	Refunding	\$5,050,000	\$1,565,000	3/1/2031	None
2021B	Building	\$17,700,000	\$17,700,000	3/1/2041	3/1/2031
2022	Building	\$19,000,000	\$19,000,000	3/1/2042	3/1/2032
2023	Refunding	\$20,200,000	\$19,725,000	3/1/2035	3/1/2032
2023B	Refunding	\$9,110,000	\$9,110,000	3/1/2036	3/1/2032
Sub-total		\$94,095,000	\$79,380,000		
Certificates of Participation (COP)					
2015	Refunding COP	\$3,860,000	\$405,000	10/1/2026	None
2021	COP	\$8,565,000	\$7,470,000	4/1/2046	4/1/2030
2023	COP	\$14,985,000	\$14,985,000	4/1/2045	4/1/2031
2024	COP	\$8,110,000	\$8,110,000	4/1/2049	4/1/2033
Sub-total		\$35,520,000	\$30,970,000		
Grand Total		\$129,615,000	\$110,350,000		



Benchmark Data

The following measures are used to monitor the fiscal health of the Ozark R-VI School District.



Source: DESE

2024-25 Tax Levy by District

Nixa	\$4.5091
Lebanon	\$4.4900
Logan-Rogersville	\$4.3437
Republic	\$4.2123
Ozark	\$4.1400
Willard	\$4.1284
Branson	\$4.0937
Springfield	\$3.9888

Source: DESE

Ozark R-VI Bond Ratings

Year	General Obligation Bond Rating	Leasehold Revenue Bond Rating
2020-21	A+	A/stable
2021-22	A+	A/stable
2022-23	A+	A/stable
2023-24	A+	A/stable
2024-25	A+	A/stable

Ozark R-VI Audit Findings

Year	Material Weaknesses	Written Findings for Federal Programs
2020-21	0	0
2021-22	0	0
2022-23	0	0
2023-24	0	0
2024-25	0	0



Benchmark Data

Revenue, Prop C: Prop C is a \$.01 state-wide general sales tax for education with a corresponding property tax reduction for school districts. Prop C sales tax revenue is collected locally, transmitted to the state and then passed on to the school districts based on an amount per prior year Weighted Average Daily Attendance (WADA) amount.

Formula Aid: State funding is more complicated because of all the variables taken into account. The baseline is called the State Adequacy Target (SAT) and the multipliers are applied to 90% of Weighted Average Daily Attendance (WADA) and 10% of Weighted Average Membership (WAM). Additional factors such as Dollar Value Modifier (DVM) and Local Effort are also taken into account to determine total state funding for a District.

Prop C History		
Year	Prop C WADA Payment	District Prop C Revenue
2021-22	\$1,047 per WADA	\$6,930,916
2022-23	\$1,248 per WADA	\$7,345,896
2023-24	\$1,360 per WADA	\$8,381,640
2024-25	\$1,515 per WADA	\$8,688,365
2025-26	\$1,480 per WADA	\$8,700,000*

*projected

Formula Aid		
Year	Total per WADA	Actual Payment
2021-22	\$4,852 per WADA	\$27,554,862
2022-23	\$4,874 per WADA	\$27,849,702
2023-24	\$4,866 per WADA	\$27,693,926
2024-25	\$5,328 per WADA	\$31,503,818
2025-26	\$5,590 per WADA	\$33,242,030*

*projected)





ORGANIZATIONAL SECTION



OZARK
SCHOOL DISTRICT

1600 W. Jackson St.
Ozark, MO 65721

<https://www.ozarktigers.org>

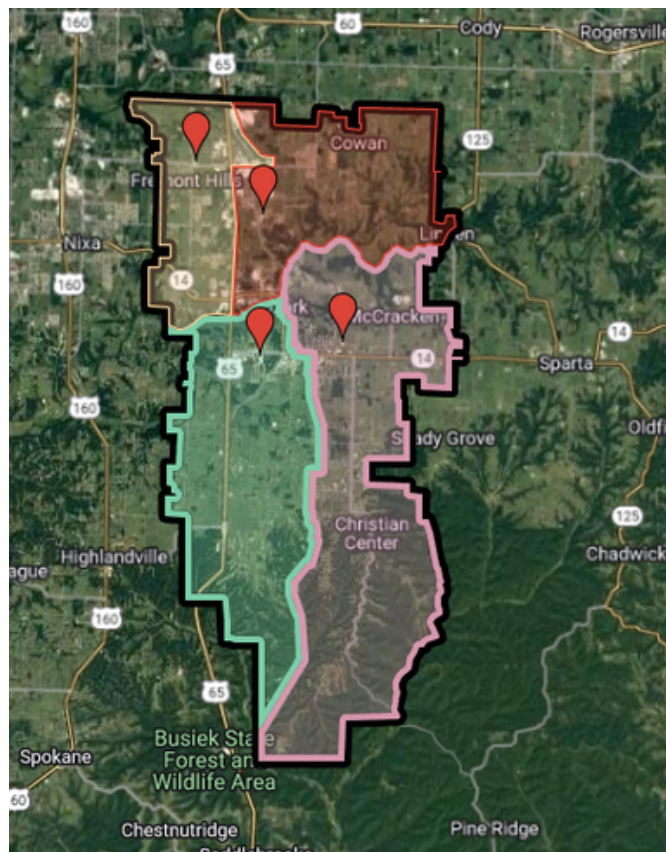
Introduction to Ozark School District

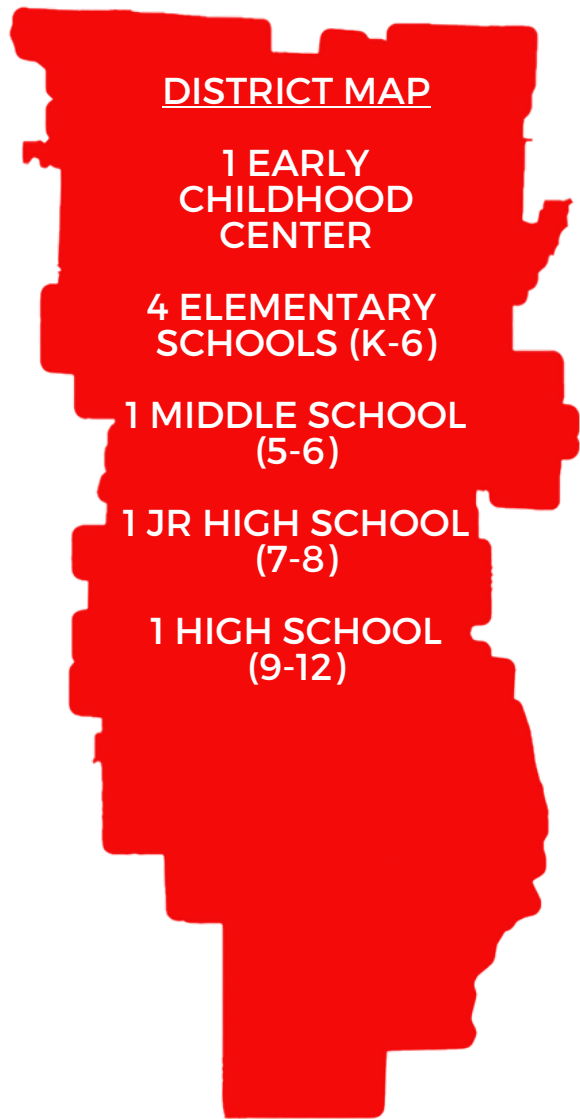
Formal education began in Ozark School District in 1843 from a one room school house just off the city square in Ozark, Missouri. In 1872, classes were moved to the second story of the County Courthouse. In 1876, a two-story schoolhouse was opened for the specific purpose of education. A two-story brick schoolhouse replaced the wooden schoolhouse in 1894. In 1922, a newer expanded schoolhouse was built for \$50,000. The school expanded with the addition of a southern wing in 1939. In 1964, a new High School was built on West Jackson Street which is the current Junior High.

Ozark School District was established under the Statutes of the State of Missouri and is solely within Christian County. The District is a political subdivision of the State of Missouri and may levy and collect taxes within the guidelines and limitations of Missouri state statutes.

Ozark School District is located approximately 15 miles southwest of Springfield, MO, with 90 square miles within district boundary lines. Ozark Schools is a public school district with pre-kindergarten (pre-K) programs through grade 12. The District includes a pre-K early childhood center, four K-4 grade elementary schools, one 5-6 grades middle school, one 7-8 grades junior high, one 9-12 grades high school, the Ozark Innovation Center and the Finley River School.

Ozark School District is a suburban district that blends both residential and commercial growth. Municipalities that are within the district boundaries include Ozark, Riverside, Cowan, Linden, McCracken, Fremont Hills, East Finley, and Selmore.

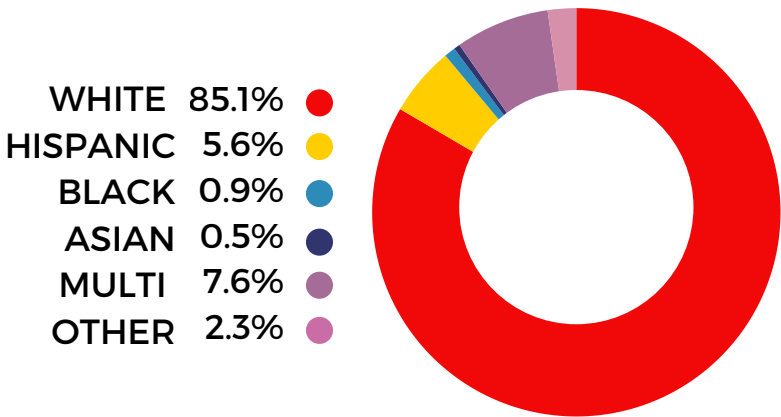




Student Demographics



90 SQUARE MILES WITHIN DISTRICT BOUNDARIES



THERE ARE **18** DIFFERENT LANGUAGES REPRESENTED IN THE OZARK SCHOOL DISTRICT.



District Facility Timeline

In 1991, District voters approved a \$5 million bond issue providing funds to construct a new junior high and a new elementary, then named North Elementary.

In 1997, Ozark voters approved a bond to construct another elementary school (now East Elementary), build an addition to the junior high, and complete various projects at the high school.

In 1998, voters approved a \$630,000 bond issue to purchase 50 acres of land adjoining the existing high school campus on the north. This site was chosen and purchased as a future site for a new high school.

In April 2001, the District approved the first of a series of three bond issues to build a new high school and renovate the old high school. The first bond issue was for \$13.3 million. Voters approved subsequent bond issues for \$5.6 million in April 2002 and for \$2.5 million in April 2003.

On April 4, 2006, voters overwhelmingly approved a \$10 million bond issue to construct a new 70,000-square-foot elementary facility, update the district network technology and infrastructure, as well as purchase several new buses. West Elementary opened in 2007.

On April 5, 2011, voters approved a \$6.5 million bond to construct a vocational agriculture facility as well as repair and improve current school facilities in the District. The measure passed with 68 percent approval.

On April 7, 2015, with just over 70 percent of the 2,876 votes, Ozark voters approved a \$20 million no-tax increase bond for five storm shelters as well as a \$10 million renovation of Ozark Junior High School. The District spent \$24 million on the improvements, \$4 million was from money the school set aside to improve the projects.

On June 2, 2020, Ozark voters approved a \$26.5 million no-tax increase bond issue, known as Operation Renovate & Innovate. The projects included renovating what is known as the old Fasco building for the Ozark Innovation Center to become a second high school campus and remodeling the former District Office to expand Tiger Paw Early Childhood Center.

On April 5, 2022, Ozark voters approved a \$19 million no-tax increase bond issue to make schools safer while accommodating growth. The bond was to construct storm shelters at Tiger Paw Early Childhood Center, Ozark Middle School and Ozark High School, as well as an indoor activities building at OHS. The April ballot also included a 10 cent no-tax increase levy transfer, which allowed the District to transfer 10 cents from our debt service fund to our operating fund.



District Schools and Facilities

Ozark School District develops and builds their facilities with student learning and safety as primary design factors. Programs at each level are designed to meet the specialized needs of each student. District facilities are grouped into five levels which include Early Childhood Education (pre-K), Elementary (K-4), Middle School (5-6), Junior High (7-8), and High School (9-12). Other facilities that support students at the High School level include the Ozark Innovation Center, Finley River School, and Ozark Career (Automotive) Center.

EARLY CHILDHOOD CENTER

Tiger Paw

Preschool, ECSE, Parents as Teachers,
Employee Childcare, Transitional K
Principal: Dr. Elizabeth Dawson
202 N 4th Ave
Ozark, MO 65721
2025-26 Enrollment: 231



ELEMENTARY SCHOOLS**North Elementary School**

Grades: K-4

Principal: Dr. Zeb Wallace

3608 N. Hwy NN

Ozark, MO 65721

2025-26 Enrollment: 471

**South Elementary School**

Grades: K-4

Principal: Dr. Kendra Scott

1250 W South St

Ozark, MO 65721

2025-26 Enrollment: 491

**East Elementary School**

Grades: K-4

Principal: Karen Capen

2449 E Hartley St

Ozark, MO 65721

2025-26 Enrollment: 521

**West Elementary School**

Grades: K-4

Principal: Rachel Tabuya

3105 State Hwy CC

Ozark, MO 65721

2025-26 Enrollment: 613



MIDDLE SCHOOL/JUNIOR HIGH**Ozark Middle School**

Grades: 5-6

Principal: Jared Lotz

3600 N. Hwy NN

Ozark, MO 65721

2025-26 Enrollment: 914

**Ozark Junior High School**

Grades: 7-8

Principal: Dr. Amanda Sooter

1109 W. Jackson St

Ozark, MO 65721

2025-26 Enrollment: 919

**HIGH SCHOOL****Ozark High School**

Grades: 9-12

Principal: Dr. Phillip Witt

1350 W. Bluff Drive

Ozark, MO 65721

2025-26 Enrollment: 1,794



OTHER SCHOOLS AND FACILITIES**Ozark Administration Office**

Ozark Innovation Center and
Finley River School

1600 West Jackson St.
Ozark, MO 65721

**Ozark Career Center**

Automotive Center

802 West Jackson St.
Ozark, MO 65721



Ozark R-VI School District
Organizational Chart



OZARK SCHOOL DISTRICT

Ozark School Board

Superintendent

Assistant Superintendent of Learning

Executive Director of Operations

Executive Director Human Resources

Executive Director Finance & Business Services

Executive Director Student Services

Executive Director Special Services

Executive Director Elementary Learning

Executive Director Secondary Learning

Communications

Safety & Security

Benefits

Technology

Interventionists

Process Coordinators

Principals
Tiger Paw -
Elementaries -
Middle School

Principals
Junior High -
High School -
Finley River

Transportation

Payroll

Nurses

Therapists

Counselors

Counselors

Nutrition Services

Accounts Payable

Instructional Coaches

Math & ELA Coaches

Maintenance

Data

Techbraians

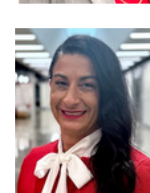
Techbrianians

Custodial

Interventionists



**Ozark R-VI School District
2025-2026 Board of Education**

		<u>Year First Elected</u>	<u>Current Term</u>
	AMBER BRYANT PRESIDENT	2023	2023-2026
	JAMES GRIFFIN VICE-PRESIDENT	2024	2024-2027
	SARAH ADAMS ORR MEMBER	2012	2025-2028
	MATTHEW GROWCOCK MEMBER	2025	2025-2026
	DUSTIN KIRKMAN MEMBER	2024	2024-2027
	CHRISTINA TONSING MEMBER	2023	2023-2026
	RAE-ANN WADE MEMBER	2025	2025-2028



Strategic Plan

Mission

A declaration of the district's purpose by revealing whom it serves and what it does to provide direction for those it serves.

Ozark Schools fosters connections, drives innovation, and creates a supportive learning environment where **each student can succeed**.

Vision

A statement about the 'future state' of the district and where it aspires to go.

Our vision is to **inspire innovation and excellence in education**, empowering every student to reach their highest levels of achievement with confidence. We **foster meaningful connections** and strong collaboration among students, educators, families, and our broader community to create **a safe, supportive and enriching learning environment**. Through dedication and shared purpose, we equip students with the knowledge , skills, and character needed for success in life.

Key Pillars

The four common themes of focus for the district that arose throughout the strategic planning process.

- Academic Excellence
- Connections
- Operational Efficiency
- Leadership and Government

Priority Areas & Goals

Areas within each Pillar that determine where a district focuses efforts to achieve its vision and the corresponding goals to evaluate success in these Priority Areas.

- Pillar #1: Academic Excellence - **We are committed to every student's growth** through strong curriculum, best practices, and targeted support. This includes early childhood programming, real-world learning experiences from PK-12, business partnerships, and academic and behavioral interventions.
- Pillar #2: Connections - **We sill strengthen relationships within our schools and community** through collaboration and support. Clear, consistent communication and active parent engagement will ensure families and the community stay connected to student success.
- Pillar #3: Operational Efficiency - **We are focused on maintaining safe, secure schools** through training, infrastructure, and transportation improvements. Careful planning around staffing, facilities, and resources will ensure we meet today's needs while preparing fot eh future.
- Pillar #4: Leadership and Government - **We will attract and retain quality staff** by fostering teamwork., professional growth, and a culture of unity. Through strong fiscal responsibility and ongoing monitoring of our CSIP, we will stay aligned with district goals and ensure excellence for all.

Priority Area 1.1: Academic Growth for Every Student

- Goal 1.1.A. Elevate academic rigor to ensure that students are challenged to reach higher levels of thinking, while also providing clarity so they know how to improve and advance to the next level.
- Goal 1.1.B. Teachers consistently utilize data to inform instructional decisions, targeting student needs, and adjusting strategies accordingly.



Priority Area 1.2: Real World Learning

- Goal 1.2.A. Create a vertically aligned PK-12 Real World Learning (RWL) plan that ensures students explore (PK-4), engage (5-8), and immerse (9-12) in career and community learning experiences.
- Goal 1.2.B. By the end of 2027-28, 80% of business and community partners surveyed will report Strongly Agree/Agree that the Ozark School District creates and maintains collaborative opportunities and relationships with local industry and community partners to create or maintain well-rounded educational opportunities for students and educators.
- Goal 1.2.C. The district will adopt and promote a common RWL vocabulary (academies, career clusters, pathways, community partnerships) using best practices, including resources from the Success Ready Student Network and Kauffman Foundation.

Priority Area 1.3: Early Childhood Programming

- Goal 1.3.A. *Kindergarten Readiness:* By the end of 2029-30, Tiger Paw students transitioning to kindergarten will show mastery of priority standards.
- Goal 1.3.B. *Pathways to Developmentally Appropriate Practices:* By the end of the 2029-30 school year, Ozark School District will ensure that 100% of early childhood classrooms implement developmentally appropriate learning opportunities.
- Goal 1.3.C. By the end of the 2029-30 school year, Ozark School District will expand access to high-quality early childhood education by increasing the number of students served.

Priority Area 1.4: Academic and Behavioral Interventions

- Goal 1.4.A. Develop internal instructional capacity by establishing model classrooms and cultivating teacher capacity focused on Response to Intervention and evidence-based intervention strategies through mentorship.
- Goal 1.4.B. Create and implement a vertically aligned intervention framework to ensure consistent practices and equitable access to academic and behavioral interventionists across the district by May 2030.
- Goal 1.4.C. All schools will have access to evidence-based, tiered instructional resources across all core content areas.

Priority Area 2.1: Quality Relationships

- Goal 2.1.A. Ozark Schools will foster learning environments that value the worth and potential of all staff by promoting shared leadership, collaborations, and onboarding as evidenced by our climate and culture survey data.



Goal 2.1.B. Ozark Schools will encourage a supportive and inclusive environment by actively promoting positive interactions among students, encouraging open communication, and creating opportunities for collaboration, with the goal of strengthening peer relationships and building a sense of community within the school as evidenced by our climate and culture survey data.

Goal 2.1.C. Parent engagement committees district wide will be established to ensure academic understanding, student outcomes, and parent involvement as evidenced by our climate and culture survey data.

Priority Area 2.2: Public Relations

Goal 2.2.A. *Regular Recognition Across All Buildings:* Develop a cohesive, district-wide recognition initiative in which each school building regularly honors at least one student and one staff member. This program will represent all departments and grade levels, consistently promoting a positive and supportive culture among students, staff, and families.

Goal 2.2.B. *Community Partner Campaign:* Develop a program that facilitates and supports the collaboration of Ozark businesses and all school buildings. This program will magnify the opportunities between our district and our thriving business community.

Priority Area 2.3: Communication Planning

Goal 2.3.A. *Comprehensive Approach to Effective Communication:* Develop a plan to foster a comprehensive culture of communication between parents, staff, and students. This plan is not limited to only classroom communication, and will be an all-inclusive approach to unify all communication between staff, parents, students, and community.

Goal 2.3.B. *Communication and Tool Awareness Campaign (Parents):* An internal and external campaign will be created that informs families, students, and staff on how to effectively communicate and use school resources and platforms which will reinforce the partnerships needed to effectively educate our Ozark students.

Priority Area 3.1: Safety Infrastructure and Preparedness

Goal 3.1.A. *Safety and Infrastructure:* The district will improve campus safety by redesigning campus traffic flow with reported congestion, securing all inter-campus travel paths, and reducing student travel-related incidents.

Goal 3.2.B. *Facilities:* The district will assess major quality disparities between new and aging facilities.

Goal 3.1.C. *Transportation:* Evaluate the district's transportation fleet to identify buses over 15 years old or high mileage, and prioritize those buses for replacement based on safety, efficiency, and cost-effectiveness.



Priority Area 3.2: Staffing Analysis

- Goal 3.2.A. The district will create systems for greater transparency, examination of current realities, and programs/procedures to retain, hire, and prioritize based on our vision, mission, and goals.
- Goal 3.2.B. Conduct a staffing analysis by grade level, course, and school building to determine current realities in the district, specifically as those realities pertain to meeting Missouri Department of Elementary and Secondary Education (DESE) standards related to recommended and desirable class sizes.

Priority Area 3.3: Facility Planning (Long, Short, and Rotational

- Goal 3.3.A. Analyze and develop a plan existing and future playgrounds within the district to ensure they are safe, inclusive, and fully accessible. Each playground will include ADA-compliant components and sensory-rich features that promote equitable play opportunities for children of all abilities.
- Goal 3.3.B. Implement solar energy systems on at least one additional campus by 2030 with plans to expand district-wide. This will result in the reduction of energy consumption and an increase in the amount of energy gained through renewable resources.
- Goal 3.3.C. Engage students, staff, and families in energy efficiency and sustainability practices through education, hands-on activities, and community involvement.
- Goal 3.3.D. Identify opportunities to reduce energy consumption through equipment upgrades and improved staff and student behaviors with a special focus on classroom technology use.
- Goal 3.3.E. Expand and enhance the Facility Walkthrough Process by establishing collaborative building teams, working alongside building principals, to assess areas of strength and identify areas for improvement in school facilities to foster a culture of continuous improvement and student-centered environments.

Priority Area 4.1: Attract and Retain Quality Staff

- Goal 4.1.A. District will enhance its culture as evidenced by 85% retention rate and a District average of 4/5 on the staff culture survey.
- Goal 4.1.B. Attract and retain highly qualified staff by offering a competitive compensation and benefit package that is aligned to similar, top-tiered districts in the area.
- Goal 4.1.C. Attract and retain a talented, highly qualified workforce, both certified and classified.

Priority Area 4.2: Teamwork, Culture of Support, and Unity

- Goal 4.2.A. Foster a culture of teamwork and unity among the Board of Education, district administration, and staff to strengthen communication, governance, and execution of school initiatives in alignment with the district's strategic vision and community values.



Priority Area 4.3: Fiscal Responsibility

- Goal 4.3.A. By the end of 2025-2026, Ozark School District will maintain a reserve ratio (fund 1 and 2) between 20% and 30% as reported on the Annual Secretary of the Board Report (ASBR).
- Goal 4.3.B. By the end of the 2025-2026, the Business Services Department will improve transparency through increased communication an in-person meetings regarding the budgeting process as evidenced by acknowledgement through the rounding process (Ozark LEADS).

Priority Area 4.4: Implementation and Monitoring of the CSIP

- Goal 4.4.A. The Board of Education and school community will establish ownership over the shared vision, mission, and goals through awareness of, monitoring, and updating the Comprehensive School Improvement Plan (CSIP).

Priority Area 4.5: Professional Development and Training

- Goal 4.5.A. Enhance the effectiveness of Professional Learning (PL) by ensuring it is job-embedded, relevant, and leads to measurable improvements in instructional practices *(and aligned with Academic Goal 1.1.A.)*.
- Goal 4.5.B. All teachers will participate in professional development sessions focused on designing and implementing RWL activities.
- Goal 4.5.C. Early Childhood teachers and staff will participate in evidence based professional development *(as aligned with Academic Goal 1.3.A. - Kindergarten Readiness)*.
- Goal 4.5.D. Teachers will receive appropriate professional development on academic and behavior interventions and the RTI process.
- Goal 4.5.E. Ensure all staff complete regular and required training on communication platforms to enhance effective and consistent district-wide communication.
- Goal 4.5.F. Ensure all staff receive annual safety and emergency response training to promote a safe, prepared, and responsive school environment.
- Goal 4.5.G. Opportunities to engage in professional development on energy sustainability will be provided.
- Goal 4.5.H. Develop an ongoing professional development plan for all support staff.
- Goal 4.5.I. Determine professional development schedule in alignment with work calendars for support staff professional development.
- Goal 4.5.J. Develop meaningful professional development to attract and retain quality staff.
- Goal 4.5.K. Ensure staff receive training on proper financial procedures.



Budgetary Goal Costs

During the budget review process, budget leaders may propose additional funding or adjustments to existing allocations to better support the school and District's goals and vision. These proposals are evaluated by the District's executive administration and may be incorporated into the budget assumptions. Each spring, budget leaders collaborate with the cabinet to assess year-to-date financials and discuss necessary adjustments. Throughout this period, the Board of Education is periodically updated to ensure the budget aligns with the District's mission, vision, and strategic direction. The board is involved in reviewing and approving the budget to reflect these priorities annually.

Operating Expenditures by Function

The District does not calculate costs for individual strategic goals because its goals and activities are seamlessly integrated into the daily work of staff and embedded throughout the curriculum. Instead, the table below presents the District's budgeted expenditures categorized by function, along with their percentages relative to total expenditures. A function represents the specific activity for which a service or material is procured and is used for estimating the costs associated with the District's goals. (For this discussion regarding strategic goals, the expenditures listed do not include Functions 4000 through 5999 which relate to construction and debt payments).

District Function			
1000 - Instruction		2025-2026 Budget*	% of Grand Total
	1100- Regular Programs	\$27,491,683	35.0%
	1200 - Special Programs	\$9,703,355	12.3%
	1300 - Career Education Programs	\$2,079,905	2.6%
	1400 - Student Activities	\$1,689,080	2.1%
	1900 - Tuition to Other School Districts	\$613,400	0.8%
	Total:	\$41,577,423	52.8%
2000 - Support Services		2025-2026 Budget*	% of Grand Total
	2100 - Support Services - Pupils	\$7,360,049	9.4%
	2200 - Support Services - Instructional Staff	\$4,202,160	5.3%
	2300 - Support Services - General Admin	\$5,358,731	6.8%
	2400 - Support Services - Building Level Admin	\$2,708,828	3.4%
	2500 - Business Support Services	\$16,750,833	21.3%
	2600 - Support Services - Central Office	\$654,951	0.8%
	2900 - Other Supporting Services	\$0	0%
	Total:	\$37,035,552	47.0%

*projected



District Function			
3000 - Community Services		2025-2026 Budget*	% of Grand Total
	3100 - Community Services	\$35,000	0.0%
	3200- Community Recreation Services	\$0	0.0%
	3500 - Early Childhood Program	\$1,298,368	1.7%
	3600 - Welfare Activities Services	\$1,000	0.0%
	3700 - Non-Public School Pupils Services	\$0	0.0%
	3800 - Custody and Care of Children Services and After-School Programs	\$451,602	0.6%
	3900 - Other Community Services	\$56,563	0.1%
	Total:	\$1,842,533	2.4%
	Grand Total:	\$80,455,508	

*projected



Budget Policies and Procedures

The Board of Education in the OSD has adopted the policies that govern the Board Association's policy manual and are reviewed and edited by district administration prior to review by the Board of Education. Each policy and corresponding regulations and forms can be viewed by the public by accessing the district web site at:

<https://simbli.eboardsolutions.com/Policy/PolicyListing.aspx?S=99&Sch=99>

Budget Board of Education Policies	
Code	Policy Title
DA	Fiscal Responsibility
DB	Annual Budget
DC-1	Taxing and Borrowing Authority/Limitations
DCB	Political Campaigns
DD	Grants
DEA	Revenue from Tax Sources
DED	Disposition of Unbudgeted Revenue
DFA-1	Revenue from Investments/Use of Surplus Funds
DFI-2	Setting Tuition for District Programs
DG	Depository of Funds
DGA	Authorized Signatures
DH-1	Bonded Employees and Officers
DI	Fiscal Accounting and Reporting/Accounting System
DID	Inventory Management
DIE	Audits
DJF-1	Purchasing
DJFA	Federal Programs and Projects
DK	Payment Process
DLB	Salary Deductions
DLC	Expense Reimbursements
DLCA	Travel Expenses
DN-1	Surplus District Property



Regulations that Govern the Budget Process

State Aid

The amount of state aid for school districts in Missouri has typically been calculated using a complex formula. The impact of Senate Bill (SB) 287 was to transition the state away from a local tax rate-based formula to a formula that is primarily student needs-based. The formula was phased in over a seven-year period, which began in the 2006–2007 fiscal year and ended with the 2012–2013 school year. Since the 2013–2014 school year, state aid has been calculated solely using the student needs-based formula. Beginning in FY26, SB727 modified the way WADA is calculated for state payments. A district's weighted average daily attendance shall be calculated as the sum of 90% of such district's weighted average daily attendance as calculated in current law, plus 10% of such district's weighted membership (WAM). The percent of weighted membership included in such calculation shall increase by 10% each year until 2030, when a district's student needs-based Basic Formula data point shall be calculated as the sum of 50% of such district's WADA as calculated in current law, plus 50% of such district's WAM.

Property Tax Levy Requirements

The sum of a district's local property tax levies in its 001 – General (Incidental) Fund and 002 – Special Revenue (Teachers) Fund must be at least \$2.75 per \$100 assessed valuation for the district to receive increases in state aid above the level of state aid it received in the 2005–2006 fiscal year. Levy rate reductions required as a result of a Hancock rollback will not affect a district's eligibility for state aid increases.

Foundation Formula

The amount of state aid for school districts in Missouri has typically been calculated using a complex formula. The impact of Senate Bill (SB) 287 was to transition the state away from a local tax rate-based formula to a formula that is primarily student needs-based. The formula was phased in over a seven-year period, which began in the 2006–2007 fiscal year and ended with the 2012–2013 school year. Since the 2013–2014 school year, state aid has been calculated solely using the student needs-based formula.

WADA (Weighted Average Daily Attendance)

WADA is based on regular term ADA plus summer school ADA, with additional weight assigned in certain circumstances for students who qualify for free and reduced-price lunch (FRL), receive special education services with an Individualized Education Program (IEP), or possess Limited English language proficiency (LEP). These FRL, IEP, and LEP students are weighted to the extent they exceed certain thresholds (based on the percentage of students in each of the categories in certain high-performing districts (Performance Districts), and these thresholds can change every two years. For fiscal years 2017 and 2018, DESE revised the thresholds downward as required under SB 586, which modified the definition of State Adequacy Target to require that a future recalculation of the State Adequacy Target would never result in a decrease from the State Adequacy Target as calculated for fiscal years 2017 and 2018. This lowering of the thresholds means more FRL, IEP, and LEP students are included in WADA. The District's state aid revenues would be adversely affected by decreases in its WADA resulting from decreased enrollment generally and, specifically, decreased enrollment of FRL, IEP, and LEP students. For fiscal years 2019 and 2020 the State Adequacy Target was recalculated, as discussed below.



Regulations that Govern the Budget Process

State Adequacy Target

The State Aid formula requires DESE to determine a State Adequacy Target, representing the minimum funding necessary to educate each student. This target is calculated based on spending levels in Performance Districts, excluding federal and state transportation revenues. Every two years, DESE updates the State Adequacy Target using the most recent list of Performance Districts. The recalculated target cannot be lower than the amounts established for fiscal years 2017 and 2018 or any subsequent calculations made after fiscal year 2018.

Dollar Value Modifier

The Dollar Value Modifier (DVM) is an index reflecting the relative purchasing power of a dollar in various regions across the state. It is calculated as one plus 15% of the difference between the regional wage ratio (the regional wage per job divided by the state median wage per job) minus one. By law, the DVM cannot be lower than 1.000. DESE updates the DVM for each district annually.

Local Effort

For the 2006–2007 fiscal year, the Local Effort used in a district's state aid calculation was based on the amount of locally generated revenue the district would have received during the 2004–2005 fiscal year, assuming its operating levy rate was set at \$3.43, known as the performance levy. Starting in 2007–2008, the Local Effort amount has been fixed at the 2006–2007 level, with exceptions for changes caused by increased locally collected fines or decreased assessed valuation within the district. Growth in assessed valuation or increases in the operating levy rate generate additional local revenue for the district without impacting state aid payments.

Categorical-Source Add-ons

In addition to state aid distributed pursuant to the formula as described above, the formula provides for the distribution of certain categorical sources of state aid to school districts. These include (1) 75% of allowable transportation costs, (2) the vocational education entitlement, and (3) educational and screening program entitlements.

Classroom Trust Fund (Gambling Revenue) Distribution

A portion of state aid under the formula comes from the Classroom Trust Fund, which is a state treasury fund supported by gambling revenues. These funds are allocated to school districts based on Average Daily Attendance (ADA), rather than WADA used for the basic formula distribution. Classroom Trust Fund revenues are not designated for specific purposes and can be used at the discretion of the district. However, starting with the 2010–2011 fiscal year, any proceeds exceeding the amounts received in the 2009–2010 fiscal year must be allocated to the Teachers' or Incidental Funds. Importantly, Classroom Trust Fund dollars do not increase the total amount of state aid.



Regulations that Govern the Budget Process

Mandatory Deposit and Expenditures of Certain Amounts in the Teachers' Fund

The following state and local revenues must be deposited in the Teachers' Fund: (1) 75% of basic formula state aid, excluding state aid distributed from the Classroom Trust Fund (gambling revenues); (2) 75% of one-half of the district's local share of Proposition C revenues; (3) 100% of the career ladder state matching payments; and (4) 100% of local revenue from fines and escheats based on violations or abandoned property within the district's boundaries.

In addition to these mandatory deposits, school districts are also required to spend for certificated staff compensation and tuition expenditures each year the amounts described in clauses 1 and 2 of the preceding paragraph. Since the 2007–2008 fiscal year, school districts are further required to spend for certificated staff compensation and tuition expenditures each year, per the second preceding year's WADA, as much as was spent in the previous year from local and county tax revenues deposited in the Teachers' Fund plus the amount of any transfers from the Incidental Fund to the Teachers' Fund that are calculated to be local and county tax sources. This amount is to be determined by dividing local and county tax sources in the Incidental Fund by total revenue in the Incidental Fund. Commencing with the 2006–2007 fiscal year, the formula provides that certificated staff compensation now includes the costs of public-school retirement and Medicare for those staff members. These items were previously paid from the Incidental Fund.

Failure to satisfy the deposit and expenditure requirements applicable to the Teachers' Fund will result in a deduction of the amount of the expenditure shortfall from a district's basic formula state aid for the following year unless the district receives an exemption from the State Board of Education.

A school board may transfer any portion of the unassigned balance remaining in the Incidental Fund to the Teachers' Fund. Any district that uses a transfer from the Incidental Fund to pay for more than 25% of the annual certificated compensation obligation of the district and has an Incidental Fund balance on June 30 in any year more than 50% of the combined Incidental and Teachers' Fund expenditures for the fiscal year just ended is required to transfer the excess from the Incidental Fund to the Teachers' Fund.

Limited Sources of Funds for Capital Expenditures

School districts may only pay for capital outlays from the Capital Projects Fund. Sources of revenues in the Capital Projects Fund are limited to (1) proceeds of general obligation bonds such as the bonds that are repaid from a Debt Service Fund levy and lease financings, (2) revenue from the school district's local property tax levy for the Capital Projects Fund, (3) certain permitted transfers from the Incidental Fund, and (4) a portion of the funds distributed to school districts from the Classroom Trust Fund.

Capital Projects Fund Levy

Prior to setting tax rates for the Teachers' and Incidental Funds, each school district must annually set the tax rate for the Capital Projects Fund as necessary to meet the expenditures of the Capital Projects Fund for capital outlays, except the tax rate set for the Capital Projects Fund may not be an amount that would result in the reduction of the equalized combined tax rates for the Teachers' and Incidental Funds to an amount below \$2.75.



Regulations that Govern the Budget Process

Transfers from the Incidental Fund to Capital Projects Fund

Each school district may transfer money from the Incidental Fund to the Capital Projects Fund for certain purposes, including (1) the amount to be expended for transportation equipment that is considered an allowable cost under the state Board of Education rules for transportation reimbursements during the current year; (2) the amount necessary to satisfy obligations of the Capital Projects Fund for state-approved area vocational-technical schools; (3) current year obligations for lease-purchase obligations entered into prior to January 1, 1997; (4) the amount necessary to repay costs of one or more guaranteed energy savings performance contracts to renovate buildings in the school district, provided the contract specified that no payment or total of payments shall be required from the school district until at least an equal total amount of energy and energy-related operating savings and payments from the vendor pursuant to the contract have been realized; and (5) to satisfy current year capital project expenditures, an amount not to exceed the greater of (a) \$162,326 or (b) 7% of the State Adequacy Target times a school district's WADA.

Transfers from Incidental Fund to Debt Service Fund and/or Capital Projects Fund

If a school district is not using the 7% or the \$162,326 transfer discussed in parts (5)(a) and (5)(b) of the prior paragraph and is not making payments on lease purchases pursuant to Section 177.088, RSMo, then the school district may transfer from the Incidental Fund to the Debt Service and/or the Capital Projects Fund the greater of (1) the state aid received in the 2005-2006 school year as a result of no more than 18 cents of the sum of the Debt Service Fund levy and Capital Projects Fund levy used in the foundation formula and placed in the Capital Projects Fund or Debt Service Fund or (2) 5% of the State Adequacy Target.

Applicable Fund Types and Titles

Fund Types

Chapter 165, RSMo, provides that all school monies must be accounted for within a framework for four funds:

- 001 - General Fund
- 002 - Teachers Fund
- 003 - Debt Service Fund
- 004 - Capital Projects Fund

GASB and GAAP

The GASB statement of principle on fund accounting systems states, "Governmental accounting systems should be organized and operated on a fund basis." A fund is an independent fiscal and accounting entity with its own assets, liabilities, and fund balance that are segregated to account for all financial transactions of specific activities of a local education agency's (LEA's) operation in accordance with special regulations, restrictions, or limitations. A fund type or account group may include many sub funds that are restricted in use to a specific phase of the activities. When sub funds are used, the revenue, expenditure, and fund balance accounts within the fund type are divided by sub fund to provide the separate accountability necessary to comply with the legal requirements of the various sub funds. Effective accounting control of a sub fund does not require use of separate bank accounts.



Applicable Fund Types and Titles

GASB and GAAP (continued)

Under Missouri statutes and Generally Accepted Accounting Principles (GAAP), fund accounting does not require school districts to maintain separate bank accounts for each fund. However, Section 165.011, RSMo, requires the Debt Service Fund to be maintained in a separate bank account. Other funds' accounting records must be constructed to demonstrate the propriety of segregated fund transactions.

In determining the number of funds appropriate for public school operations, the purposes and legal requirements of the various activities must be considered. GAAP recommends the minimum number of funds to be consistent with legal requirements because of the necessity of identifying expenditures with revenues for the various activities. Through GASB, GAAP recognizes three types of funds: Governmental, Proprietary, and Fiduciary. Within the Governmental Funds are a General Fund, Special Revenue Fund, Debt Service Fund, Capital Projects Fund, and Permanent Fund. To comply with GAAP, Missouri statutory funds are incorporated within this structure as follows:

Governmental Fund Types

- General Fund
 - Incidental Fund
- Special Revenue Fund
 - Teachers Fund
- Debt Service Fund
- Capital Projects Fund
- Permanent Fund

Proprietary Fund Types

Proprietary Fund Types are used to account for a governmental unit in a trustee capacity or as an agent for individuals, private organizations, and/or other governmental units.

- School Nutrition Services (potentially)

Fiduciary Fund Types

Fiduciary Fund Types are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, and/or other governmental units.

- Student Activities (potentially)
- Scholarship Funds



Applicable Fund Types and Titles

Fund Descriptions

The General Fund (Incidental Fund) is used to account for all financial resources except those required to be accounted for in another fund. This fund accounts for transactions involving local taxes; Foundation Program payments such as Basic Formula, Transportation, Early Childhood Special Education, Career Ladder, Educational Screening Entitlement/PAT, and Vocational/At-Risk; and various other transactions associated with federal projects.

The Special Revenue Fund (Teachers Fund) is used to account for revenue sources legally restricted to expenditures for the purpose of teachers' salaries and benefits and tuition payments to other school districts.

The Capital Projects Fund is used to account for all facility acquisition, construction, lease purchase principal, and interest payments and other capital outlay expenditures. Expenditures for ordinary repairs to school property will not be made from the Capital Projects Fund. Capital expenditures are defined as expenses paid or incurred for the acquisition or repair of assets that will remain useful for more than one year. Examples of these expenditures would be the cost of acquisition, construction, or erection of buildings; remodeling or reconstruction of buildings and the furnishing thereof; and similar property having a useful life substantially beyond the current fiscal year. Expenses in this fund shall be capitalized, and Internal Revenue Service guidelines are used to determine the appropriateness of specific expense items in the Capital Projects Fund. Examples of expenditures not allowed to be paid from the Capital Projects Fund include the costs of cleaning supplies, custodian salaries, maintenance supplies, and employee benefits.

Revenue placed in the Capital Projects Fund may come from the following sources:

- Tax rate set in the Capital Projects Fund
- Money received from the Basic Formula Classroom Trust Fund
- Bond sale proceeds
- Net insurance recoupment for a capital loss
- Money received from the sale of capital assets including real estate, school buildings, other buildings, furniture and equipment.
- Money received from any other source for buildings, equipment, lease purchase obligations, or other capital purposes.

The Debt Service Fund is used to account for the resources accumulated for and the payment of long-term debt. Amounts in the Debt Service Fund are generated from the Debt Service Fund tax levy and are used solely to retire bonded debt. While paying agent fees is always a legitimate expense of the Debt Service Fund, other expenses associated with the issuance of bonds are paid from the various funds (depending on whether the bond issue is a new issue or a refunding issue).

The following bond-related fees may be paid from either the Capital Projects Fund or the General (Incidental) Fund for a new bond issue. For a refunding general obligation bond issue, these fees may be paid from the General (Incidental) Fund (bond proceeds may not be placed in the General [Incidental] Fund) or from the refunding bond proceeds in the Debt Service Fund per Section 108.140, RSMo:

- Bonding attorney costs
- Costs of bond sales
- Registration fees
- Bond printing cards
- Other costs associated with issuing the bonds



Applicable Fund Types and Titles

Fund Descriptions (continued)

A Fiduciary Fund (Student Activities) is used to account for monies held by the LEA in a trustee capacity for individual student groups. The school board is responsible for all student activity funds in the district. The primary criterion for determining how these funds should be classified should be "Who determines how the money is spent?" Thus, athletic funds would generally be classified as governmental funds, while funds for clubs and class activities would generally be included in fiduciary funds. Any student activity funds classified as governmental funds should be budgeted and controlled in the same manner as other governmental funds. To generate useful and complete management information for use at the local level, the number of sub funds should be limited where possible. The number of sub funds a school district may use is not restricted to the funds specified. School districts may utilize more funds than the minimum outlined above for local accounting requirements or to comply with GAAP. State reporting will typically consolidate these other funds into the General (Incidental) Fund for year-end reporting purposes. Examples of these sub funds include the School Food Service Fund and Student Activities Fund. School administrators and other personnel assigned duties pertaining to school finance should become familiar with Chapter 165, RSMo.

The multiple fund-type system should be operated as a centralized system even though the financial transactions are recorded in separate funds. Although the identity of the assets making up each sub fund is kept separate and distinct, only one system of books is needed to account for all fund types. It is important to remember that a fund is not synonymous with a bank account.

Fund Coding

The overall account code structure is designed to standardize account coding across all district/charter schools. It creates a common language for use in controlling, recording, accumulating, and reporting the activities of the school districts/charter schools and allows for a common uniform record system to allow reporting of financial data in the Annual Secretary of the Board Report (ASBR).

Funds are numerically coded according to the prescribed format as follows:

001 - General (Incidental) Fund: The purpose of this fund is to account for all transactions having to do with the operations of the school district's/charter school's regular programs, except for those required to be accounted for in another fund.

002 - Special Revenue (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.

003 - Debt Service Fund: 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.

004 - Capital Projects Fund: The purpose of this fund is to account for all facility acquisition, construction, lease purchase principal, and interest payments as well as all other capital outlay expenditures.



Applicable Fund Types and Titles

Account Code - Function

The purpose of the function code is to refer to the action, purpose, or program to which a revenue or expenditure relates. It includes the activities which are performed to accomplish the objectives of OSD and are classified into the following categories:

- 1000 - Instructional
- 2000 - Support Services
- 3000 - Community Services
- 4000 - Facilities and Construction
- 5000 - Debt Service

Account Code - Revenue Object

The purpose of the revenue object code is to identify the source of revenue and occupy the identical field in the code structure as the expenditure object code. The revenues of the OSD are classified into the following categories:

- 5100 - Local Revenue
- 5200 - County Revenue
- 5300 - State Revenue
- 5400 - Federal Revenue
- 5600 - Other Revenue

Account Code - Expenditure Object

The purpose of the expenditure object code is based on how a particular expenditure is paid out or planned to be paid out, whether as a salary, an employee benefit, a purchased service, a supply item, a capital outlay, or debt expenditure. The expenditures of the OSD system are classified into the following categories:

- 6100 - Salaries - Certified
- 6150 - Salaries - Classified
- 6200 - Employee Benefits
- 6300 - Purchase Services
- 6400 - Supplies
- 6500 - Capital Outlay
- 6600 - Debt

Account Code - Location

The purpose of location codes are used to identify the locations of an expenditure. The location codes for OSD are as follows:

- 1050 - Ozark High School
- 2050 - Ozark Junior High
- 4060 - Ozark Middle School
- 4040 - South Elementary
- 4070 - West Elementary
- 4080 - East Elementary
- 4085 - North Elementary
- 7500 - Tiger Paw Early Childhood Center



Applicable Fund Types and Titles

Account Code - Project

The purpose for the project codes are used to group revenues and expenditures across the various Funds, Functions, Objects, Locations, and Departments, to identify items related to a specific grant or project. They are also used to provide more detail within the basic expenditure codes. The OSD must use DESE's assigned Project Codes for state and federal funding. Numerous local codes are used for OSD purposes.

Interfund Transactions (Transfers)

An area of special consideration in a multiple fund system is the interfund transactions that necessarily result in such a system. Five important principles should be observed in relation to interfund transactions:

- Interfund transactions should be limited.
- Interfund payables and receivables should not be built up when there is no intent or ability to settle such interfund obligations.
- Interfund transactions between two or more funds must be recorded by a balanced entry to each fund. Because each subfund is a separate set of balanced accounts, a debit to an account of one sub fund cannot be balanced by a credit to an account of another sub fund. In cases where two funds owe each other money, the receivable and payable within each fund should not be offset without more entries to both subfunds to remove the full amount of the payables and receivables from the statements.
- Interfund receivables and payables should not be viewed in the same manner as a receivable due from or to a source external to the LEA. The collection of the receivable from or payment of the payable to another sub fund will not improve the overall cash position of the LEA.
- Interfund transactions are limited to those set forth in Section 165.011, RSMo, and the Missouri DESE administrative policy. These are the allowed transfers:
 - Teachers Fund
 - Debt Service Balance
 - Transportation Balance
 - Area Vocational-Technical Schools
 - Grant Match
 - Department of Natural Resources (DNR) Energy Conservation Loan
 - Food Services
 - Student Activities
 - \$162,326 or 7% x SAT x WADA
 - Capital Projects Fund Interest
 - Unspent Bond Proceeds
 - Capital Projects Committed Funds
 - FY06 Designated Levy or 5% SAT x WADA
 - Lease Purchase Prior to January 1, 1997
 - Guaranteed Energy Performance Savings Contract
 - Excess Incidental Fund Balance



Applicable Fund Types and Titles

Other Requirements

Chapter 162, RSMo, pertains to school districts in general, but specifically addresses the following:

- Duties of the secretary and the treasurer of a Board of Education
- Bonding requirements for the secretary and the treasurer
- Reporting requirements for the treasurer and the secretary
- Compensation for the treasurer and the secretary
- Requirements for providing special educational services

Chapter 163, RSMo, pertains to issues relating to the calculation of state aid (definitions, requirements, eligibility, categorical, hold harmless, federal lands, Division of Youth Services) as well as correction of apportionment errors, Proposition C, transportation aid, and minimum teacher salary. This chapter has a significant impact upon the fiscal affairs of a school district.

Chapter 164, RSMo, also has a great impact on school finance. Legal limitations of tax levies for operation of educational programs, requirements for voting levies, duties of district personnel concerning bond elections, limitations placed upon districts concerning maximum amount of bonded indebtedness, and various requirements concerning the issuance of revenue bonds, all of which have major implications for the fiscal operations of public schools, are delineated.

Total Budget

All sub funds are included when the district reports total funds, total expenditures, total revenue, and total budget.



Classification of Revenues and Expenditures

Revenues

District revenues are received by fund and are also reported by fund and by source. Revenue sources include local, county, state, federal, and other or non-current sources. Account codes are used to uniquely identify each revenue by its source.

Sources of Revenue

The district funds its operations through various revenue sources, including the local property tax levy, state sales tax, state aid (outlined below), federal grants, and other sources such as state aid for transportation, a state cigarette sales tax, and a share of interest income from the counties where the district operates. Debt service on general obligation bonds is financed through the district's Debt Service Fund, primarily funded by local property taxes generated from a debt service levy. Additionally, the Debt Service Fund may include transfers from the Incidental Fund, revenue from the Classroom Trust Fund, and other taxes or payments in lieu of taxes, as determined by the Board's discretion.

Revenue from state and federal sources, as well as Proposition C sales tax (classified as local revenue), is received consistently on a monthly basis throughout the fiscal year. In contrast, local taxes are primarily collected in January, over six months into the district's fiscal year. Districts relying more heavily on local revenue often maintain larger fund balances compared to districts that depend more on state and federal aid, which provides a steady revenue stream throughout the year.

Local Revenue

The primary sources of local revenue are (1) taxes on real and personal property within a district, excluding railroad and utility property taxes, which are more fully described below, and (2) receipts from a 1% state sales tax (commonly referred to as "Proposition C revenues") approved by the voters in 1982, which are collected by the state and distributed to the district.

Proposition C revenues are deemed to be local revenues for school district accounting purposes.

County Revenue

All state-assessed railroad and utility property within a county is taxed uniformly at a rate determined by averaging the tax rates of all school districts in the county. No determination is made of the assessed value of the railroad and utility property that is physically located within the boundaries of each school district. Such tax collections for each county are distributed to the school districts within that county according to a formula based in part on total student enrollments in each district and in part on the taxes levied by each district. County revenue also includes certain fines and forfeitures collected with respect to violations within the boundaries of the school district.



Classification of Revenues and Expenditures

State Revenue

The primary source of state revenue or state aid is provided under a formula enacted under Chapter 163, RSMo. In its 2005 regular session, the Missouri General Assembly approved significant changes to the formula by adoption of SB 287, which became effective July 1, 2006. In its 2024 regular session, the Missouri General Assembly approved additional changes to the formula by the adoption of SB 727, which became effective July 1, 2024.

Federal Revenue

School districts receive certain grants and other revenue from the federal government that are required to be used for the specified purposes of the grant or funding program. The federal No Child Left Behind law required that every public school student must score at a proficient level or higher in math and reading by 2014. Each state establishes its own proficiency levels. Federal sanctions for school districts that fail to meet established proficiency standards include providing parents and students from underperforming schools within a district the right to request a transfer to a school within the district that meets proficiency standards. In addition, schools that continue to fail to meet proficiency standards must, in addition to transfers and tutoring, make additional changes in staffing, curriculum, and management. Federal sanctions apply only to public schools that receive Title I federal money.

In July of 2012, the State earned a waiver from the No Child Left Behind law when the United States Department of Education (DOE) approved the State's proposed accountability system, aimed at replacing the existing accountability measures of the No Child Left Behind law. This waiver expired August 1, 2016. The State's proposed system, Top 10 by 20, outlines a plan for the State to be in the top 10 states by 2020 with a focus on students becoming college and career ready by graduation.

The federal Every Student Succeeds Act (ESSA), which replaced the No Child Left Behind Act, was signed into law on December 10, 2015. Each state education agency must develop a state accountability plan (ESSA Plan) that incorporates testing based on challenging academic standards. The ESSA Plans were to be submitted to the DOE by either April 3 or September 18, 2017. Under ESSA, states can decide how much weight to give standardized tests in their accountability systems and determine what consequences, if any, should attach to poor performance. However, at least 95% of eligible students are required to take the state-chosen standardized test and federal funding can be withheld if states fall below the 95% threshold. The transition to new ESSA Plans began during the 2016–2017 school year, with full implementation expected in the 2018–2019 school year after a state's ESSA Plan was approved by the DOE. If a state's ESSA Plan was not approved prior to the 2018–2019 school year, that state was permitted to delay implementation of certain aspects of the ESSA Plan until the 2019–2020 school year.

The State of Missouri designed an accountability system that met the parameters outlined in ESSA. The State of Missouri submitted its plan to the DOE by the September 18, 2017, deadline. Under ESSA, the State will continue to test students through the Missouri Assessment Program (MAP).

Other/Non-Current Revenue Sources

The primary sources of non-current revenue are (1) the sale of bonds, (2) compensation or insurance recoveries for loss of school property, and (3) the sale of property.



Classification of Revenues and Expenditures

Expenditures

Expenditures are approved by the Board of Education by fund and are reported by fund, function, object, and location (operational unit). Expenditures by function describe the action, purpose, or program in which activities are performed, such as special education services. An expenditure's object identifies the service or commodity obtained, such as salaries, employee benefits, purchased services, supplies, or capital projects. Expenditure locations (operational units) are used to identify the program or school in which the expenditure is being made and approved. Unique account codes are established to identify funds, functions, objects, and units within the district accounting system.



Fund Balance Policies

Financial statements prepared for school districts include the General (Incidental) Fund, Special Revenue (Teachers) Fund, Debt Service Fund, and the Capital Projects Fund.

001 - General (Incidental) Fund Balance

The General (Incidental) and Special Revenue (Teachers) Funds are used for the day-to-day operation of the school district. The combined fund balance carried in these funds is the primary indicator of a district's financial viability and stability. Fund balances will appropriately fluctuate based on an individual school district's primary source of revenue. Some school districts receive 70% of their revenue from state and federal sources and 30% from local sources. Other districts are just the reverse, with 70% from local sources and 30% from state and federal sources. Because state and federal revenues are received monthly throughout the fiscal year and local taxes are received primarily in December and January, the timing of a district's receipts is important when evaluating its fund balance. According to state law, a school district shall not issue a check unless there is sufficient money in the treasury and in the proper fund (Section 165.021(4), RSMo). At a minimum, a school district should carry a combined fund balance in the General (Incidental) and Special Revenue (Teachers) Funds sufficient to make it through December without going negative on a fund balance basis. School districts have the option of borrowing money by entering into a tax anticipation note (TAN), which provides operating cash pending receipt of tax revenue.

002 - Special Revenue (Teachers) Fund Balance

The Special Revenue (Teachers) Fund is intentionally zeroed out at the end of every fiscal year with a state-approved transfer to the General (Incidental) Fund. At no time can a fund end with a negative balance. The district does not carry a fund balance in the Special Revenue (Teachers) Fund based on the ability to freely move funds between the General (Incidental) Fund and the Special Revenue (Teachers) Fund.

003 - Debt Service Fund Balance

The balance in the Debt Service Fund is highly predictable because expenditures usually consist of principal and interest payments from previous General Obligation Bonds, and are known in advance. Debt Service Fund monies are to be placed in a separate bank account and are not to be included with the district's operating (General, Special Revenue, and Capital Projects Funds) monies. The State Auditor's office monitors the fund balance in the Debt Service Fund when calculating the maximum annual Debt Service Fund levy. For these reasons, the Debt Service Fund balance has been excluded from the fund balance analysis.

004 - Capital Projects Fund Balance

The Capital Projects Fund balance analysis has also been excluded because this fund is highly restricted in terms of its usage and derivation. Capital Projects Fund money may be spent only for the erection of buildings or additions to buildings, remodeling or reconstruction of buildings, furnishings for buildings, payment of lease purchase obligations, purchases of real estate, and other capital outlay expenditures. Any expenditure for equipment that has a unit cost of \$5,000 or more and a useful life estimated at more than one year should be made from the Capital Projects Fund. Current operating expenses (repairs, supplies, etc.) cannot be paid from the Capital Projects Fund.



Basis of Accounting for Financial Reporting

General Accounting Policies

The district presents its governmental activities in fund financial statements on the modified cash basis of accounting, which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States, in conformity with the requirements of Missouri law and DESE. This basis recognizes assets, liabilities, net assets/fund equity, revenues, and expenditures when they result from modified cash transactions. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. District resources are allocated to and accounted for individual funds based on the purposes for which they are to be spent and how spending activities are controlled. Transactions have been recorded in the following funds for the accounting of all district funds:

- **001 - General (Incidental) Fund:** The General Fund is the primary operating fund of the district. It is used to account for general activities of the district, including expenditures for noncertified employees, pupil transportation costs, plant operation, fringe benefits, student body activities, community services, nutrition services, and any expenditures not required or permitted to be accounted for in other funds.
- **002 - Special Revenue (Teachers) Fund:** This fund accounts for expenditures for certificated employees involved in administration and instruction. It includes revenues restricted by the state and the local tax levy for the payment of teacher salaries and certain employee benefits.
- **003 - Debt Service Fund:** This fund accounts for the accumulation of resources for and the payment of principal, interest, and paying agent charges on long-term debt.
- **004 - Capital Projects Fund:** This fund accounts for resources restricted for the acquisition or construction of specific capital projects or items. It accounts for the proceeds of long-term debt, taxes, and other receipts, including bond proceeds designated for construction of major capital assets and all other capital outlay.

The treasurer of the district is responsible for handling all monies of the district and administering the above funds. All monies received by the district from whatever source are credited to the appropriate fund. Monies may be disbursed from such funds by the treasurer only for the purpose for which they are levied, collected, or received and only upon checks drawn by the treasurer pursuant to orders of the board or upon orders for payment issued by the treasurer pursuant to orders of the board.

The financial records of the district are audited annually by an independent public accountant according to the modified cash basis of accounting. The most recent annual audit was performed by KPM, Certified Public Accountants, Springfield, Missouri. The audited financial statements of the district for the fiscal year that ended June 30, 2025, together with the independent auditor's report are available on the district's website. A summary of the district's significant accounting policies is contained in the notes accompanying the financial statements. The audited financial statements for earlier years with reports by the certified public accountants are available for examination in the district office.



Basis of Accounting for Financial Reporting

General Accounting Policies

- **Fund Accounting** - The accounts of the district are organized based on funds, each of which is considered to be a separate accounting entity. The operations of each fund are summarized by providing a separate set of balancing accounts that include assets, liabilities, and fund balances arising from revenues and expenditures. The following funds are used by the district: General (Incidental) Fund, Special Revenue (Teachers) Fund, Debt Service Fund, and Capital Projects Fund.
- **Basis of Accounting** - The measurement focus and basis of accounting determine the accounting and financial reporting treatment applied to a fund. The district's policy is to operate its financial statements on the cash basis of accounting. Revenues are recognized in the accounting period in which the revenue is received. Expenditures are recognized when the related fund liability is incurred, and payment is made. Debt service resources are provided during the current year for payment of general long-term debt principal and interest; therefore, the expenditures and related liabilities are recognized in the Debt Service Fund.
- **Budgets and Budgetary Accounting:** The district follows the procedures below in establishing the budgetary data reflected in the financial statements:
 - In accordance with Chapter 67, RSMo, the district adopts a budget for each fund of the political subdivision.
 - Prior to the new fiscal year, the Executive Director of Business Services, who serves as the Board Treasurer, submits to the Board of Education a proposed cash basis budget for the fiscal year beginning on the following July 1. The proposed budget includes estimated revenues and proposed expenditures for all district funds. Budgeted expenditures cannot exceed beginning available monies plus estimated revenues for the year.
 - The Board of Education legally authorizes by a vote to approve the budget before July 1.
 - The Board of Education has the authority to make necessary adjustments to the budget by formal vote, before official approval. Adjustments made during the year are reflected in the final budget amendment approved by the Board of Education.

Cash and Temporary Investments

- **Pooled Cash** - Certain cash resources of the General, Special Revenue, and Capital Projects funds are combined to form a pool of cash and investments, which is managed by the Board Treasurer. The pooled accounts consist primarily of the bank checking account, bank money market accounts, and US Government agency securities.
- **Cash and Investments** - Cash resources of the individual funds are combined to form a pool of cash and temporary investments (except the Debt Service Fund). State law requires that all deposits of the Debt Service Fund be kept separate and apart from all other funds of the district. Missouri statutes require that all deposits with financial institutions be collateralized in an amount at least equal to uninsured deposits.



Basis of Accounting for Financial Reporting

Taxes

Property taxes attach as an enforceable lien on property as of January 1. Taxes are levied on November 30. All unpaid taxes become delinquent January 1 of the following year. The county collects the property taxes and remits them to the district monthly.

Long-Term Debt

Article VI, Section 26(b), Constitution of Missouri, limits the outstanding amount of authorized general obligation bonds of a district to 15% of the assessed valuation of a district (including state-assessed railroad and utilities).

Refunded Debt

Proceeds from Issues 2013, 2017, 2021, 2023, and 2023B General Obligation Bonds were used for the refunding and refinancing of existing General Obligation Bonds to lower the interest rate paid on the existing debt.

Leases

The District currently does not have any lease agreements.

Pension Plans

The OSD contributes to the PSRS, a cost sharing multiple employer-defined benefit pension plan. PSRS provides retirement and disability benefits to certificated employees and death benefits to members and beneficiaries. Positions covered by the PSRS are not covered by Social Security. PSRS benefit provisions are set forth in Chapter 169.010.141 of the Missouri Revised Statutes.

Effective July 1, 2011, PSRS members were required to contribute 14.5% of their annual covered salary, and the OSD was required to contribute a matching amount. The contribution requirements of members and the OSD are established and may be amended by the PSRS Board of Trustees.

The OSD also contributes to PEERS, a cost sharing multiple employer-defined benefit pension plan. PEERS provides retirement and disability benefits to employees of the District who work 20 or more hours per week and who do not contribute to the PSRS of Missouri. Certain part-time certified employees may be covered by this plan. Benefit provisions are set forth in Chapter 169.600.715 of the Missouri Revised Statutes.

Effective July 1, 2011, PEERS members were required to contribute 6.86% of their annual covered salary, and the OSD was required to contribute a matching amount. The contribution requirements of members and the OSD are established and may be amended by the PEERS Board of Trustees.



Basis of Accounting for Financial Reporting

Deferred Compensation Plans

The District offers its employees a choice of deferred contribution plans created in accordance with Internal Revenue Code Sections 403(b) and 457. These plans available to District employees permit them to defer a portion of their salary for future years.

Under the 403(b) and 457 plans, all amounts of compensation deferred; all property and rights purchased with those amounts; and all income attributable to those amounts, property, or rights are solely the property of the contributor and are not subject to the creditors of the District, whereas under the 457 plan, the amounts (until paid or made available to the employee or other beneficiary) are solely the property and subject to the rights of the District. All amounts being deferred are required to be held in a tax-exempt trust or custodial account of an annuity contract insulating such amounts from the District's creditors.

The District has no liability for losses under either plan, but under the 457 plan, the District does have the duty of due care that would be required of any ordinary sensible investor.

Employee Insurance Benefits

The OSD uses Cox Health for health benefits, Kansas City Life for dental and vision care benefits, Unum Life for life insurance and long-term disability benefits to participating employees and their families. The participating employees cover costs associated with families through payroll deductions based on their coverage election. The District's maximum liability for each employee and in the aggregate for a one-year period is limited by insurance coverage specifications.

District Insurance Program

The OSD participates in a public entity self-insured risk pool for insurance coverage. Workers' Compensation, Property, Liability, Umbrella Liability, Cyber Liability, Pollution Liability, School Board Liability, and Treasurer's Bond coverage is provided by the Missouri United School Insurance Council (MUSIC). Deposits are made to the pool by the District to cover anticipated losses. These deposits are reported as an insurance expense. The pool purchases reinsurance to further protect against large losses. In the event the deposited amounts and reinsurance proceeds are insufficient to pay claims, the District can be assessed for additional amounts. All deposits are charged to insurance expenses in the budget.

Contingencies

If any claims or lawsuits should be filed against the District, it is the opinion of District management that the potential loss on such claims and lawsuits would not be significant to the District's financial statements taken as a whole, and most if not all, would be covered by the District's Errors and Omission insurance policy.



Budget Development Process

Budget Process

The OSD budget is guided by **Board Policy DB**:

One of the board's primary responsibilities is to secure adequate funds to conduct a quality education program in the district. The annual district budget is a written document presenting the board's plan for allocation of the available financial resources to sustain and improve the educational function of the school district and promote each student's academic success and well-being in accordance with priorities established in the Continuous School Improvement Plan (CSIP). The annual budget is a legal document describing the programs to be conducted during the fiscal year and is the basis for the establishment of tax rates for the district. The fiscal year is defined as beginning annually on the first day of July and ending on the thirtieth day of June following.

The development of the district budget is a continuous process that includes the analysis of prior year actuals, current year estimates compared to the budget, and input from staff, administration, the Board of Education, and the community.

School building allocations are based off projected enrollment, special programs, and activities associated with the district's strategic goals for the following school year. The school principal receives feedback from PLC leaders and faculty members when determining how to allocate funds within the building. Department and program directors are provided an allocation which takes into account stakeholder input, Board of Education goals and strategic plan goals.

Salaries and benefits, which account for over 80% of the operating expenditures of the District are based on the current staff salaries plus additional staffing approved by the Board of Education (BOE). Additional staffing needs are submitted to the Human Resources Department for consideration and evaluation. All requests are analyzed by building principals and District leadership teams considering factors such as: enrollment projections, standard class sizes, and revenue/expense projections.

Budgeting for capital outlay is reviewed throughout the year as building capacity and specific building needs are presented. Building walkthroughs are done throughout the school year, and information is shared from the program director to the Executive Director of Operations. The facilities master plan is referenced to analyze projects that should be funded for the following fiscal year. Any unfunded capital requests are updated in the facilities master plan.



Budget Development Process

Budget Calendar

The fiscal year for OSD starts on July 1 and ends on June 30. A typical budget calendar shown below lists the typical budget activities by month.

Budget Calendar	
July	• New Fiscal Year • ASBR Submitted for previous fiscal year • Pro forma tax rate information submitted to Missouri state auditor's office • Staff salary schedules posted • County provides final assessed valuation numbers
August	• BOE sets tax rate
September	• Enrollment estimates confirmed on September count day
October	• Cabinet and BOE analyzes CSIP evaluation • Possible budget amendment presented to BOE
November	• Monitor budget cycle for accuracy and discrepancies
December	• Final audit approved per DESE requirements
January	• Principals and budget managers meet with top level cabinet members to review current year and next fiscal year budget numbers • New fiscal year created in financial software
February	• Revenue projections are updated • Salary and benefits scenarios are evaluated • Initial budget proposals are reviewed from principal and budget managers meetings • Possible budget amendment presented to BOE
March	• Revenue from Investments/Use of Surplus Funds • Final month to enter purchase orders for current fiscal year
April	• Monitor current year revenue and expenditures • Final budget proposal meetings with principals and budget managers • Begin meeting with buildings' staff members to provide salary/benefits plans
May	• Continue meeting with buildings' staff members to provide salary/benefits plans • Final month to use district credit cards for current fiscal year • Final month to enter payment requests for current fiscal year • Salary and benefits scenarios are finalized
June	• Possible budget amendment presented to BOE • BOE approves budget for next fiscal year • New fiscal year budget numbers posted



Budget Development Process

Budget Adoption, Implementation, and Evaluation

The OSD budget for the next fiscal year is presented at the BOE meeting in June. Financial reports are presented to the BOE throughout the year to show actuals compared to budgeted. Long range budget planning continues throughout the year before the final preliminary budget is presented.

The budget for next fiscal year is approved at the final BOE meeting in June. Budget amendments may be presented throughout the year when necessary.

Budget managers are responsible for specific line-items related to their program. Monthly accounting reports are available for budget managers to track revenue and expenditures throughout the year. The final step in the budget process is the evaluation of the financial plan as a whole, which is developed annually in the OSD annual budget.

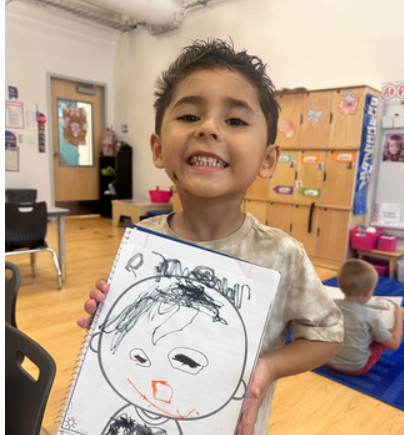
Budget Administration and Management Process

The Business Services Department stays in regular contact with budget leaders throughout the fiscal year. As needs evolve, budget leaders may need to adjust specific budget items. When this occurs, the budget leader's unit or function is reviewed to determine if efficiencies in one area can offset the cost of the requested adjustment. If the excess budgeted amounts within the unit or function remains at or under budget, the budget leader is typically authorized to overspend in an account. If it is determined that the budget leader's unit or function has no excess budget amount, other functions are reviewed for excess budget amounts. If these reviews reveal no excess budgeted amounts, and budget modification request would be discussed with the BOE for their approval.

Other Sustaining Local Revenue Sources

- Individual programs such as Tiger Paw (pre-kindergarten) and Tiger Care (before/after school care) generate revenue through tuition to attend these programs.
- OSD does not offer K-12 school services to students living outside the district boundaries, therefore, there is no revenue generated by tuition to the K-12 program.





FINANCIAL SECTION



OZARK
SCHOOL DISTRICT

1600 W. Jackson St.
Ozark, MO 65721

<https://www.ozarktigers.org>

Financial

Key Budget Factors

The district's FY26 revenues are budgeted at **\$89.9 million** in total revenue and **\$81.0 million** in operating revenue (exclude revenues from the debt service levy and the sale/refinancing of general obligation bonds or certificates of deposit). The district's FY26 expenditures includes **\$96.9 million** in total expenditures, with **\$85.8 million** in operating expenditures (exclude expenditures from debt service and construction). The projected deficit between operating revenue (**\$81.0 million**) and operating expenditures (**\$85.8 million**) is **\$4.8 million** and could result in a projected fund balance decrease for fiscal year FY26. However, local property tax revenues were originally budgeted before voter approval of the 20-cent debt service levy transfer last August.

The ASBR for FY25 showed the district's Fund 10/20 reserve balance ratio was 26.00%. The end of FY26 predicts the reserve ratio to be near 26-28%. One of the most important tasks the BOE will need to address is the declining trend of the district's reserve ratio as Senate Bill 3 plays a pivotal role still along with declining enrollment.

Teacher and staff retention have been a priority for the District in FY26, as \$1,400 was added to the first cell on the teacher's salary schedule, with an equal percent added to all other cells. An additional \$1,000 was also added to the teacher salary schedule for teachers with a Masters degree or above. An equal percentage based on the \$1,400 added to the first cell of the teacher salary schedule was also added to the classified and certified (non-teacher) salary schedules.

Strong revenue from new construction and state aid along with voter approval of a 20-cent debt service levy transfer this past August allowed the district to be aggressive in additions to the salary schedule for FY26. Senate Bill 727 modified how WADA is calculated allowing weighted average membership (WAM) to make up 10% of our student count, which slightly increased state funding to OSD. WAM will continue to make up an additional 10% of our Formula student count each fiscal year until FY30 where it will be 50% of our student count number (with the other 50% being WADA).

Enrollment has been updated to reflect a total K-12 enrollment of 5,739 for the 2025-2026 school year for the district's September enrollment count, which is a decrease of 33 students from the previous year. Supply budgets, equipment, textbooks, technology, nursing, and the media center are just a few of the budgets paid out on a per pupil basis, which are factored in the budget annually.

This revised budget represents guidelines for the financial operation of the district for the remainder of the 2026 fiscal year. Local tax revenues arrived in December and January, and DESE has provided monthly data on appropriations for major state revenues. Your study and discussion of this budget are encouraged and appreciated. Please contact us if you have questions regarding the information contained in this document.



Financial

Organization of Financial Data

The data presented in the financial section is presented in a top down approach, which starts at a high level and progressively gets more detailed at lower levels. This approach allows the information to be organized in a way to show broad financials followed by itemized information.

Level One - Summary Data for Total Budget (All Funds Combined)

- Total Revenues by Source: Revenue source indicates the origin of the revenue which includes the following areas: local, county, state, federal or other.
- Total Expenditures by Object: Expenditure object references the type of service or product obtained, such as employee salaries, employee benefits, purchase services, supplies or capital projects.

Level Two - Summary Data for all Operating Funds

- Operating Revenue by Source: Revenue source indicates the origin of the revenue which includes the following areas: local, county, state, federal or other.
- Operating Expenditures by Object: Expenditure object references the type of service or product obtained, such as employee salaries, employee benefits, purchase services, supplies or capital projects.

Level Three - Summary Data for all Individual Funds

- Total Revenue by Source: Revenue source indicates the origin of the revenue which includes the following areas: local, county, state, federal or other.
- Total Expenditures by Object: Expenditure object references the type of service or product obtained, such as employee salaries, employee benefits, purchase services, supplies or capital projects.

Level Four - Summary Data for Expenditures by Function and Object

- Total Expenditures by Function: Expenditure function indicates the activities or actions that are performed to accomplish the objectives of the school district.
- Total Expenditures by Object: Expenditure object references the type of service or product obtained, such as employee salaries, employee benefits, purchase services, supplies or capital projects.



Presentation of Fiscal Years

In the Financial Section the following data and format will be utilized to represent multiple fiscal years.

School Year	Financial Data Presented
2021-2022	Actual values on the ASBR that have been audited and submitted to DESE.
2022-2023	Actual values on the ASBR that have been audited and submitted to DESE.
2023-2024	Actual values on the ASBR that have been audited and submitted to DESE.
2024-2025	Actual values on the ASBR that have been audited and submitted to DESE
2025-2026	Budgeted values using the annual budgeting process. These values are highlighted in red.
2026-2027	Estimated values based on forecasts using methodologies as described later in the document .
2027-2028	Estimated values based on forecasts using methodologies as described later in the document .
2028-2029	Estimated values based on forecasts using methodologies as described later in the document .

Presentation of Values

Values within the tables of the financial section have been rounded to the nearest dollar (whole number) in order to streamline the presentation. Totals and subtotals have also been rounded for clarity. In some cases, sums of the numbers presented may differ slightly due to rounding. These differences are not material and are not deemed to be misrepresentation or errors by OSD.



Level One - Summary of Total Budget (All Funds Combined)

Description of Major Revenue Sources

Revenue sources specify the origin of the revenue such as local, county, state, federal or other sources.

Revenue Source	Examples
5100 - Local Sources	Taxes, Prop C, Tuition, Transportation, Earnings on Investment, Food Service Programs.
5200 - County Sources	Tax collected by Christian County for the LEA. County collected fines and forfeitures.
5300 - State Sources	Foundation Formula Payment, Classroom Trust Fund, High Need Fund - Special Education, Early Childhood Education.
5400 - Federal Sources	Title I, Title IIA, Title III, Title IV, IDEA Entitlement Funds, Medicaid, CARES, ESSER.
5600 - Non-current Revenue	Sale of Bonds, Sale of Property/Equipment, Refunding Bonds, Net Insurance Recovery, Capital Lease proceeds (COP).
5800 - Amounts received from other LEAs	Contracted Educational Services from other LEAs, Transportation from other LEAs.

Total Revenue by Source - All Funds

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budgeted Revision 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Revenue Sources									
5100	Local	\$40,794,418	\$41,507,667	\$44,520,542	\$43,255,750	\$44,081,670	\$45,935,571	\$48,039,827	\$49,287,719
5200	County	\$654,209	\$628,167	\$631,078	\$631,916	\$637,700	\$644,077	\$650,518	\$657,023
5300	State	\$30,972,063	\$32,219,478	\$32,778,760	\$37,123,070	\$38,782,144	\$38,543,600	\$38,810,980	\$39,223,480
5400	Federal	\$10,419,089	\$5,896,288	\$6,671,745	\$5,224,824	\$6,350,745	\$4,310,000	\$4,310,000	\$4,310,000
5600	Non-current Revenue	\$36,950,826	\$20,216,208	\$34,741,162	\$23,601	\$20,000	\$20,000	\$20,000	\$20,000
5800	Receipts-Other LEAs	\$3,553,898	\$377,990	\$25,358	\$91,932	\$67,000	\$67,000	\$67,000	\$67,000
	Total Revenues	\$123,344,504	\$100,845,799	\$119,368,646	\$86,351,093	\$89,939,259	\$89,520,248	\$91,898,325	\$93,565,222

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

*Revenue estimates assume there will be no revenue from bond sales or bond refunding.



Level One - Summary of Total Budget (All Funds Combined)

Major Shifts for the 2025-2026 School Year

Forecasted data related to revenue is based on new information and historical trends. Local Revenue (5100) will increase due to property reassessment, increased assessed valuation, and the approval by voters for a 20-cent debt service levy transfer in August 2025. CPI was set at 2.9%, therefore the increase in operating funds will be based on CPI and new construction, as well as the increased operating levy. Federal Revenue (5400) will increase due to a one time energy grant, however, the district will no longer receive ESSER funds. These funds were used to pay for employees that supported these programs. OSD will need to use other revenue sources to cover these costs. Other federal revenue from Title programs may also be affected due to shifts in federal funding.

Description of Major Expenditure Sources

Expenditure objects specify the service or commodity obtained, such as salaries, employee benefits, purchased services, supplies, or capital projects. The Missouri Financial Accounting Manual defines and provides account codes for the following expenditure objects.

Expenditure Source	Examples
6100 - Salaries	Full and Part Time Certified Employee Salaries, Full and Part Time Classified Employee Salaries, Certified and Classified Unused Leave and/or Severance Pay.
6200 - Employee Benefits	Certified and Classified Retirement, OASDI and Medicare, Employee Insurance, Workers Compensation Insurance, Unemployment Insurance.
6300 - Purchased Services	Professional and Technical Services, Property Services, Insurance - Other than Employee Benefits, Communication, Dues and Memberships, Other Purchased Services.
6400 - Supplies and Materials	General Supplies, Textbooks, Periodicals and Instructional Resource Materials, Library Books, Technology Related Supplies, Food, Energy, Warehouse Inventory.
6500 - Capital Outlay	Capital Outlay, Land, Buildings, Improvements Other than Buildings, Equipment, Vehicles, School Buses, Other Capital Outlay
6600 - Long and Short Term Debt	Expenditures for the retirement of debt, the payment of interest on debt and the payment of fees.



Level One - Summary of Total Budget (All Funds Combined)**Total Expenditure by Object - All Funds**

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budgeted Revision 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Expenditure Objects									
6100	Salaries	\$41,156,781	\$44,550,009	\$45,160,171	\$46,327,967	\$50,684,712	\$52,625,128	\$54,584,172	\$56,553,149
6200	Employee Benefits	\$12,038,482	\$13,241,228	\$13,824,278	\$14,513,959	\$15,074,204	\$15,319,037	\$15,735,600	\$16,169,497
6300	Purchased Services	\$8,025,410	\$5,098,968	\$5,065,608	\$5,780,335	\$5,603,588	\$5,654,384	\$5,710,928	\$5,768,037
6400	Supplies	\$6,073,969	\$7,194,291	\$7,183,878	\$7,368,645	\$7,319,197	\$7,320,194	\$7,393,396	\$7,467,330
6500	Capital Outlay	\$24,699,234	\$13,164,519	\$40,071,582	\$7,077,465	\$6,312,646	\$1,818,311	\$1,909,227	\$2,004,688
6600	Long and Short Term Debt	\$6,301,939	\$30,461,328	\$18,064,578	\$9,499,921	\$11,894,908	\$8,399,775	\$8,133,825	\$8,736,075
	Total Expenditures	\$98,295,817	\$113,710,343	\$129,370,096	\$90,568,292	\$96,889,255	\$91,136,829	\$93,467,148	\$96,698,776

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

*Expense estimates do not include unknown future construction projects.

Major Shifts for the 2025-2026 School Year

Salary increases for both certified and classified staff will increase expenditures for Salaries (6100) and Benefits (6200). There will be an increase in Purchased Services (6300) due to an annual percentage increase in cost of services. There will be a slight increase in Supplies (6400), due to the increase in the cost of goods and materials. Expenditures related to Capital Outlay (6500) will reflect the final projects that will be completed from savings related to the 2022 general obligation bond.

Fund Balances (Reserve Ratio)

Fund Balance Reserve Ratio								
Year	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Reserve Ratio	30.93%	30.65%	28.60%	31.27%	29.01%	25.36%	26.11%	26.00%

Fund Balance Changes and Trends

OSD has identified a fund balance reserve ratio of 20% to 30% as an ideal range for the district. This ensures that OSD has the funds available for approximately three months of expenses if there was an unexpected disruption in revenue. The reserve ratio went above 30% in 2020-2021 due to an influx of funding due to the COVID pandemic. OSD continues to monitor the reserve ratio percentage to ensure the district stays within the recommended range. OSD had approximately \$5 million in savings in fund 004 related to the 2022 bond project. The majority of these funds have been spent in the 2025-2026 fiscal year to address additional facility needs. OSD will continue to monitor our fund 4 balance to ensure there are sufficient funds available for Certificates of Participation debt payments and capital projects in future years. A reserve amount of 75% of expenses will be the benchmark.



Level Two - Summary of Data for Operating Funds

Level Two presents a summary of operating funds which excludes the debt service fund (fund 003).

Description of Major Operating Revenue Sources

Revenue sources specify the origin of the revenue such as local, county, state, federal or other sources.

Revenue Source	Examples
5100 - Local Sources	Taxes, Prop C, Tuition, Transportation, Earnings on Investment, Food Service Programs.
5200 - County Sources	Tax collected by Christian County for the LEA. County collected fines and forfeitures.
5300 - State Sources	Foundation Formula Payment, Classroom Trust Fund, High Need Fund - Special Education, Early Childhood Education.
5400 - Federal Sources	Title I, Title IIA, Title III, Title IV, IDEA Entitlement Funds, Medicaid, CARES, ESSER.
5600 - Non-current Revenue	Sale of Bonds, Sale of Property/Equipment, Refunding Bonds, Net Insurance Recovery, Capital Lease proceeds (COP).
5800 - Amounts received from other LEAs	Contracted Educational Services from other LEAs, Transportation from other LEAs.

Operating Revenue by Source - (Funds 001, 002, 004)

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budget Requested 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Operating Revenue Sources									
5100	Local	\$34,656,596	\$32,680,199	\$36,627,510	\$36,240,773	\$38,104,828	\$37,959,589	\$39,585,286	\$40,537,269
5200	County	\$536,460	\$517,417	\$524,785	\$524,925	\$527,200	\$532,472	\$537,797	\$543,175
5300	State	\$30,972,063	\$32,219,478	\$32,778,760	\$37,123,070	\$38,782,144	\$38,543,600	\$38,810,980	\$39,223,480
5400	Federal	\$10,419,089	\$5,896,288	\$6,671,745	\$5,224,824	\$6,350,745	\$4,310,000	\$4,310,000	\$4,310,000
5600	Non-current Revenue	\$36,950,826	\$16,208	\$25,631,162	\$23,601	\$20,000	\$20,000	\$20,000	\$20,000
5800	Receipts-Other LEAs	\$3,553,898	\$377,990	\$25,358	\$91,932	\$67,000	\$67,000	\$67,000	\$67,000
	Total Revenues	\$117,088,932	\$71,707,580	\$102,259,320	\$79,229,125	\$83,851,917	\$81,432,661	\$83,331,063	\$84,700,924

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

*Revenue estimates assume there will be no revenue from bond sales or bond refunding.



Level Two - Summary of Data for Operating Funds

Major Shifts for the 2025-2026 School Year

Forecasted data related to revenue is based on new information and historical trends. Local Revenue (5100) will increase due to property reassessment, increased assessed valuation, and the approval by voters for a 20-cent debt service levy transfer in August 2025. CPI was set at 2.9%, therefore the increase in operating funds will be based on CPI and new construction, as well as the increased operating levy. Federal Revenue (5400) will increase due to a one time energy grant, however, the district will no longer receive ESSER funds. These funds were used to pay for employees that supported these programs. OSD will need to use other revenue sources to cover these costs. Other federal revenue from Title programs may also be affected due to shifts in federal funding.

Description of Major Operating Expenditure Sources

Expenditure objects specify the service or commodity obtained, such as salaries, employee benefits, purchased services, supplies, or capital projects. The Missouri Financial Accounting Manual defines and provides account codes for the following expenditure objects.

Expenditure Source	Examples
6100 - Salaries	Full and Part Time Certified Employee Salaries, Full and Part Time Classified Employee Salaries, Certified and Classified Unused Leave and/or Severance Pay.
6200 - Employee Benefits	Certified and Classified Retirement, OASDI and Medicare, Employee Insurance, Workers Compensation Insurance, Unemployment Insurance.
6300 - Purchased Services	Professional and Technical Services, Property Services, Insurance - Other than Employee Benefits, Communication, Dues and Memberships, Other Purchased Services.
6400 - Supplies and Materials	General Supplies, Textbooks, Periodicals and Instructional Resource Materials, Library Books, Technology Related Supplies, Food, Energy, Warehouse Inventory.
6500 - Capital Outlay	Capital Outlay, Land, Buildings, Improvements Other than Buildings, Equipment, Vehicles, School Buses, Other Capital Outlay
6600 - Long and Short Term Debt	Expenditures for the retirement of debt, the payment of interest on debt and the payment of fees.



Level Two - Summary of Data for Operating Funds

Operating Expenditures by Source - (Funds 001, 002, 004)

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budget Requested 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Expenditure Objects									
6100	Salaries	\$41,156,782	\$44,550,009	\$45,181,822	\$46,327,967	\$50,684,712	\$52,625,128	\$54,584,172	\$56,553,149
6200	Employee Benefits	\$12,038,482	\$13,241,228	\$13,824,278	\$14,513,960	\$15,074,204	\$15,319,037	\$15,735,600	\$16,169,497
6300	Purchased Services	\$8,034,478	\$5,098,968	\$5,042,667	\$5,780,335	\$5,603,588	\$5,654,384	\$5,710,928	\$5,768,037
6400	Supplies	\$6,064,901	\$7,194,291	\$7,183,880	\$7,368,645	\$7,319,197	\$7,320,194	\$7,393,396	\$7,467,330
6500	Capital Outlay	\$24,699,234	\$13,164,519	\$40,072,872	\$7,077,465	\$6,312,646	\$1,818,311	\$1,909,227	\$2,004,688
6600	Long and Short Term Debt	\$1,425,648	\$907,475	\$1,137,844	\$2,549,056	\$5,358,076	\$2,014,425	\$1,873,225	\$1,890,725
	Total Expenditures	\$93,419,526	\$84,156,491	\$112,443,363	\$83,617,428	\$90,352,423	\$84,751,479	\$87,206,548	\$89,853,426

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

*Expense estimates do not include unknown future construction projects.

Major Shifts for the 2025-2026 School Year

Salary increases for both certified and classified staff will increase expenditures for Salaries (6100) and Benefits (6200). There will be a slight increase in Purchased Services (6300) due to an annual percentage increase in cost of services. There will also be a slight increase in Supplies (6400), due to the increase in the cost of goods and materials. Expenditures related to Capital Outlay (6500) will reflect the final projects that will be completed from savings related to the 2022 general obligation bond.

Fund Balance Changes and Trends

OSD has identified a fund balance reserve ratio of 20% to 30% as an ideal range for the district. This ensures that OSD has the funds available for approximately three months of expenses if there was an unexpected disruption in revenue. The reserve ratio went above 30% in 2020-2021 due to an influx of funding due to the COVID pandemic. OSD continues to monitor the reserve ratio percentage to ensure the district stays within the recommended range. OSD had approximately \$5 million in savings in fund 004 related to the 2022 bond project. The majority of these funds have been spent in the 2025-2026 fiscal year to address additional facility needs. OSD will continue to monitor our fund 4 balance to ensure there are sufficient funds available for Certificates of Participation debt payments and capital projects in future years. A reserve amount of 75% of expenses will be the benchmark.



Level Three - Summary of Data for Individual Funds

Level Three presents a summary of individual funds which includes the total revenues and total expenditures for all fund types.

Description of Major Operating Revenue Sources

Revenue sources specify the origin of the revenue such as local, county, state, federal or other sources. The DESE Missouri Financial Accounting Manual defines account codes for the following revenue sources.

Revenue Source	Examples
5100 - Local Sources	Taxes, Prop C, Tuition, Transportation, Earnings on Investment, Food Service Programs.
5200 - County Sources	Tax collected by Christian County for the LEA. County collected fines and forfeitures.
5300 - State Sources	Foundation Formula Payment, Classroom Trust Fund, High Need Fund - Special Education, Early Childhood Education.
5400 - Federal Sources	Title I, Title IIA, Title III, Title IV, IDEA Entitlement Funds, Medicaid, CARES, ESSER.
5600 - Non-current Revenue	Sale of Bonds, Sale of Property/Equipment, Refunding Bonds, Net Insurance Recovery, Capital Lease proceeds (COP).
5800 - Amounts received from other LEAs	Contracted Educational Services from other LEAs, Transportation from other LEAs.

Operating Revenue by Source - Individual Funds

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budget Requested 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Fund 001 - Operating Revenue Sources									
5100	Local	\$20,175,252	\$23,900,384	\$25,906,269	\$26,435,672	\$28,807,498	\$28,325,921	\$29,931,514	\$30,871,066
5200	County	\$440,984	\$441,947	\$430,549	\$443,994	\$442,200	\$449,077	\$455,518	\$462,023
5300	State	\$784,449	\$1,786,414	\$2,031,737	\$2,598,635	\$1,962,876	\$1,957,168	\$1,957,168	\$1,957,168
5400	Federal	\$6,946,035	\$3,812,848	\$3,318,295	\$2,771,233	\$2,831,405	\$2,762,200	\$2,762,200	\$2,762,200
5600	Non-current Revenue	\$42,722	\$16,208	\$505,214	\$6,266	\$20,000	\$20,000	\$20,000	\$20,000
5800	Receipts-Other LEAs	\$3,543,362	\$372,632	\$25,358	\$91,932	\$67,000	\$67,000	\$67,000	\$67,000

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

*Revenue estimates assume there will be no revenue from bond sales or bond refunding.



Level Three - Summary of Data for Individual Funds

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budget Requested 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Fund 002 - Special (Teachers) Revenue Sources									
5100	Local	\$6,943,923	\$7,601,969	\$8,753,387	\$8,770,301	\$8,783,600	\$8,783,600	\$8,783,600	\$8,783,600
5200	County	\$95,476	\$75,469	\$94,236	\$80,931	\$85,000	\$85,000	\$85,000	\$85,000
5300	State	\$28,347,717	\$30,256,440	\$30,371,548	\$32,685,885	\$34,921,134	\$34,708,320	\$34,975,700	\$35,388,200
5400	Federal	\$3,427,814	\$2,065,091	\$3,336,313	\$2,453,590	\$1,363,324	\$1,547,700	\$1,547,700	\$1,547,700
5600	Non-current Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5800	Receipts-Other LEAs	\$10,536	\$5,357	\$0	\$0	\$0	\$0	\$0	\$0
Fund 003 - Debt Service Revenue Sources									
5100	Local	\$6,137,822	\$8,827,468	\$7,893,031	\$7,014,977	\$5,976,842	\$8,311,050	\$8,809,713	\$9,118,053
5200	County	\$117,749	\$110,751	\$106,294	\$106,991	\$110,500	\$110,000	\$110,000	\$110,000
5300	State	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5400	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5600	Non-current Revenue	\$0	\$20,200,000	\$9,110,000	\$0	\$0	\$0	\$0	\$0
5800	Receipts-Other LEAs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund 004 - Capital Projects Revenue Sources									
5100	Local	\$7,537,421	\$1,177,846	\$1,967,854	\$1,034,800	\$513,730	\$515,000	\$515,000	\$515,000
5200	County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5300	State	\$1,839,897	\$176,624	\$375,475	\$1,838,549	\$1,898,134	\$1,878,112	\$1,878,112	\$1,878,112
5400	Federal	\$45,240	\$18,349	\$17,137	\$0	\$2,156,016	\$100	\$100	\$100
5600	Non-current Revenue	\$36,908,103	\$0	\$25,125,948	\$17,335	\$0	\$0	\$0	\$0
5800	Receipts-Other LEAs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues		\$123,344,504	\$100,845,799	\$119,368,646	\$86,351,091	\$89,939,259	\$89,520,248	\$91,898,325	\$93,565,222

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

*Revenue estimates assume there will be no revenue from bond sales or bond refunding.

Major Shifts from the 2024-2025 School Year

Forecasted data related to revenue is based on new information and historical trends. Local Revenue (5100) increased due to property reassessment and increases in assessed valuation. CPI was set at 2.9%, therefore the increase in operating funds will be based on CPI and new construction, in addition to the voter approved 20-cent debt service levy transfer in August of 2025. Federal Revenue (5400) will decrease due to the expiration of ESSER funds. These funds were used to pay for employees that supported these programs. OSD will need to use other revenue sources to cover these costs. Other federal revenue from Title programs may also be affected due to shifts in federal funding. However, a one time federal energy credit of \$2.165 million was received to help partially offset a balloon payment of a COP due April 1, 2026.



Level Three - Summary of Data for Individual Funds

Description of Major Operating Expenditure Sources

Expenditure objects specify the service or commodity obtained, such as salaries, employee benefits, purchased services, supplies, or capital projects. The Missouri Financial Accounting Manual defines and provides account codes for the following expenditure objects.

Expenditure Source	Examples
6100 - Salaries	Full and Part Time Certified Employee Salaries, Full and Part Time Classified Employee Salaries, Certified and Classified Unused Leave and/or Severance Pay.
6200 - Employee Benefits	Certified and Classified Retirement, OASDI and Medicare, Employee Insurance, Workers Compensation Insurance, Unemployment Insurance.
6300 - Purchased Services	Professional and Technical Services, Property Services, Insurance - Other than Employee Benefits, Communication, Dues and Memberships, Other Purchased Services.
6400 - Supplies and Materials	General Supplies, Textbooks, Periodicals and Instructional Resource Materials, Library Books, Technology Related Supplies, Food, Energy, Warehouse Inventory.
6500 - Capital Outlay	Capital Outlay, Land, Buildings, Improvements Other than Buildings, Equipment, Vehicles, School Buses, Other Capital Outlay
6600 - Long and Short Term Debt	Expenditures for the retirement of debt, the payment of interest on debt and the payment of fees.

Operating Expenditure by Source - Individual Funds

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budget Requested 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Fund 001 - Operating Expenditure Sources									
6100	Salaries	\$10,734,588	\$12,726,370	\$13,127,947	\$13,655,383	\$15,386,888	\$15,618,901	\$16,158,901	\$16,698,901
6200	Employee Benefits	\$3,375,968	\$4,058,508	\$4,427,522	\$4,799,941	\$5,001,309	\$5,082,550	\$5,220,757	\$5,364,716
6300	Purchased Services	\$7,480,634	\$4,562,130	\$3,481,917	\$4,275,547	\$4,043,388	\$4,078,581	\$4,119,367	\$4,160,560
6400	Supplies & Materials	\$6,064,901	\$7,194,291	\$7,183,880	\$7,368,645	\$7,319,197	\$7,320,194	\$7,393,396	\$7,467,330



Level Three - Summary of Data for Individual Funds

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budget Requested 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Fund 002 - Special (Teachers) Expenditure Sources									
6100	Salaries	\$30,422,193	\$31,823,640	\$32,053,875	\$32,672,584	\$35,297,824	\$37,006,227	\$38,425,271	\$39,854,248
6200	Employee Benefits	\$8,662,515	\$9,182,720	\$9,396,755	\$9,714,018	\$10,072,895	\$10,236,487	\$10,514,843	\$10,804,781
6300	Purchased Services	\$553,844	\$536,837	\$1,560,750	\$1,504,789	\$1,560,200	\$1,575,803	\$1,591,561	\$1,607,477
6400	Supplies & Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund 003 - Debt Service Expenditure Sources									
6600	Long and Short Term Debt	\$4,876,291	\$29,553,853	\$16,926,734	\$6,950,865	\$6,536,832	\$6,385,350	\$6,260,600	\$6,845,350
Fund 004 - Capital Projects Expenditure Sources									
6500	Capital Outlay	\$24,699,234	\$13,164,519	\$40,072,872	\$7,077,465	\$6,312,646	\$1,818,311	\$1,909,227	\$2,004,688
6600	Long and Short Term Debt	\$1,425,648	\$907,475	\$1,137,844	\$2,549,056	\$5,358,076	\$2,014,425	\$1,873,225	\$1,890,725
Total Expenditures		\$98,295,817	\$113,710,343	\$129,370,097	\$90,568,293	\$96,889,255	\$91,136,829	\$93,467,148	\$96,698,776

*Totals are rounded to the nearest dollar and may vary slightly from ASBR due to rounding.

*Expense estimates do not include unknown future construction projects.

Major Shifts from the 2024-2025 School Year

Salary increases for both certified and classified staff will increase expenditures for Salaries (6100) and Benefits (6200). There will be a slight increase in Purchased Services (6300) due to an annual percentage increase in cost of services. There will also be a slight increase in Supplies (6400), due to the increase in the cost of goods and materials. Expenditures related to Capital Outlay (6500) will reflect the final projects that will be completed from savings related to the 2022 general obligation bond.

Fund Balance Changes and Trends

OSD has identified a fund balance reserve ratio of 20% to 30% as an ideal range for the district. This ensures that OSD has the funds available for approximately three months of expenses if there was an unexpected disruption in revenue. The reserve ratio went above 30% in 2020-2021 due to an influx of funding due to the COVID pandemic. OSD continues to monitor the reserve ratio percentage to ensure the district stays within the recommended range. OSD had approximately \$5 million in savings in fund 004 related to the 2022 bond project. The majority of these funds have been spent in the 2025-2026 fiscal year to address additional facility needs. OSD will continue to monitor our fund 4 balance to ensure there are sufficient funds available for Certificates of Participation debt payments and capital projects in future years. A reserve amount of 75% of expenses will be the benchmark.



Level Four - Expenditures by Function**Expenditures by Function**

Function	Account Description	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
1111	Elementary	\$13,179,028	\$13,841,113	\$14,130,267	\$15,101,896
1131	Middle/Junior High	\$3,852,451	\$4,097,001	\$4,244,833	\$4,358,585
1151	High School	\$6,284,812	\$6,744,524	\$6,862,025	\$7,436,024
1191	Summer School - Regular	\$522,923	\$491,032	\$520,171	\$595,179
1211	Gifted & Talented	\$219,986	\$203,329	\$230,697	\$255,973
1221	SPED & Related Services	\$6,398,297	\$6,583,049	\$6,735,800	\$7,482,058
1224	Proportionate Share Services	\$17,692	\$24,400	\$10,606	\$0
1251	Title I Supplemental Instruction	\$672,277	\$588,739	\$551,072	\$570,076
1252	Migrant	\$0	\$33,405	\$10,374	\$7,925
1271	Title III LEP Bilingual	\$31,107	\$47,793	\$59,319	\$64,142
1281	Early Childhood Special Education	\$1,272,219	\$1,135,990	\$1,222,152	\$1,335,482
1311	Vocational Agriculture	\$524,953	\$314,414	\$364,095	\$456,582
1321	Vocational Business	\$200,770	\$165,369	\$205,399	\$267,874
1331	Family & Consumer Science	\$445,412	\$417,225	\$445,216	\$470,340
1341	Health Sciences Education	\$107,114	\$241,213	\$112,310	\$121,684
1351	Marketing Education	\$292,565	\$175,969	\$170,160	\$177,584
1361	Trade and Industrial Education	\$380,998	\$393,630	\$366,495	\$432,396
1371	Project Lead the Way	\$220,260	\$208,485	\$111,933	\$153,443
1411	Student Activities	\$1,062,487	\$1,223,388	\$1,213,562	\$312,632
1421	School-Sponsored Athletics	\$1,123,010	\$1,185,790	\$1,243,533	\$1,376,448
1911	Tuition to Other Districts in State	\$41,651	\$87,132	\$85,622	\$70,000
1913	Tuition to Private Agencies	\$917,252	\$89,212	\$5,125	\$155,000
1921	Area Career Center Fees	\$303,825	\$274,837	\$282,965	\$302,000
1933	Tuition for SPED Services	\$60,795	\$68,800	\$77,600	\$86,400
	1999 (K-12) Instructional Total	\$38,131,886	\$38,635,839	\$39,261,331	\$41,589,723

*Function totals are rounded to the nearest dollar. Grand totals may vary slightly from ASBR due to rounding.



Expenditures by Function (continued)

Function	Account Description	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
2112	Attendance Services	\$987,285	\$1,027,991	\$1,070,159	\$1,092,929
2113	Social Work Services	\$364,988	\$402,911	\$419,791	\$439,744
2114	Student Records	\$58,377	\$244,266	\$261,349	\$247,196
2121	Support for Guidance Services	\$117,290	\$121,782	\$126,046	\$133,337
2122	Guidance Services	\$999,644	\$1,027,289	\$1,070,984	\$1,101,103
2125	Record Maintenance Services	\$23,620	\$23,905	\$0	\$25,120
2134	Nursing Services	\$770,699	\$856,250	\$881,187	\$823,817
2139	Other Health Services	\$0	\$4,761	\$3,749	\$0
2141	Psychological Services - Direction	\$106,770	\$104,710	\$201,496	\$159,040
2142	Psychological Testing Services	\$244,411	\$276,151	\$298,192	\$243,656
2152	Speech Pathology Services	\$1,467,874	\$1,420,100	\$1,330,366	\$1,565,718
2162	OT Services	\$391,791	\$404,479	\$423,813	\$516,228
2172	PT Services	\$141,673	\$156,006	\$159,842	\$167,940
2182	Vision Services	\$68,932	\$73,052	\$58,374	\$69,444
2191	Other Support Services - Students	\$619,330	\$722,803	\$693,697	\$774,777
2212	Improvement of Instruction Services	\$222,795	\$395,292	\$324,936	\$324,873
2213	MMD Grant	\$963,005	\$1,026,225	\$921,310	\$968,936
2214	Professional Development	\$442,584	\$277,375	\$318,588	\$557,838
2219	Title II - A	\$345,055	\$357,094	\$523,458	\$553,913
2222	Library Services	\$897,648	\$888,313	\$960,626	\$999,279
2225	Instruction-Related Technology	\$687,860	\$435,131	\$797,385	\$801,775
2311	Board of Education Services	\$387,656	\$495,491	\$616,807	\$645,790
2321	District Administration Services	\$983,473	\$810,170	\$897,185	\$846,391
2322	Community Relations Services	\$260,107	\$313,412	\$303,252	\$420,725
2329	District Directors Services	\$1,814,722	\$1,940,987	\$1,954,697	\$2,131,607
2331	Administrative Technology Services	\$923,320	\$1,378,851	\$921,142	\$1,317,489
2411	Building Administration Services	\$2,445,965	\$2,539,055	\$2,575,378	\$2,679,828



Expenditures by Function (continued)

Function	Account Description	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
2491	Other Support Services - Admin	\$27,777	\$27,905	\$31,243	\$29,000
2511	Business Services Area Direction	\$241,079	\$532,088	\$243,302	\$486,958
2523	Receiving and Disbursing Funds	\$129,902	\$120,350	\$77,227	\$88,270
2524	Payroll Services	\$159,750	\$174,120	\$104,236	\$110,518
2525	Financial Accounting Services	\$302,528	\$319,882	\$269,643	\$298,911
2529	Other Fiscal Services	\$592,918	\$687,494	\$657,836	\$640,650
2541	Operation & Maintenance Services	\$4,340,998	\$3,670,189	\$4,283,144	\$3,917,025
2542	Care & Upkeep - Buildings	\$2,924,409	\$2,336,667	\$2,439,232	\$2,643,871
2543	Care & Upkeep - Grounds	\$179,716	\$176,851	\$171,790	\$186,887
2544	Care & Upkeep - Equipment	\$12,689	\$21,484	\$18,080	\$21,200
2545	Care & Upkeep - Vehicle	\$0	\$0	\$148,008	\$0
2546	Security Services	\$450,562	\$486,181	\$488,232	\$493,079
2551	Contracted Transportation Services	\$2,198	\$0	\$0	\$0
2552	District Transportation	\$2,482,496	\$2,967,334	\$2,838,146	\$3,579,510
2554	District Transportation - Disabled	\$296,454	\$313,783	\$322,616	\$349,607
2559	ECSE Transportation	\$163,348	\$178,232	\$184,705	\$214,949
2561	Food Services - Service Area Direction	\$155,109	\$135,598	\$140,147	\$143,523
2562	Food Services	\$2,924,311	\$3,100,194	\$3,358,824	\$3,520,346
2569	Other Food Services	\$55,467	\$52,511	\$69,387	\$56,031
2611	Central Office Services	\$0	\$12,679	\$0	\$0
2642	Recruitment and Placement	\$0	\$6,390	\$0	\$0
2643	Staff Accounting Services	\$170,895	\$167,838	\$439,771	\$469,326
2662	Systems Analysis Services	\$62,676	\$59,497	\$63,597	\$70,225
2664	Operations Services	\$85,117	\$107,301	\$110,976	\$115,400
	2998 Support Services Total	\$32,497,274	\$33,378,419	\$34,573,951	\$37,045,779

*Function totals are rounded to the nearest dollar. Grand totals may vary slightly from ASBR due to rounding.



Expenditures by Function (continued)

Function	Account Description	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
3111	Community Services	\$64,023	\$63,737	\$14,672	\$35,000
3511	Early Childhood Program - PAT	\$426,767	\$430,479	\$474,620	\$622,764
3512	Title I Early Childhood	\$509,897	\$660,392	\$693,575	\$675,604
3611	Welfare Services	\$500	\$617	\$1,362	\$2,500
3812	Afterschool Program	\$430,305	\$410,400	\$405,241	\$451,602
3911	Other Community Services	\$62,664	\$44,191	\$44,403	\$48,156
3912	Parental Involvement	\$9,713	\$3,263	\$8,074	\$8,418
4021	Land Acquisition	\$581,455	\$0	\$0	\$0
4031	Architecture, Engineering & Legal	\$1,238,163	\$286,836	\$245,232	\$40,000
4051	Building Acquisition & Construction	\$9,296,368	\$37,391,347	\$5,345,914	\$4,476,800
5111	Principal - Bonded Indebtedness	\$25,750,000	\$12,920,000	\$3,080,000	\$2,850,000
5131	Principal - Lease Purch Agreements	\$595,000	\$615,000	\$745,000	\$4,025,000
5211	Interest - Bond Indebtedness	\$3,582,337	\$3,873,156	\$3,868,080	\$3,681,832
5231	Interest - Lease Purch Agreements	\$308,975	\$287,275	\$1,797,556	\$1,326,576
5311	Fees - Bonded Indebtedness	\$221,516	\$133,578	\$2,785	\$5,000
5331	Fees - Lease Purch Agreements	\$3,500	\$235,569	\$6,500	\$6,500
	9998 Non-Instruction/Support Total	\$43,081,183	\$57,355,839	\$16,733,014	\$18,255,752

*Function totals are rounded to the nearest dollar. Grand totals may vary slightly from ASBR due to rounding.



Level Four - Expenditures by Object

Expenditures by Object					
Object	Account Description	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
6111	Certified Regular Salaries	\$26,858,674	\$27,705,090	\$28,050,259	\$30,430,450
6112	Administrator Salaries	\$3,016,643	\$3,022,446	\$3,274,543	\$3,202,574
6121	Certified Substitute & Other PT	\$550,084	\$75	\$23,262	\$0
6131	Extra Duty Salaries	\$1,368,645	\$1,284,653	\$1,300,289	\$1,629,078
6141	Certified Unused Leave/Early Retire	\$53,320	\$65,582	\$46,926	\$60,000
6151	Classified Salaries - Non-Instructional	\$8,866,587	\$9,515,781	\$9,816,626	\$10,883,566
6152	Classified Salaries - Instructional	\$2,462,701	\$2,504,642	\$2,703,265	\$3,111,229
6153	Classified Substitute Salaries	\$208,285	\$90,274	\$90,773	\$169,000
6161	Classified Salaries - PT/Coaching	\$988,706	\$858,647	\$938,149	\$1,158,816
6171	Classified Unused Leave/Early Retire	\$176,364	\$112,982	\$83,875	\$40,000
6211	Teachers' Retirement	\$5,078,205	\$5,176,991	\$5,316,828	\$5,608,056
6221	Non-Teacher Retirement	\$906,054	\$951,258	\$1,005,514	\$1,120,965
6231	Social Security - OASDI	\$790,973	\$806,558	\$826,317	\$975,853
6232	Medicare	\$616,602	\$626,375	\$639,285	\$742,288
6241	Employee Insurance	\$5,499,258	\$5,764,533	\$6,210,885	\$6,095,042
6261	Workers' Compensation Insurance	\$348,836	\$497,736	\$507,310	\$527,000
6271	Unemployment Compensation	\$1,300	\$825	\$7,822	\$5,000
6311	Purchased Instructional Services	\$597,632	\$595,632	\$603,672	\$691,400
6313	Pupil Services	\$86,834	\$93,326	\$172,210	\$41,200
6314	Staff Services	\$0	\$1,137,386	\$1,201,612	\$1,100,200
6315	Audit Services	\$23,532	\$25,000	\$30,500	\$30,000
6316	Data Processing/Tech Related Svcs	\$50,772	\$61,593	\$64,020	\$112,000
6317	Legal Services	\$45,985	\$38,765	\$39,504	\$50,000
6318	Election Services	\$11,130	\$11,691	\$10,417	\$12,000
6319	Other Professional Services	\$1,753,838	\$1,021,754	\$1,004,599	\$1,081,228
6332	Repairs & Maintenance	\$926,397	\$258,883	\$520,802	\$310,734
6333	Rentals - Land and Buildings	\$25,968	\$23,450	\$15,683	\$15,400
6334	Rentals - Equipment	\$241,434	\$291,512	\$273,219	\$313,720



Expenditures by Object (continued)

Object	Account Description	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
6335	Water & Sewer	\$127,228	\$99,402	\$102,903	\$120,600
6336	Trash Removal	\$80,399	\$92,364	\$89,590	\$85,000
6337	Tech Related Repairs & Maintenance	\$40,625	\$31,431	\$25,839	\$21,400
6342	Other Contracted Pupil Transprtion	\$2,198	\$0	\$0	\$0
6343	Travel	\$314,865	\$375,956	\$398,741	\$335,755
6349	Other Transportation Services	\$0	\$94	\$81	\$400
6351	Property Insurance	\$297,764	\$372,901	\$581,144	\$614,000
6352	Liability Insurance	\$269,669	\$266,798	\$433,743	\$420,000
6353	Fidelity Bond Premiums	\$100	\$100	\$100	\$100
6359	Judgements Against LEA	\$0	\$51,588	\$0	\$10,000
6361	Communication, Postage, Telephone	\$135,638	\$132,586	\$105,793	\$137,650
6362	Advertising	\$3,363	\$9,580	\$5,313	\$8,000
6371	Dues & Memberships	\$63,460	\$72,215	\$72,758	\$86,800
6391	Other Purchased Services	\$0	\$0	\$0	\$0
6398	Other Expenses	\$137	\$1,600	\$14,251	\$6,000
6411	General Supplies	\$2,745,031	\$2,777,181	\$2,649,886	\$2,066,751
6412	Supplies - Technology Related	\$978,237	\$1,103,180	\$1,384,273	\$1,478,871
6431	Textbooks	\$34,508	\$71,950	\$74,162	\$77,560
6441	Library Books	\$53,660	\$61,312	\$58,692	\$57,930
6451	Resource Materials	\$8,114	\$8,697	\$11,209	\$11,586
6471	Food Supplies	\$1,223,781	\$1,233,539	\$1,238,774	\$1,343,999
6481	Electric	\$1,419,164	\$1,360,548	\$1,420,540	\$1,560,000
6482	Gas - Natural	\$301,752	\$208,511	\$200,610	\$287,000
6483	Gas - L.P.	\$19,237	\$11,740	\$37,006	\$20,000
6486	Gasoline/Diesel	\$410,807	\$346,295	\$293,493	\$415,500
6511	Land	\$581,455	\$0	\$0	\$0
6521	Building - Capital Improvements	\$10,534,531	\$37,678,183	\$5,591,146	\$4,516,800
6541	Regular Equipment	\$1,559,685	\$1,327,749	\$963,267	\$750,000



Expenditures by Object (continued)

Object	Account Description	Actual 2022-23	Actual 2023-24	Actual 2024-25	Budgeted 2025-26
6542	Equipment - Classroom Instruction	\$353,209	\$192,898	\$63,996	\$130,846
6543	Technology Related Hardware	\$135,639	\$491,456	\$122,348	\$375,000
6551	Vehicles	\$0	\$54,622	\$186,708	\$15,000
6552	Pupil Transportation	\$0	\$327,600	\$150,000	\$525,000
6611	Principal - Bonded Indebtedness	\$25,750,000	\$12,920,000	\$3,080,000	\$2,850,000
6613	Principal - Lease Purch Agreements	\$595,000	\$615,000	\$745,000	\$4,025,000
6621	Interest - Bonded Indebtedness	\$3,582,337	\$3,873,156	\$3,868,080	\$3,681,832
6623	Interest - Lease Purch Agreements	\$308,975	\$287,275	\$1,797,556	\$1,326,576
6631	Fees - Bonded Indebtedness	\$221,516	\$133,578	\$2,785	\$5,000
6633	Fees - Lease Purchase Agreements	\$3,500	\$235,569	\$6,500	\$6,500
6634	Fees - Long Term Loans	\$0	\$0	\$0	\$0
	Total	\$113,710,343	\$129,370,097	\$90,554,453	\$96,889,255

*Object totals are rounded to the nearest dollar. Grand totals may vary slightly from ASBR due to rounding.

Projected Summary of Fund Balances

Summary of Fund Revenues, Expenditures, Balances, and Transfers*

FY25	Fund 001- Operational/ Incidental	Fund 002- Special/ Teachers	Fund 003- Debt Service	Fund 004- Capital Fund	Total All Funds
Beginning Fund Balances - July 1, 2025	\$18,603,792	\$0	\$5,722,933	\$15,349,977	\$39,676,702
Revenues	\$32,347,733	\$43,990,707	\$7,121,969	\$2,890,685	\$86,351,094
Total Revenues and Balances	\$50,951,525	\$43,990,707	\$12,844,902	\$18,240,662	\$126,027,796
Transfer To				\$1,716,096	\$1,716,096
Transfer From	\$1,716,096				\$1,716,096
Expenditures	\$30,099,516	\$43,891,390	\$6,950,865	\$9,626,520	\$90,568,291
Projected Ending Fund Balances - June 30, 2025	\$19,135,913	\$99,317	\$5,894,037	* \$10,330,238	\$35,459,505

*The "Ending Fund Balance" for Fund 004 - Capital Fund consists of \$4,525,490 of restricted fund balances due to remaining bond proceeds to be spent in FY26.



Capital Projects

The OSD facility plan is a comprehensive process that integrates safety enhancements, stakeholder engagement, and strategic planning to support the district’s growth and to ensure that facilities meet the needs of its students and staff.

Revenue Sources for Capital Projects

The revenue sources that are used to fund the facility plan for capital projects are the Classroom Trust Fund, M&M Surtax, Earned Interest, Federal Energy Grants, leasing of owned land, and established business sponsorships. The 2025-2026 budget estimates that OSD will receive \$4.6 million in revenue from these sources. DESE will allow a transfer from 001 to fund 004 in the amount “Greater of \$162,326 or 7% x SAT x Prior Year WADA”. This allows the district to transfer approximately \$2.7 million from fund 001 to fund 004 if needed. The district chose to transfer just over \$1.7 million from fund 001 to fund 004 earlier this fiscal year. The district began the 2025-2026 school year with a balance in fund 004 of approximately \$10.3 million including the fund transfer mentioned above. Approximately \$4.5 million of the fund 004 balance was restricted, as those funds were unspent from the 2022 general obligation bond. Those funds continue to be used to complete additional capital projects that were approved by the BOE.

Capital Project Expenditures

The 2025-2026 budget for expenses in fund 004 related to capital outlay is approximately \$6.3 million. A majority of these expenses, in the amount of \$4.5 million, will be used to complete additional projects from the 2022 bond savings. These projects include the Tiger Paw playground, High School roof, Baseball and Softball field upgrades, East Elementary chiller, High School Athletic Field video board, and Theatrical lighting improvements.

Capital Improvement Projects

For expenditures outside of construction and COP debt, OSD uses a process to prioritize requests that are submitted from building leadership. Capital project requests that are submitted, are reviewed by administrative staff and prioritized using criteria such as student safety and the learning environment. The highest priority items are included in the capital improvement projects list from Fund 004. A summary of the capital expenditure budget by object detail is listed below.



Capital Projects

Capital Object	
6500 - Capital Outlay	
Object	Budget
6511 - Land Expenditures for the purchase of land.	\$0
6521 - Buildings Expenditures for acquiring buildings and additions, either existing or to be constructed. Included are expenditures for the final installment or lease purchase payments (except interest) that have an ending date resulting in the acquisition of buildings, including mobile units.	\$4,516,800
6531 - Improvements Other Than Buildings Expenditures for the initial and additional improvement of sites and adjacent ways after acquisition by the LEA, consisting of such work as grading, landscaping, seeding, and planting of shrubs and trees; constructing new sidewalks, roadways, retaining walls, sewers, and storm drains; installing hydrants; initial surfacing and oil treatment of athletic fields and tennis courts; furnishing first-time fixed playground apparatus.	\$0
6541 - Regular Equipment Expenditures for the initial, additional, and replacement of equipment items, such as furniture and machinery. This includes expenditures for two-way radios, satellite dishes, and cellular phones. In order to differentiate between initial or additional equipment purchases and replacement equipment purchase, it is recommended that subaccounts be established with those titles.	\$750,000
6542 - Equipment - Classroom Expenditures for classroom instructional apparatus other than furniture (includes the lease and purchase of musical instruments).	\$130,846
6543 - Technology - Related Hardware Expenditures for technology-related equipment and technology infrastructure. These costs include those associated with the purchase of network equipment, servers, PCs, printers, other peripherals, and devices. Technology supplies should be coded to 6412.	\$375,000
6544 - Technology Software Expenditures for purchased software used for the educational or administrative purposes that exceed the capitalization threshold. Expenditures for software that meet the standards for classification as a supply should be coded to 6412.	\$0
6551 - Vehicles - Except School Buses Expenditures for the purchase of vehicles to transport persons or objects.	\$15,000
6552 - School Buses	\$525,000
6591 - Other Capital Outlay	\$0
Total	\$6,312,646



Capital Projects

Future Capital Project Funding

OSD continues to evaluate their facility plan to ensure that an ideal student learning environment is available for all students. These projects are reviewed on an annual basis and budgeted accordingly. Expenditures to implement the facility plan are funded from bond proceeds and other fund 004 revenues.

		Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	Actual 2024-2025	Budget Requested 2025-2026	Forecast 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Object									
6511	Land	\$415,578	\$581,455	\$0	\$0	\$0	\$0	\$0	\$0
6521	Buildings	\$21,043,138	\$10,534,531	\$37,679,473	\$5,591,146	\$4,516,800	\$188,311	\$259,227	\$324,688
6531	Improvements Other Than Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6541	Regular Equipment	\$1,538,792	\$1,559,685	\$1,326,823	\$963,267	\$750,000	\$800,000	\$850,000	\$850,000
6542	Equipment - Classroom Instruction	\$75,593	\$353,209	\$192,898	\$63,996	\$130,846	\$60,000	\$60,000	\$60,000
6543	Technology - Related Hardware	\$1,537,979	\$135,639	\$491,456	\$122,348	\$375,000	\$200,000	\$200,000	\$200,000
6544	Technology Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6551	Vehicles - Except School Buses	\$88,153	\$0	\$54,622	\$186,708	\$15,000	\$45,000	\$15,000	\$45,000
6552	Vehicles - School Buses	\$0	\$0	\$327,600	\$150,000	\$525,000	\$525,000	\$525,000	\$525,000
6591	Other Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$24,699,233	\$13,164,519	\$40,072,872	\$7,077,465	\$6,312,646	\$1,818,311	\$1,909,227	\$2,004,688

*Future expense estimates do not include unknown future construction projects.



District Debt

Debt Capacity

The Missouri Constitution outlines the debt level that a district may incur for school purposes is not to exceed 15% of the valuation of taxable tangible property in the district according to the last completed assessment. The district may incur indebtedness up to the limit upon approval of four-sevenths of the qualified voters in the district voting on the proposition at any municipal, primary, or general election or two-thirds voter approval on any other election date.

Legal Debt Limitation and Debt Margin	
Missouri Constitution Debt Limitation under Article VI, Section 26(b) (15% of 2025 assessed valuation)	\$106,654,340
General Obligation Bonds Outstanding (as of July 1, 2025)	(\$79,380,000)
Legal Debt Margin under Article VI, Section 26(b)	\$31,156,357

The district's legal debt limit and debt margin would be higher if both are taken into account: (1) the amount in the Debt Service Fund available to pay principal of the bonds and (2) the valuation of state-assessed railroad and utility property that is physically located within the bounds of the district. Neither amount was included in the calculations of debt limit or debt margin. Because of the way tax collections are distributed to school districts from assessments of state-assessed railroad and utility property, the task of determining the valuation of such property physically located within a school district is not normally undertaken unless, without the value of such property included in the calculation, the district would exceed its legal debt limit.

Bond Series	Purpose	Outstanding Principal
Series 2013	Refunding	\$2,185,000
Series 2017	Refunding	\$1,295,000
Series 2020	School Improvements	\$8,800,000
Series 2021	Refunding	\$1,565,000
Series 2021B	School Improvements	\$17,700,000
Series 2022	School Improvements	\$19,000,000
Series 2023	Refunding	\$19,725,000
Series 2023B	Refunding	\$9,110,000
Total:		\$79,380,000



Other Obligations

Pension Benefits

OSD contributes to the Public School Retirement System of Missouri (PSRS), which is a cost sharing defined pension plan between multiple employers. PSRS provides retirement and disability benefits to certified employees and death benefits to members and their beneficiaries. Job positions fully covered by PSRS are not covered by Social Security. PSRS benefits provisions are set forth in Chapter 169.010.141 of the Missouri Revised Statutes.

PSRS members are currently required to contribute 14.5% of their annual covered salary and the District is required to contribute a matching amount of 14.5%. The contribution requirements of members and the District are established by the PSRS Board of Trustees and can be amended at their discretion.

The District also contributes to the Public Education Employee Retirement System of Missouri (PEERS), which is a cost sharing defined pension plan between multiple employers. PEERS provides retirement and disability benefits to employees of the district who work 20 or more hours per week and who do not contribute to PSRS. Certain part-time certificated employees may also be covered by this plan. PEERS benefits provisions are set forth in Chapter 169.010.141 of the Missouri Revised Statutes.

PEERS members are required to contribute 6.86% of their annual covered salary and the District is required to contribute a matching amount of 6.86%. The contribution requirements of members and the District are established by the PEERS Board of Trustees and can be amended at their discretion.

Deferred Compensation

The District offers its employees a choice of deferred contribution plans established in accordance with Internal Revenue Code Sections 403(b) and 457(b). These plans are available to district employees and permit them to defer a portion of their salary for future years. Under the 403(b) and 457(b) plans, all amounts of compensation deferred, all property and rights purchased with those amounts, and all income attributable to those amounts, property or rights are solely the property of the contributor and are not subject to the creditors of the District. All amounts being deferred are required to be held in a tax exempt trust or custodial account of an annuity contract insulating such amounts from the District's creditors. The District has no liability for losses under either plan.



Other Obligations

Other Postemployment Benefits

In addition to pensions, the district provides other postemployment benefits (OPEB) as part of the total compensation offered to attract and retain the services of qualified employees. The district allows employees who retire from the School District to participate in the district's health, dental and vision insurance plans. Upon meeting the retirement requirements per PSRS or PEERS, the employees can elect to participate in the district's plans. The retirees must pay for 100% of their coverage for each plan in which they elect to participate. The premiums are based on a single-blended rate used for both active employees and retirees. The difference between the amount the retiree is required to pay and the actual cost to the School District is considered a post-employment benefit.

District Property and Liability Insurance

The district is exposed to various risks of loss due to torts; theft to, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The district has joined approximately 475 other Missouri public school districts and Missouri junior colleges to form the Missouri United School Insurance Council (MUSIC). MUSIC is a public-entity risk pool currently operating as a common risk management and insurance program. The district does not pay premiums to purchase insurance policies, but it pays an assessment to be a member of the self-sustaining risk sharing group. The assessment payment is reported as an insurance expense. The pool purchases reinsurance to further protect against large losses. In the event that the deposited amounts and reinsurance proceeds are insufficient to pay claims, the District can be assessed for additional amounts.





INFORMATIONAL SECTION



OZARK
SCHOOL DISTRICT

1600 W. Jackson St.
Ozark, MO 65721

<https://www.ozarktigers.org>

Assessed Value of Taxable Property

Tax Rate Calculation

Changes in assessed valuation are important when developing the budget, since local tax dollars typically make up the highest percentage of revenue when compared to other sources for OSD. The County Assessor is responsible for adding new construction and changes in personal property to the tax rolls every year. Since personal property is typically a depreciating asset, the total value of personal property will be reduced unless additional personal property is purchased. Reassessment of existing real property is done in odd numbered years, so the last reassessment year was 2023. In these reassessment years, OSD should realize change in values to existing property that will reflect in the district's overall assessed valuation. Since 2025 was a reassessment year, the increase to the district's total assessed valuation was influenced by new assessment valuations, new construction, and an increase in personal property.

History of Assessed Valuation		
School Year	Assessed Valuation	AV Change
2021-2022 (actual)	\$577,685,279	11.75%
2022-2023 (actual)	\$616,211,655	6.67%
2023-2024 (actual)	\$676,033,554	9.71%
2024-2025 (actual)	\$699,057,463	3.61%
2025-2026 (actual)	\$778,447,609	11.36%
2026-2027 (projected)	\$805,693,275	3.5%
2027-2028 (projected)	\$854,034,872	6%
2028-2029 (projected)	\$883,926,093	3.5%

OSD boundaries stay within the boundaries of Christian County. Taxes are levied on November 1, and are due by December 31. Christian County collects the property taxes and remits them to OSD on a monthly basis. All unpaid taxes become delinquent January 1 of the following year.

The County Assessor is responsible for preparing the tax roll each year and for submitting the tax roll to the Board of Equalization. The County Board of Equalization has the authority to adjust and equalize the values of individual properties appearing on the tax rolls.

The Missouri state legislature adopted a maintenance law in 1986 to maintain equalized assessed valuations. On January 1 in odd-numbered years, each County Assessor must adjust the assessed valuation of all real property located within the county in accordance with a two-year assessment and equalization maintenance plan approved by the State Tax Commission.



TAX RATE SUMMARY

Tax Rate Calculation

Operating Rate. The 2025-2026 adjusted operating levy (all funds except the debt service fund levy) of the district was \$3.3857 per \$100 of assessed valuation. The operating tax rate cannot exceed the tax rate ceiling for the current year without voter approval. The tax rate ceiling, determined annually, is the rate of levy that, when charged against the newly received assessed valuation of the district for the current year, excluding new construction and improvements, will produce an amount of tax revenues equal to tax revenues for the previous year increased by 5% or the Consumer Price Index, whichever is lower, however, the district cannot be required to reduce its operating levy below the minimum rate required to qualify for the highest level of state aid (currently \$2.75). Without a majority of the voters voting on the proposition, the tax rate ceiling cannot at any time exceed the greatest of (a) the tax rate in effect in 1984, (b) the most recent voter approved tax rate, or (c) \$2.75.

The current tax rate ceiling is \$3.3857 per \$100 of assessed valuation. This was a \$0.20 per \$100 of assessed valuation increase in the levy due to a voter approved debt service levy transfer this past August. If there were a difference between the tax rate ceiling and the actual levy, this would be considered a voluntary rollback. Because the district is currently taxing at the tax rate ceiling, there is currently no voluntary rollback.

Debt Service Rate. The district's 2025-2026 debt service levy was \$0.7543 per \$100 of assessed valuation. Once indebtedness has been approved by the voters and bonds are issued, the district is required, under Article VI, Section 26(f) of the Missouri Constitution, to levy an annual tax on all taxable tangible property therein sufficient to pay the interest and principal of the indebtedness as they fall due and to retire the same within 20 years from the date of issue. The Board of Education may set the tax rate for debt service, without limitation as to rate or amount, at the level required to make such payments. The tax for debt service on the district's general obligation bonds is exempt from the calculations of and limitations upon the tax rate ceiling.

Tax rates are set each August and taxes are due by December 31. The District receives most of this money between December 15 and January 31 of the fiscal year ending the next June 30. Thus, the fiscal year 2025-2026 is funded by the tax rate set in August 2025.

The following information provides background on the tax base and the related tax rates.



Tax Rate History						
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Fund 001- Operational/Incidental	\$3.2600	\$3.0853	\$3.1853	\$3.1838	\$3.1857	\$3.3857
Fund 002- Special/Teacher	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000
Fund 003- Debt Service	\$0.8800	\$1.0547	\$0.9547	\$0.9562	\$0.9543	\$0.7543
Fund 004 - Capital	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000
Total	\$4.1400	\$4.1400	\$4.1400	\$4.1400	\$4.1400	\$4.1400

Tax Rate Calculation

All taxable real and personal property within the district is assessed annually by the Christian County Assessor. Missouri law requires that personal property be assessed at 33 1/3% of true value and that real property be assessed at the following percentages of true value: agriculture, 12%; residential, 19%; and commercial, 32%. Tax bills to property owners in the Ozark School District are calculated using the method outlined below:

Tax Rate Calculation				
	Classification Percentage (CP)	Assessed Value (AV)	Levy	Tax Bill
\$ Market Value	Agriculture Property = 12% Residential = 19% Utility, Industrial, Commercial, Railroad, All Other Real Estate Property = 32% Personal Property = 33.3%	$MV \times CP = AV$	\$ Levy per \$100 of AV	\$ Tax Bill to Property Owner



Tax Rate Collections

The district is required by law to prepare an annual budget, which includes an estimate of the amount of revenues to be received from all sources for the budget year, including an estimate of the amount of money required to be raised from property taxes and the tax rates required to produce such amounts. The budget must also include proposed expenditures and must state the amount required for the payment of interest, amortization, and redemption charges on the district's debt for the ensuing budget year. Such estimates are based on the assessed valuation figures provided by the County Clerk. The district must fix its ad valorem property tax rates and certify them to the County Clerk no later than September 1 for entry in the tax books.

The County Clerk receives the county tax books from the County Assessor, which sets forth the assessments of real and personal property. The County Clerk enters the tax rates certified to them by the local taxing bodies in the tax books and assesses such rates against all taxable property in the district as shown in such books. The County Clerk forwards the tax books to the County Collector, who is charged with levying and collecting taxes as shown therein. The County Collector extends the taxes on the tax rolls and issues the tax statements in early November. Taxes are due by December 31 and become delinquent if not paid to the County Collector by that time. All tracts of land and city lots on which delinquent taxes are due are charged with a penalty of 18% of each year's delinquency. All lands and lots on which taxes are delinquent and unpaid are subject to sale at public auction in August of each year.

The County Collector is required to make disbursements of collected taxes to the district each month. Because of the tax collection procedure described above, the district receives the bulk of its monies from local property taxes in the months of December, January, and February.

Most Missouri counties by law are authorized to retain a 1% fee for the collection of property taxes with the assessors allowed to retain 0.5% for the assessment of property in first and second-class counties and 1% in third and fourth-class counties. Therefore, even if all taxpayers paid their taxes in a timely fashion, the maximum reasonable collection rate in the above formula would be less than 98%.

Tax Rate Collections					
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Assessed Valuation	\$577,685,279	\$616,211,655	\$676,033,554	\$699,057,463	\$778,447,609
Total Tax Rate	\$4.1400	\$4.1400	\$4.1400	\$4.1400	\$4.1400
Tax Collection Expected (less collection fee)	\$23,437,847	\$25,000,939	\$27,428,033	\$28,362,159	\$31,583,176
Tax Collection Actual	\$22,314,454	\$23,580,314	\$25,924,565	\$26,287,001	\$29,231,568
Collection Rate+	95.21%	94.32%	94.52%	92.68%	92.55%

+ Current taxes only (delinquent taxes not included)



Tax Rate Impact

A person owning a house appraised at \$250,000 would pay \$1,573.20 in real estate property taxes. (Property taxes are not assessed on the total value. Assessed value is a function of appraised value. Residential property is taxed at the rate of 19% of appraised. So the equation for this scenario is $250,000 \times 19\% = \$47,500/100 = \$475 \times 4.1400 = \$1,966.50$). The budget is written assuming a 98% collection rate for current and delinquent taxes.

The impact of the district tax rate on the average taxpayer over the past five years is listed below.

Tax Rate Impact					
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Total Tax Rate	\$4.1400	\$4.1400	\$4.1400	\$4.1400	\$4.1400
Tax Bill to Average Homeowner (\$250,000 Home)	\$1,966.50	\$1,966.50	\$1,966.50	\$1,966.50	\$1,966.50

Alternative Tax Collections

Not applicable to Ozark School District.



ENROLLMENT AND FUTURE PROJECTIONS

Predicting future enrollment is important to many school processes: long-range planning, budgeting, staffing, and predicting future building and capital needs. Annually, Ozark School District utilizes two methods to predict future enrollment: cohort survival and enrollment average growth over time. Forecast models also incorporate future housing growth to predict future enrollment. These tools allow for projection models that create an anticipated range of enrollment for future years.

Enrollment Average Growth Over Time

Grade Level	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
K	481	429	397	386	387	387	388	397
1	433	471	426	397	388	418	416	416
2	418	442	483	441	397	402	431	431
3	422	447	443	490	441	426	428	460
4	446	435	436	446	499	437	424	426
5	492	446	439	442	448	499	436	423
6	483	488	464	434	466	488	528	464
7	460	487	519	458	448	469	487	519
8	479	461	490	490	471	439	460	478
9	456	473	466	485	482	452	450	471
10	466	455	458	450	465	484	454	452
11	482	462	441	452	443	455	474	444
12	409	449	442	415	404	430	441	459
Total	5,927	5,945	5,904	5,786	5,739	5,786	5,817	5,840
Growth	4.2%	0.3%	-0.7%	-2.0%	-0.82%	0.82%	0.54%	0.40%

Projected Enrollment by Building (K-12)

Building	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Tiger Paw	11	16	11	11	16	12	12	13
North Elem.	546	553	516	517	471	513	525	530
South Elem.	539	524	521	513	491	483	487	500
East Elem.	528	529	538	521	521	512	526	535
West Elem.	576	602	599	598	613	572	548	558
Middle School	975	934	903	876	914	980	968	903
Junior High	939	948	1,009	948	919	903	935	990
High School	1,813	1,839	1,807	1,802	1,794	1,863	1,869	1,852
Total	5,927	5,945	5,904	5,786	5,739	5,838	5,870	5,881
Growth	4.2%	0.3%	-0.7%	-2.0%	-0.82%	1.73%	0.55%	0.19%



Personnel Resource Allocations

The table below lists the actual personnel resource allocation from

Personnel Resource Allocation					
Administration					
Position/FTE	2021-22	2022-23	2023-24	2024-25	2025-26
Superintendent/Asst. Superintendent	4	4	4	3	2
Executive Director	4	4	4	6	7
Secondary Principal	2	2	2	2	2
Elementary/Middle School Principal	5	5	6	6	6
Assistant Principal	14	14	15	15	15
Director (Certified)	4	4	3	3	2
Director (Classified)	7	7	8	7	8
Subtotal	40	40	42	42	42
Certified Staff					
Position/FTE	2021-22	2022-23	2023-24	2024-25	2025-26
Early Childhood Teacher	26	28	28	28	28
Elementary School Teacher	146	135	136	139	139
Middle School Teacher	45	50	52	52	52
Junior High School Teacher	46	50	56	55	55
High School Teacher	73	90	96	96	97
Counselor	10	10	12	12	12
Library Media Specialist	7	14	14	14	14
Reading Interventionist	7	7	7	7	7
Speech/Language Pathologist/SLP	8	9	9	11	11
Special Education Teacher	58	65	78	76	76
Special Education Process Coordinator	6	8	10	9	9
Paraprofessional (Certified)	10	15	6	9	9
Instructional Coach	10	8	10	10	10
Subtotal	452	489	514	518	519



Classified Staff					
Position/FTE	2021-22	2022-23	2023-24	2024-25	Forecast 2025-26
District Administrative Assistant	9	8	6	7	7
Building Administrative Assistant	22	23	25	24	24
Custodial Services	34	44	40	43	43
Technology	12	12	12	12	12
School Nurse	7	10	10	10	10
Child Nutrition (Food Service)	48	59	54	60	60
Maintenance and Grounds	8	6	6	6	6
Paraprofessional (Classified)	67	81	78	88	91
Parents as Teachers (PAT)	6	6	6	6	6
Social Worker	4	5	5	5	5
Interpreter	2	2	2	2	2
Transportation	59	60	59	60	60
Early Childhood	53	61	71	60	60
Communications	3	3	3	3	3
Human Resources	2	2	2	2	2
Business Services	3	4	4	4	4
School Resource Officer	4	5	5	5	5
Subtotal	343	391	388	397	400
Grand Total	835	920	944	957	961



Bond Amortization Schedule

The tables below summarize the total principal and interest payments due by fiscal year. Revenue generated from the debt service levy is used in making these annual payments.

Bond Amortization Schedule				
Fiscal Year	Principal (Bonded Indebtedness)	Interest (Bonded Indebtedness)	Total Debt Payment	Principal Balance
2026	\$2,850,000	\$3,681,831	\$6,531,831	\$76,530,000
2027	\$2,775,000	\$3,605,350	\$6,380,350	\$73,755,000
2028	\$2,785,000	\$3,470,600	\$6,255,600	\$70,970,000
2029	\$3,505,000	\$3,335,350	\$6,840,350	\$67,465,000
2030	\$3,725,000	\$3,165,700	\$6,890,700	\$63,740,000
2031	\$3,595,000	\$2,982,150	\$6,577,150	\$60,145,000
2032	\$3,915,000	\$2,804,250	\$6,719,250	\$56,230,000
2033	\$3,695,000	\$2,583,500	\$6,278,500	\$52,535,000
2034	\$4,710,000	\$2,398,750	\$7,108,750	\$47,825,000
2035	\$5,225,000	\$2,163,250	\$7,388,250	\$42,600,000
2036	\$4,600,000	\$1,902,000	\$6,502,000	\$38,000,000
2037	\$5,000,000	\$1,696,000	\$6,696,000	\$33,000,000
2038	\$5,400,000	\$1,486,000	\$6,886,000	\$27,600,000
2039	\$6,000,000	\$1,260,000	\$7,260,000	\$21,600,000
2040	\$6,400,000	\$1,025,000	\$7,425,000	\$15,200,000
2041	\$7,200,000	\$792,000	\$7,992,000	\$8,000,000
2042	\$8,000,000	\$480,000	\$8,480,000	\$0
Total	\$82,460,000	\$40,711,997	\$123,171,997	



Projects - Outstanding Bond Issues

On **April 4, 2006**, voters overwhelmingly approved a \$10 million bond issue to construct a new 70,000-square-foot elementary facility, update the district network technology and infrastructure, as well as purchase several new buses. West Elementary opened in 2007.

On **April 5, 2011**, voters approved a \$6.5 million bond to construct a vocational agriculture facility as well as repair and improve current school facilities in the District. The measure passed with 68 percent approval.

On **April 7, 2015**, with just over 70 percent of the 2,876 votes, Ozark voters approved a \$20 million no-tax increase bond for five storm shelters as well as a \$10 million renovation of Ozark Junior High School. The District spent \$24 million on the improvements, \$4 million was from money the school set aside to improve the projects.

On **June 2, 2020**, Ozark voters approved a \$26.5 million no-tax increase bond issue, known as Operation Renovate & Innovate. The projects included renovating what is known as the old Fasco building for the Ozark Innovation Center to become a second high school campus, and remodeling the former District Office to expand Tiger Paw Early Childhood Center.

On **April 5, 2022**, Ozark voters approved a \$19 million no-tax increase bond issue to make schools safer while accommodating growth. The bond was to construct storm shelters at Tiger Paw Early Childhood Center, Ozark Middle School and Ozark High School, as well as an indoor activities building at OHS. The April ballot also included a 10 cent no-tax increase levy transfer, which allowed the District to transfer 10 cents from our debt service fund to our operating fund.



Performance Results

In the state of Missouri, the Department of Elementary and Secondary Education (DESE) releases a "Missouri Public School Accountability Report Card" with state accountability metrics about each public school district. The data presented below uses 2023-2024 school year data to benchmark key data points with comparable school districts that are similar to Ozark R-VI School District. Southwest Missouri has many similar school districts that have similar student enrollment levels in the geographic area. The districts that were used as comparison districts were: Branson, Lebanon, Logan-Rogersville, Nixa, Republic, Springfield, and Willard.

The data used for performance comparisons were available on the DESE data portal (2020-2021, 2021-2022, and 2022-2023) in the following areas: Accreditation, Enrollment, Proportional Attendance, Students Eligible for Free or Reduced Lunch Status, Four Year Graduation Rate, Dropout Rate, Staffing Ratios, Years of Experience for Staff, Average Teacher Salaries, Average Administrator Salaries, Average Current Expenditures per ADA, Adjusted Tax Rate of the District, Assessed Valuation of the District, Source of Revenue, Missouri Assessment Program Results, and ACT Results.

Accreditation Status - School districts are accredited according to standards set by the State Board of Education. The three levels of accreditation are accredited, provisionally accredited, and unaccredited.

Accreditation Status			
District	2021-22	2022-23	2023-24
Branson	Accredited	Accredited	Accredited
Lebanon	Accredited	Accredited	Accredited
Logan-Rogersville	Accredited	Accredited	Accredited
Nixa	Accredited	Accredited	Accredited
Ozark	Accredited	Accredited	Accredited
Republic	Accredited	Accredited	Accredited
Springfield	Accredited	Accredited	Accredited
Willard	Accredited	Accredited	Accredited



Enrollment - The first count for attendance is taken on the last Wednesday of September for all resident and nonresident students in grades K through 12.

Enrollment			
District	2023-24	2024-25	2025-26
Branson	4,389	4,390	4,405
Lebanon	4,196	4,146	4,144
Logan-Rogersville	2,376	2,361	2,367
Nixa	6,473	6,456	6,518
Ozark	5,945	5,902	5,772
Republic	5,083	5,040	5,090
Springfield	23,653	23,899	24,004
Willard	4,536	4,440	4,350

Proportional Attendance Rate - Attendance targets use the individual student's attendance rate and set the expectation that 90% of the students are in attendance 90% of the time.

Proportional Attendance Rate			
District	2022-23	2023-24	2024-25
Branson	74.5%	73.5%	76.7%
Lebanon	85.3%	84.8%	84.4%
Logan-Rogersville	78.0%	82.4%	83.6%
Nixa	85.1%	86.9%	87.2%
Ozark	82.2%	83.8%	82.2%
Republic	81.2%	84.4%	83.2%
Springfield	69.3%	74.1%	75.5%
Willard	80.1%	85.6%	84.0%



Student Eligible for Free and Reduced Lunch - The percentage of students who are reported by the district as eligible for free and reduced-price meals on the last Wednesday in January.

Student Eligible for Free and Reduced Lunch			
District	2022-23	2023-24	2024-25
Branson	51.7%	57.0%	58.7%
Lebanon	58.1%	59.0%	58.4%
Logan-Rogersville	30.6%	30.9%	33.1%
Nixa	25.6%	22.3%	25.7%
Ozark	29.8%	32.2%	34.8%
Republic	35.9%	35.1%	36.0%
Springfield	51.6%	52.3%	51.9%
Willard	37.7%	40.5%	41.5%

Graduation Rate (Four Year Cohort) - The number of students who graduate in four years with a regular high school diploma compared to the number of students who form the adjusted cohort for the graduating class. .

Graduation Rate			
District	2022-23	2023-24	2024-25
Branson	93.61%	93.59%	93.71%
Lebanon	94.15%	93.94%	97.59%
Logan-Rogersville	91.15%	94.89%	94.97%
Nixa	94.53%	95.98%	97.63%
Ozark	97.14%	98.58%	98.78%
Republic	96.33%	96.32%	96.83%
Springfield	95.77%	97.69%	98.91%
Willard	96.26%	98.36%	97.98%



Dropout Rate - The number of students that left high school before graduation as a percent.

Dropout Rate			
District	2022-23	2023-24	2024-25
Branson	2.1%	1.8%	1.7%
Lebanon	1.6%	1.3%	0.8%
Logan-Rogersville	1.2%	not reported	not reported
Nixa	1.1%	not reported	not reported
Ozark	0.8%	0.6%	0.3%
Republic	1.0%	0.8%	0.9%
Springfield	1.0%	0.8%	0.3%
Willard	not reported	not reported	not reported

Where Our Graduates Go - The percentage of the previous year's graduates who are reported as attending a community college, a four-year institution, or a technical school 180 days after graduation.

Where Our Graduates Go			
District	2022-23	2023-24	2024-25
Branson	58.4%	51.8%	58.2%
Lebanon	51.7%	62.6%	52.0%
Logan-Rogersville	64.4%	68.2%	60.5%
Nixa	66.4%	71.5%	74.9%
Ozark	65.2%	64.6%	67.0%
Republic	64.5%	62.7%	57.8%
Springfield	57.5%	60.7%	53.4%
Willard	53.8%	54.7%	64.3%



Years of Experience of Professional Staff - The average years of public-school experience for all members of the district's professional staff, excluding special education, remedial reading, Title 1, and vocational teachers.

Years of Experience of Professional Staff			
District	2022-23	2023-24	2024-25
Branson	13.1	13.3	13.5
Lebanon	12.9	13.0	13.1
Logan-Rogersville	13.8	14.3	13.7
Nixa	13.7	13.5	13.9
Ozark	13.8	13.9	13.8
Republic	12.1	12.4	12.8
Springfield	10.6	10.9	11.1
Willard	12.1	11.8	12.0

Students to Classroom Teachers - The ratio of students in grades K-12 to regular classroom teachers, excluding special education, remedial reading, Title 1, and vocational teachers.

Students to Classroom Teachers			
District	2022-23	2023-24	2024-25
Branson	19	18	18
Lebanon	18	17	18
Logan-Rogersville	18	17	17
Nixa	19	19	19
Ozark	17	17	17
Republic	19	18	19
Springfield	16	17	17
Willard	17	17	17



Average Teacher Salaries - The average regular term (base) salary for teachers.

Average Teacher Salaries			
District	2022-23	2023-24	2024-25
Branson	\$50,421	\$51,348	\$53,914
Lebanon	\$49,606	\$52,901	\$54,187
Logan-Rogersville	\$47,741	\$49,691	\$51,024
Nixa	\$51,559	\$52,250	\$53,873
Ozark	\$51,985	\$53,025	\$54,116
Republic	\$50,739	\$52,401	\$54,521
Springfield	\$52,801	\$55,668	\$58,135
Willard	\$49,786	\$50,377	\$51,352

Average Administrator Salaries - The average regular term (base) salary of administrators.

Average Administrator Salaries			
District	2022-23	2023-24	2024-25
Branson	\$105,480	\$107,919	\$107,724
Lebanon	\$99,228	\$103,818	\$106,896
Logan-Rogersville	\$100,186	\$97,796	\$102,449
Nixa	\$103,330	\$103,838	\$107,929
Ozark	\$108,368	\$108,649	\$110,848
Republic	\$95,562	\$98,783	\$102,893
Springfield	\$101,962	\$104,067	\$108,007
Willard	\$111,359	\$116,653	\$120,310



Average Current Expenditures per Membership - The average current expenditure per pupil by the September Membership for the district.

Average Current Expenditures per Membership			
District	2022-23	2023-24	2024-25
Branson	\$11,196.71	\$11,799.22	\$12,296.94
Lebanon	\$11,623.75	\$11,985.25	\$12,680.77
Logan-Rogersville	\$11,249.66	\$12,113.81	\$12,586.25
Nixa	\$10,149.78	\$10,961.74	\$11,417.67
Ozark	\$11,023.09	\$11,361.99	\$11,854.04
Republic	\$10,381.19	\$10,969.48	\$11,759.80
Springfield	\$13,333.39	\$13,484.53	\$13,645.01
Willard	\$10,838.00	\$10,791.68	\$11,303.35

Adjusted Tax Rate of the District - Total tax rates levied by the district for all funds (incidental, teachers, debt service, and capital projects). Tax rates are filed with the County Clerk by September 1.

Adjusted Total Tax Rate			
District	2022-23	2023-24	2024-25
Branson	\$4.1168	\$4.0936	\$4.0937
Lebanon	\$4.4900	\$4.4900	\$4.4900
Logan-Rogersville	\$4.4172	\$4.3108	\$4.3437
Nixa	\$4.5091	\$4.5091	\$4.5091
Ozark	\$4.1400	\$4.1400	\$4.1400
Republic	\$4.1254	\$4.1254	\$4.2123
Springfield	\$4.0767	\$3.9787	\$3.9888
Willard	\$4.1284	\$4.1284	\$4.1284



Assessed Valuation of the District - The total assessed property value of the school district minus tax increment-finance valuation, as of December 31 of the previous year.

Assessed Valuation			
District	2022-23	2023-24	2024-25
Branson	\$772,499,940	\$839,208,790	\$847,339,588
Lebanon	\$381,086,764	\$385,280,607	\$390,060,199
Logan-Rogersville	\$332,782,703	\$374,882,976	\$389,115,887
Nixa	\$644,542,010	\$712,183,096	\$735,846,004
Ozark	\$618,450,887	\$678,619,545	\$699,057,463
Republic	\$573,793,332	\$644,978,325	\$678,080,699
Springfield	\$4,336,244,880	\$4,753,992,025	\$4,841,981,409
Willard	\$504,735,225	\$558,686,919	\$593,809,788

Missouri Assessment Program Results

Below is a summary and the results from the Missouri Assessment Program (MAP) exams.

8th Grade English Language Arts (ELA): Percentage of students Proficient or Advanced (English 2 courses and above not included).

8th Grade English Language Arts (ELA) - % Proficient or Advanced			
District	2022-23	2023-24	2024-25
Branson	43.1%	42.6%	50.4%
Lebanon	31.4%	31.7%	33.3%
Logan-Rogersville	55.3%	58.6%	47.4%
Nixa	61.6%	56.6%	63.6%
Ozark	54.0%	56.2%	58.1%
Republic	51.9%	48.5%	57.4%
Springfield	45.0%	44.9%	46.4%
Willard	51.0%	46.3%	39.3%



8th Grade Math: Percentage of students Proficient or Advanced (Algebra 1 courses and above not included).

8th Grade Math: % Proficient or Advanced			
District	2022-23	2023-24	2024-25
Branson	26.5%	31.2%	38.7%
Lebanon	31.4%	31.7%	33.3%
Logan-Rogersville	46.4%	48.8%	40.1%
Nixa	62.0%	61.1%	62.4%
Ozark	47.0%	50.2%	51.8%
Republic	46.1%	51.3%	54.2%
Springfield	35.8%	35.0%	39.5%
Willard	50.0%	47.5%	53.7%

8th Grade Science: Percentage of students Proficient or Advanced (Biology 1 courses and above not included).

8th Grade Science - % Proficient or Advanced			
District	2022-23	2023-24	2024-25
Branson	35.3%	35.7%	41.7%
Lebanon	33.9%	31.8%	33.3%
Logan-Rogersville	45.0%	50.5%	42.2%
Nixa	57.8%	52.8%	64.8%
Ozark	50.2%	50.7%	48.9%
Republic	40.7%	42.2%	47.1%
Springfield	34.5%	35.3%	41.5%
Willard	39.8%	42.7%	37.5%



ACT Results: The average composite ACT score of graduates that have taken the ACT test. Scores are provided to DESE from ACT.

Average Composite ACT Score			
District	2022-23	2023-24	2024-25
Branson	21.7	21.8	21.6
Lebanon	19.6	20.2	19.6
Logan-Rogersville	22.3	21.2	22.2
Nixa	21.9	22.7	22.1
Ozark	22.1	21.5	21.3
Republic	20.2	20.5	20.3
Springfield	20.0	20.0	20.5
Willard	21.9	21.3	21.7

Gifted Education Program Students: Percentage of students currently being served in the district's state-approved gifted education program.

Gifted Education Program Students			
District	2022-23	2023-24	2024-25
Branson	4.01%	3.99%	3.81%
Lebanon	7.55%	8.10%	7.53%
Logan-Rogersville	3.54%	3.77%	3.84%
Nixa	3.20%	3.44%	3.19%
Ozark	4.52%	4.37%	4.73%
Republic	3.19%	3.53%	3.16%
Springfield	6.91%	7.06%	7.40%
Willard	2.67%	2.84%	2.76%



Glossary of Terms

Accounting – The procedure of maintaining systematic records of events relating to persons, objects, or money and summarizing, analyzing, and interpreting the results of such records.

Accounting Period - A period at the end of which and for which financial statements are prepared; for example, July 1st through June 30th.

ADA – See Average Daily Attendance.

Amortization - The gradual elimination of a liability, such as a debt, in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest.

Annual Secretary of the Board Report (ASBR) – A required report by the DESE on or before August 15 of each year. The report contains information, such as revenues, expenditures, fund balances, debt, and transportation data that are used for various data comparisons, calculations, and data requests. Examples include payments, the Local Effort Calculation, the Current Expenditure Calculation, report card information, and federal reporting information.

ASBO – See Association of School Business Officials International.

ASBR – See Annual Secretary of the Board Report.

Assessed Value - The value placed on property for tax purposes, and used as the basis of division of the tax burden. This amount is subject to the State equalization factor and the deduction of exemptions.

Association of School Business Officials International (ASBO) – The Association of School Business Officials International is a professional association that provides programs and services to promote the highest standards of school business management practices, professional growth, and the effective use of educational resources.

Audit – The examination of records and documents and the securing of other evidence for one or more of the following purposes: a) determining the propriety of proposed or completed transactions, b) ascertaining whether all transactions have been recorded, and c) determining whether transactions are accurately recorded on the accounts and in the statements.

Average Daily Attendance (ADA) – The total hours attended in a term by resident pupils between the ages of five and twenty-one divided by the actual number of hours' school was in session (actual calendar) plus the summer school average daily attendance (ADA) (hours attended divided by 1044 hours). Summer school ADA is a part of the immediate preceding school year's total ADA.



Benchmarking—A measurement of performance of the District against similarly socioeconomic and demographic districts.

Board of Education—An elected board consisting of seven members, created according to State law, and vested with responsibilities for educational activities within a geographic area. The Board establishes policy, hires the Superintendent, and governs the operations of the district.

Bond—A written promise to pay a specific sum of money (face value) at a fixed time in the future (maturity). Bonds carry an interest rate that results in additional monies that must also be repaid to the lender.

Budget—A plan of financial operation representing an estimate of proposed expenditures for a given period or purpose, and the proposed means of financing them.

Bond Proceeds, Amount Remaining – The amount remaining in bond proceeds (in the Bond Proceeds Sub Fund of the Capital Projects Fund) after the completion of a project for which bonds were issued. This amount remaining shall be transferred from the Capital Projects Fund to the Debt Service Fund.

Budget – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The budget usually consists of three parts. The first part contains a message from the budget-making authority together with a summary of the proposed expenditures and the means of financing them. The second part consists of schedules supporting the summary. The schedules show in detail the proposed expenditures and means of financing them together with information as to past years' actual revenues and expenditures and other data used in making the estimates. The third part is 78 2023 Annual Budget - OSD composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect. Section 67.010, RSMo, is the statutory reference governing budgets.

Budget Document – The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect. (See Section 67.010, RSMo).

Budgeting – Pertains to budget planning, formulations, administration analysis, and evaluation.



Capital Outlay – An expenditure which results in the acquisition of fixed assets or additions to fixed assets which are presumed to have benefits for more than one year. It is an expenditure for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or initial, additional, and replacement of equipment.

Cares Act - See Coronavirus Aid, Relief, and Economic Security.

Cash - Currency, checks, postal and express money orders, and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits. Any restriction or limitations as to its availability should be indicated.

Cash-Basis Accounting - The basis of accounting in which revenue and expenses are recorded in the period they are actually received or expended in cash.

Check - A bill of exchange drawn on a bank payable on demand; a written order on a bank to pay on demand a specified sum of money to a named person, to the named person's order, or to bearer out of money on deposit to the credit of the maker. A check differs from a warrant in that the latter is not necessarily payable on demand and may not be negotiable; and it differs from a voucher in that the latter is not an order to pay. A voucher-check combines the distinguishing marks of a voucher and a check; it shows the propriety of a payment and is an order to pay.

Classroom Trust Fund - Classroom Trust Fund was created to provide a separate accounting for money generated by riverboat gaming. Local districts/charter schools have great flexibility in the expenditure of this money as it is spent at the discretion of the local school district/charter schools.

Comprehensive School Improvement Plan (CSIP) - A strategic plan in support of the organizational vision, mission, and values, written by a strategic planning committee made up of parents, community members, business and civic leaders, district staff members, students, and the Board of Education.

Consumer Price Index (CPI) - Consumer Price Index measures changes in the price level of market basket of consumer goods and services purchased by households.

Contracted Services - Services rendered by personnel who are not on the payroll of the LEA including all related expenses covered by the contract.

Coronavirus Aid, Relief, and Economic Security (CARES) Act - Provides funding to LEAs through Section 18003 of the Elementary and Secondary School Emergency Relief (ESSER) Fund, to address the impact of COVID-19 on elementary and secondary schools.

CSIP - see Comprehensive School Improvement Plan.



Debt Service Fund – Dedicated fund used for the retirement of debt and expenditures for interest on debt, except principal and interest of current loans. The Debt Service Fund must be maintained as a separate bank account.

Deficit - The excess of expenditures over revenues in any given accounting period.

Delinquent Taxes -Taxes remaining unpaid on or after the date on which they become due and payable by statute.

Depreciation -Loss in value or service life of capital assets because of wear and tear through use, elapse of time, inadequacy or obsolescence.

District's Levy -Refers to the tax levy extended onto the tax books and assessed to the taxpayers for a school district and includes the rate for all funds including the Debt Service Fund.

Department of Elementary and Secondary Education (DESE) – Coordinates and regulates K-12 education in Missouri.

DESE – See Department of Elementary and Secondary Education.

DOLLAR VALUE MODIFIER (DVM) – One of four basic pieces of the Missouri Foundation Formula: (1) Dollar Value Modifier, (2) Local Effort, (3) State Adequacy Target (SAT), and (4) Weighted Average Daily Attendance. The Missouri Foundation Formula was passed in 2005 to help ensure all of Missouri's elementary and secondary education students have access to adequate educational resources. The formula is used to establish a concrete spending target—the amount of money that should be spent (at minimum) in order to educate the average K-12 student in Missouri per academic year.

DVM – See Dollar Value Modifier.

Early Childhood Special Education (ECSE) – A federal and state mandated program for young children between the ages of three and five, prior to kindergarten with developmental delays and disabilities.

Employee Benefits – Compensation in addition to regular salary provided to an employee. This may include such benefits as health insurance, life insurance, annual leave, sick leave, retirement, and social security.

Encumbrances – Purchase orders, contracts, and salary or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when actual liability is incurred.



Enrollment - Head count taken the last Wednesday of September and January of all resident and nonresident students K-12 in the enrollment center. All students are counted as one (no part time). Enrollment is not reported for pre-kindergarten students.

Entitlement Grant - A grant program that establishes a specific amount of funds to be distributed to each agency. Recipients of such funds determine how the funds are to be used according to the purposes authorized by the program.

Equipment - Items that are electrical or mechanical in nature or furniture and 1) have a useful life of at least one year; 2) would be repaired rather than replaced; 3) the cost of tagging and inventory is a small percent of the item's cost; and 4) exceeds \$1,000 per unit (local board may establish a cost threshold of less than \$5,000). Certain operating system software meeting the unit cost of \$5,000 may be capitalized in the same manner as equipment.

ESSA - See Every Student Succeeds Act.

ESSER - See Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Expenditures - Consumption of an asset or the payment of an expense.

Federal Revenue - Revenue provided by the federal government. Expenditures made with this revenue should be identifiable as federally supported expenditures.

Fiscal Period - Any period at the end of which the LEA determines its financial condition and the results of its operations and closes its books. It is usually a year, though not necessarily a calendar year. The most common fiscal period for school systems is July 1 through June 30.

Foundation Formula - The Missouri state foundation formula, the primary source of state revenue for Missouri public school districts.

Full-Time Equivalency (FTE) - The amount of time for a less than full-time activity divided by the amount of time normally required in corresponding full-time activity. Full-time equivalency usually is expressed as a decimal fraction to the nearest tenth.

Free and Reduced Lunch (FRL) - The number of pupils enrolled in the district and eligible for free and reduced lunch on the last Wednesday in January. The number used on Line 14 of the basic formula calculation in the current year is always the previous year's January count. This number bears no relationship to the number of children actually eating in the school cafeteria (School Nutrition Services count). This number, by definition, is a different count from that used for the federal programs or School Nutrition Services. Corrections to this data after it has been submitted should be sent to the School Finance Section.



FRL - See Free and Reduced Lunch.

Full-Time Equivalency (FTE) - The amount of time for a less than full-time activity divided by the amount of time normally required in corresponding full-time activity. Full-time equivalency usually is expressed as a decimal fraction to the nearest tenth.

Function - The purpose or action for which something or someone is used or exists. In the context of DESE, a function code is a four-digit code that describes the program, purpose, or action for which activities are performed.

Fund - An independent accounting entity with its own assets, liabilities and fund balances. Generally, funds are established to account for financing of specific activities of an agency's operations.

Fund Balance - The excess of the assets of a fund over its liabilities and reserves except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the fund's assets and estimated revenues for the period over its liabilities, reserves and appropriations for the period.

GAAP - See Generally Accepted Accounting Principles.

GASB - See Governmental Accounting Standards Board.

General Ledger - A book, file or other device in which accounts are kept to the degree of detail necessary, that summarizes the financial transactions of the LEA. General ledger accounts may be kept for any group of items, receipts or expenditures on which an administrative officer wishes to maintain a close check.

General Obligation Bond - Under Missouri law, the only way a school district can legally borrow money for school facility improvements or construction on a full faith and credit basis is to seek voter approval of a general obligation bond issue. A general obligation means that the school district can and must levy sufficient taxes (via a debt service levy) to repay the principal and interest associated with the bonds.

Generally Accepted Accounting Principles (GAAP) - In determining the number of funds appropriate for public school operations, the purposes and legal requirements of the various activities must be considered. GAAP recommends the minimum number of funds be consistent with legal requirements. This is due to the necessity of identifying expenditures with revenues for the various activities.



Governmental Accounting Standards Board (GASB) - An independent organization that establishes and improves standards of accounting and financial reporting for US state and local governments.

HANCOCK AMENDMENT (Senate Bill 711) - In 2008, the Missouri legislature passed Senate Bill 711 (the Hancock Amendment) that requires taxing districts, such as schools, to roll back their tax rate in reassessment years (odd numbered years) regardless of whether or not they are at their tax rate ceiling.

IDEA - See Individuals with Disabilities Education Act.

In Lieu of Tax - Payments made out of general revenues by a governmental unit to the LEA in lieu of taxes it would have had to pay had its property or other tax base been subject to taxation by the local LEA on the same basis as other privately owned property or other tax base. It would include payments made for privately owned property which is not subject to taxation on the same basis as other privately owned property due to action by the governmental unit owning or being responsible for the property. The amount received for school purposes is a deduction in the Basic Formula calculation.

Individuals with Disabilities Education Act (IDEA) - A law that ensures services to children with disabilities throughout the United States. IDEA governs how states and public agencies provide early intervention, special education, and related services to eligible infants, toddlers, children, and youth with disabilities.

Interest Income -Earnings on investments such as savings accounts, certificates of deposits and bond investments.

Investments - Securities and real estate held for the production of income in the form of interest, dividends, rentals, or lease payments. The account does not include fixed assets used in LEA operations.

LEA - see Local Education Agency.

Lease Purchase - A lease purchase is an agreement entered into by the school district to acquire a capital item without paying the full purchase cost all at once. The authority to enter into lease-purchase agreements is found in Sections 177.082 and 177.088, RSMo. Section 177.082, RSMo, provides for lease purchases for apparatus, equipment (including school buses) and furnishings directly with a vendor. This authorization does not provide for the purchase of buildings (including mobile classroom units) or land. Section 177.088, RSMO, requires a district to enter into an agreement with a financing entity (trustee). This statutory authority is the only means a district has to enter into a lease purchase agreement for buildings (including mobile classroom units) or land.



LEP Count - Limited English Proficient census taken and reported to the Department of Elementary and Secondary Education. This count is used in the weighted average daily attendance calculation in the Basic Formula Calculation.

Levy (Verb) - To impose taxes or special assessments. (Noun) -The total of taxes or special assessments imposed by a governmental unit.

Liabilities - Debt or other legal obligations arising out of transactions in the past that are payable but not necessarily due. Encumbrances are not liabilities; they become liabilities when the services or materials for which the encumbrance was established have been rendered or received.

Local Education Agency (LEA) - An educational agency at the local level that exists primarily to operate a school or to contract for educational services. Normally, taxes may be levied by such publicly operated agencies for school purposes. These agencies may or may not be coterminous with county, city, or town boundaries. This term is used synonymously with the terms "school district," "school system" and "local basic administrative unit".

Local Effort - One of four basic pieces of the Missouri Foundation Formula: (1) Dollar Value Modifier, (2) Local Effort, (3) State Adequacy Target, and (4) Weighted Average Daily Attendance. The Missouri Foundation Formula was passed in 2005 to help ensure that all of Missouri's elementary and secondary education students have access to adequate educational resources. The formula is used to establish a concrete spending target—the amount of money that should be spent (at minimum) in order to educate the average K-12 student in Missouri per academic year.

M & M Surtax - Surtax on commercial real estate to replace revenue lost with the elimination of the merchants and manufacturing businesses' inventory tax.

MAP - See Missouri Assessment Program.

MBA - See Meritorious Budget Award Program.

Membership - Count of resident students in grades PK-12 taken the last Wednesday in September who are enrolled on the count day and in attendance at least one of the 10 previous school days, by grade at each attendance center. Students attending an alternative school or an area vocational school part of the day and their home school the remainder of the day should be counted as full-time students in the regular school in their home district. PKA or PKP students enrolled in a half-day PK program should be reported as 1.0 if they attend all possible hours for that program in a week. To receive full-time credit for a special education kindergarten student whose IEP calls for full-day attendance, report the membership in full-day kindergarten.



Missouri Health and Educational Facilities Authority (MOHEFA) - Organization administering the Missouri Direct Deposit Program that is designed as a credit enhancement for public school bonds. MOHEFA is also involved in the advanced funding program.

MISSOURI UNITED SCHOOL INSURANCE COUNCIL (MUSIC) - MUSIC is a nonprofit, member-owned, self-insurance pooling program. It provides a comprehensive property and casualty coverage package for Missouri public schools and community colleges.

MUSIC - See Missouri United School Insurance Council.

Non-Public School - A school established by an individual, institution, or agency other than the state, subdivisions of the state, or the federal government that usually is supported primarily by monies other than public funds and the operation of whose program rests with other than publicly elected or appointed officials.

Non-Resident Student - A student whose legal residence is outside the geographic area served by a specified school, LEA, or institution and for which the school/district/charter school is receiving tuition payments.

Nutrition Services - Activities involved with the Nutrition Services program of the LEA. This service area includes the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities and the delivery of food.

Object - Revenue utilized for daily operation of the school district.

Operating Levy - Levy for all funds of the district except for the Debt Service Fund. Also referred to as the Adjusted Operating Levy, the levy actually extended onto the tax books or the tax rate that actually generated tax revenue for the school district to use for operational purposes and capital outlay.

Payroll - A list of individual employees entitled to pay, with the amounts due to each for personal services rendered. Payments are also made for such payroll-associated costs as federal and state income tax withholdings, retirement, and social security.

PEERS - See Public School and Education Employee's Retirement System.

Premium on Bonds Sold - That portion of the sales price of bonds in excess of their par value. The premium represents an adjustment of the interest rate.

Principal Payments - A sum of money paid to a lender on an amount owed as a debt from which interest is calculated.



Property Insurance - Expenditures of all forms of insurance covering the loss of or damage to property of the LEA from fire, theft, storm, or any other cause. Also recorded here are costs for appraisals of property for insurance purposes.

Proposition C - Revenue received from the implementation of a one-cent statewide sales tax for education approved by voters in a statewide election held in November 1982. This revenue is considered local revenue.

Proprietary Accounts - Those accounts that show actual financial conditions and operations, such as actual assets, liabilities, reserves, surplus, revenues, and expenditures, as distinguished from budgetary accounts. See also Budgetary Accounts.

PSRS - See Public School and Education Employee's Retirement System.

Public School and Education Employee's Retirement System (PSRS/PEERS) - Provides service retirement, disability, and survivor benefits for retired Missouri public school teachers, school employees, and their families.

Purchase Order - A written request to a vendor to provide material or services at a price set forth in the order and that is used as an encumbrance document.

Purchased Services - Personal services rendered by personnel who are not on the payroll of the LEA and other services that may be purchased by the LEA.

Purchasing - Acquiring supplies, equipment, and materials used in the LEA operation.

Real Estate - Land, improvements to site, and buildings; real property.

Receipts - This term means cash received. See Revenues.

Refund - A return of an overpayment or overcollection. The return may be either in the form of cash or a credit to an account.

Refunding Bonds - Bonds issued to pay off outstanding bonds. Also known as refinancing existing bonds.

Reimbursement - The return of an overpayment or over collection in cash.

Requisition - A written request to a purchasing officer for specified articles or services. It is a request from one school official to another school official, whereas a purchase order is from a school official (usually the purchasing officer) to a vendor.



Reserve - An amount set aside for some specified purpose.

Resident Student - Students residing and attending school in the district/charter school.

Revenues - Additions to fund financial resources other than from interfund transfers and debt-issue proceeds.

Salary - The total amount regularly paid or stipulated to be paid to an individual before deductions for personal services rendered while on the payroll of the LEA. Payments for sabbatical leave are also considered salary.

SAT - See State Adequacy Target.

Securities - Bonds, notes, mortgages, or other forms of negotiable or non-negotiable instruments.

Senate Bill 711 - See Hancock Amendment.

Special Education - The practice of educating students in a way that accommodates their individual differences, disabilities, and special needs. This involves the individually planned and systematically monitored arrangement of teaching procedures, adapted equipment and materials, and accessible settings.

State Adequacy Target (SAT) - One of four basic pieces of the Missouri Foundation Formula: (1) Dollar Value Modifier, (2) Local Effort, (3) State Adequacy Target, and (4) Weighted Average Daily Attendance. The Missouri Foundation Formula was passed in 2005 to help ensure that all of Missouri's elementary and secondary education students have access to adequate educational resources. The formula is used to establish a concrete spending target, which is the amount of money that should be spent (at minimum) in order to educate the average K-12 student in Missouri per academic year.

Supplement - To add to that which the district is already providing due to a specific requirement or as a matter of previous practice. The LEA must be able to document that federal/state funds were used to increase the level of funding for an existing service or to begin a new service.

Supplies - Items with a unit cost of less than \$5000 and last less than a year, which are expended, consumed and can be worn out, or lose their identity by becoming part of a more complex unit.

Surety Bonds - A written promise to pay damages or to identify against losses caused by the part of parties named in the document through nonperformance or through misappropriation of monies; for example, a surety bond given by a contractor or by an official handling cash or securities.



Tangible Property - Tangible property is physical property that can be touched, such as furniture and vehicles. It is distinct from the other major class of property, real property (or real estate), in that it can be moved from one location to another, whereas real property is permanently attached to a single location.

Taxes - Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. The term includes licenses and permits.

Tax Anticipation Notes (TANS) - Short-term loans issued in anticipation of future revenues. The loan does not count against any statutory debt limitation and the loan must mature within 12 months. Interest on TANS is limited pursuant to Section 108.170, RSMo.

Tax Increment Financing (TIF) - A program defined in Section 99.800 and 99.865, RSMo, through which assessed valuation is abated. The county clerk reports the abated assessed valuation to the Department of Elementary and Secondary Education. However, a district is allowed to reduce its total assessed valuation by this amount for state aid purposes.

Tuition - Money charged by the LEA or education institution for a period of time, not including special charges as for books and laboratory fees.

WADA - See Weighted Average Daily Attendance.

Weighted Average Daily Attendance (WADA) - One of four basic pieces of the Missouri Foundation Formula: (1) Dollar Value Modifier, (2) Local Effort, (3) State Adequacy Target, and (4) Weighted Average Daily Attendance. The Missouri Foundation Formula was passed in 2005 to help ensure that all of Missouri's elementary and secondary education students have access to adequate educational resources. The formula is used to establish a concrete spending target—the amount of money that should be spent (at minimum) in order to educate the average K–12 student in Missouri per academic year.

Zero Teachers Fund Balance Transfer - The transfer from the General (Incidental) Fund to the Special Revenue (Teachers) Fund of those amounts required to bring the ending fund balance in the Special Revenue (Teachers) Fund to zero.

