

SECTION IV BUDGET PREPARATION AND MANAGEMENT
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SECTION IV BUDGET PREPARATION AND MANAGEMENT
A. INTRODUCTION AND PURPOSE OF A BUDGET

A. INTRODUCTION AND PURPOSE OF A BUDGET

Budgeting for a school district* is the process of allocating limited resources to the various educational expenditure priorities of the district. The general appropriations act* or school board* adopted budget represents the legal authority for the school district administration to spend money. The school board's vote to adopt the budget implies that a set of decisions has been made to allocate the district's limited revenues to pay, or not pay, for a certain set of educational items or services.

If used appropriately, a budget provides the school board and administration with the ability to control and evaluate the use of the district's funds. Using the accounting system to keep track of the approved budget along with the subsequent revenue collection and expenditure of funds will enable them to monitor that funds are being expended in accordance with the purposes authorized by the school board. To fulfill their role in accountability, it is essential that the school board adopt a policy to regularly monitor by comparing the adopted budget to the actual collection of revenues and expenditure of funds.

The Governmental Accountability Standards Board (GASB) recognizes the importance of accountability of public funds with the following objectives in GASB Concepts Statement 1, *Objectives of Financial Reporting*, paragraph 77:

- Financial reporting should provide information to determine whether current year revenues were sufficient to pay for current year services.
- Financial reporting should demonstrate whether resources were obtained and used in accordance with the entity's legally adopted budget. It should also demonstrate compliance with other finance related legal or contractual requirements.
- Financial reporting should provide information to assist users in assessing the services, costs, and accomplishments of the government entity.

The Superintendent, as chief administrative officer* of a school district, is ultimately responsible for budget preparation and presentation to the school board and for the control of expenditures as presented in the budget and general appropriations act. In the case of school districts that do not employ a superintendent, the elected official who prepares and administers the budget shall act as the chief administrative officer. (MCL 141.434)

Information contained in the remainder of this section provides the user with reference to various laws, timelines, responsibilities, and other relevant guidelines on formulating, adopting, and implementing an effective Michigan public school district budget.

SECTION IV BUDGET PREPARATION AND MANAGEMENT

B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

To ensure completion of the budget process and achieve the advantages of good budgetary management, assignment of budget responsibilities to specific school district officials is necessary. The areas of responsibility are as follows:

B.01 Formulation - The Superintendent or Chief Administrative Officer (and the administration) has the responsibility for developing the original budget and any subsequent amendments for presentation to the school board. (MCL 141.434)

a. Budget Requirement – A school district must prepare a budget for the general fund and any special revenue fund it may utilize (Athletics, Special Education, Community Services, Bookstore, Food Service, Vocational Education, Cooperative Activities, or Private Purpose Trust). (MCL 141.422a)(MCL 380.622) Although not required by law, if a school district levies a building and site millage, or has a Capital Projects Fund, it is recommended that a formal budget and general appropriation resolution be adopted by the school board.

b. Budgets shall be consistent with Generally Accepted Accounting Principles (GAAP) and the Uniform Chart of Accounts* prescribed for local and intermediate school districts. (MCL 380.1281) The Uniform Chart of Accounts for school districts may be found in the Appendix to this manual.

c. Minimum Levels of Appropriation for Various Funds -The following major revenue categories and expenditure functions constitute the minimal levels of budget detail for the general fund and any special revenue fund a district may utilize. The minimum level of detail required in a school district budget is based on law and best practice. Functional categories listed below but not utilized by the district do not need to be included in the budget detail. It is anticipated that the chief administrator will use additional detail for internal accounting and monitoring of the budget. However, please be aware that the level of detail the board adopts in the general appropriation act determines the minimum level of detail the administration must monitor for compliance with that appropriation.

Revenue

1xx Local

51x-52x Other Local Revenue (May be broken out at district's discretion or included in Local Revenue

2xx Other Political Subdivision

3xx State

4xx Federal

5xx-6xx Other Financing Sources

SECTION IV BUDGET PREPARATION AND MANAGEMENT
B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

Expenditures

- 1xx Instruction:
 - 11x Basic programs
 - 12x Added Needs
 - 13x Adult and Continuing Education
- 2xx Support Services:
 - 21x Pupil
 - 22x Instructional staff
 - 23x General administration
 - 24x School administration
 - 25x Business
 - 26x Operations and Maintenance
 - 27x Transportation
 - 28x Central
 - 29x Other Support Services
- 3xx Community Services
- 4xx-6xx Other Financing Uses

d. Information to School Boards - The chief administrative officer is required to provide the school board such information as the board requires for proper consideration of the recommended budget. (MCL 141.434)

e. Budget Must Include:

- 1) Revenue and Expenditure data for the most recently completed fiscal year* and estimated revenues* and estimated expenditures* for the ensuing fiscal year.
- 2) The amount of surplus or deficit* that has accumulated from prior fiscal years, together with an estimate of the amount of surplus or deficit expected in the current fiscal year.
- 3) An estimate of the amounts needed for deficiency, contingent, or emergency purposes.
- 4) Other data relating to fiscal conditions that the chief administrative officer considers useful in considering the financial needs of the school district.

The total estimated expenditures, including an accrued deficit, in the budget shall not exceed the total revenues, including available unappropriated surplus.* (MCL 141.435)

SECTION IV BUDGET PREPARATION AND MANAGEMENT
B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

f. Deficits Prohibited - Both the Uniform Budgeting and Accounting Act and the Revised School Code prohibit adoption of a deficit (negative equity) budget.

... total estimated expenditures, including an accrued deficit, in the budget shall not exceed the total estimated revenues, including an available unappropriated surplus.. (MCL 141.435)

... A school district, intermediate school district, or public school academy shall not adopt or operate under a deficit budget, and a school district, intermediate school district, or public school academy shall not incur an operating deficit in a fund during a school fiscal year (Revised School Code, Section 1220)...

... If a school district, intermediate school district, or public school academy has an existing deficit fund balance, incurs a deficit fund balance in the most recently completed school fiscal year, or adopts a current year budget that projects a deficit fund balance, all of the following apply:

(a) The school district, intermediate school district, or public school academy shall notify the superintendent of public instruction and the state treasurer immediately upon the occurrence of the circumstance. A school district shall provide a copy of the notice under this subdivision to the intermediate superintendent of the intermediate school district in which the school district is located. A public school academy shall provide a copy of the notice under this subdivision to the authorizing body of the public school academy.

(b) Within 30 days after making notification under subdivision (a), the school district, intermediate school district, or public school academy shall submit to the superintendent of public instruction in the form and manner prescribed by the department an amended budget for the current school fiscal year and a deficit elimination plan approved by the board of the school district, intermediate school district, or public school academy, with a copy to the state treasurer. A school district shall transmit a copy of the amended budget and the deficit elimination plan to the intermediate superintendent of the intermediate school district in which the school district is located. A public school academy shall transmit a copy of the amended budget and the deficit elimination plan to its authorizing body.

(c) The department may withhold and release some or all of the money payable to the school district, intermediate school district, or public school academy as provided under section 102(1) of the state school aid act of 1979, MCL 388.1702.

(d) The superintendent of public instruction may require a deficit elimination plan to include an academic plan for the school district, intermediate school district, or public school academy.

(e) After the superintendent of public instruction approves a school district's, intermediate school district's, or public school academy's deficit elimination plan, the school district, intermediate school district, or public school academy shall post the deficit elimination plan on the school district's, intermediate school district's, or public school academy's website. (Revised School Code, Section 1220).

Section II, E.04 further explains the MDE deficit district identification, monitoring, and reporting process.

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B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

g. Budget Amendments – When it is determined that the actual and probable revenues from taxes and other sources in a fund are less than the estimated revenues, including available fund balances, upon which the original appropriations from the fund were based; or when the local school board expenditure priorities change during the course of the fiscal year, the budget must be amended. The amendment must be approved by the local school board prior to the expenditure being made. This is a requirement of both the Uniform Budgeting and Accounting Act and of sound budgeting theory. (MCL 141.437) The purpose of a budget is not only to approve expenditures but also to control expenditures.

- Please note that amendments to the appropriation act should be made before expenditures actually exceed the current appropriation.
- There is no authority to amend the appropriation act after year end.

In other words, when the chief administrator realizes that the revenues are going to be less than the estimate or expenditures are going to be greater than those used to formulate the general appropriation act, he or she is to make a recommendation to the school board to reduce expenditures or increase the amount of fund balance available to appropriate for current year expenditures. It then becomes the responsibility of the school board to either adopt the chief administrator's recommended amendment to the general appropriation act, or make an alternative amendment to assure that the expenditures do not exceed the new estimate of current year revenues plus available fund balance.

SECTION IV BUDGET PREPARATION AND MANAGEMENT
B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

B.02 Budget Adoption - The board of education has the responsibility of reviewing the budget presented, holding a public hearing, modifying it as necessary, and approving it for implementation **prior to the beginning of the fiscal year.** (MCL 141.434)

a. Requirements for Public Hearing

Each school district must hold a public hearing on its budget before it is adopted as provided for in the School Laws. (MCL 141.411-415, MCL 15.261-275)

The local unit shall give notice of the hearing by publication in a newspaper of general circulation within the local unit at least 6 days before the hearing. The notice shall include the time and place of the hearing and shall state the place where a copy of the budget is available for public inspection. (MCL 141.412)

The hearing must be held before the final adoption and after the tax rate allocation has been fixed by the board:

...Each local unit shall hold such public hearing prior to final adoption of its budget... (MCL 141.413)

If the taxable value of an existing property subject to ad valorem taxes within a school district increases from one year to the next, the millage rate that can be levied will automatically decrease unless the school board acts to approve the levy of an “additional millage rate.” Refer to Section II of this Manual, C.03, Truth in Taxation for details.

As an alternate to the Truth in Taxation process, a school district may levy the full authorized operating millage by incorporating the following procedure into the budgeting process.

1. The school district must determine the amount of money to be raised by taxation necessary to defray the expenditures and meet liabilities of the ensuing fiscal year. [MCL 141.436(6)]

2. The school district’s notice of the budget hearing must include the following statement in 11-point bold face type:

The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing. (MCL 141.412)

3. The school district’s General Appropriations Act must include –

The general appropriations act shall set forth the total number of mills of ad valorem property taxes to be levied and the purposes for which that millage is to be levied. [MCL 141.436(2)]

SECTION IV BUDGET PREPARATION AND MANAGEMENT

B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

b. General Appropriations Resolutions - The local school board is required to pass a general appropriation resolution for the general fund and any special revenue funds it may utilize. (MCL 141.436) (MCL 380.622) A sample General Appropriation Resolution is included under this Section, Part E.01

c. Budgets are to be Posted to the District's Website – Within 15 days after the board or intermediate board adopts its annual operating budget (General Appropriations Act) for the following school fiscal year, and after any subsequent amendments to that appropriation, each district and intermediate district shall make the appropriation and subsequent revisions available on its website in a form and manner prescribed by the department. Our guidance for website posting of the budget is as follows:

A district must post the Budgets on its Main Home Page under the Heading “Budget Salary/Compensation Transparency Reporting” and a Sub-heading “Fiscal Year 20xx-20xx Board Approved Budget” in one of following formats:

- Post the General Appropriation Resolutions as indicated in the Sample Resolution, or
- Post the budgets with a minimum level of detail listed in Section B.01 along with notation of the date those budgets were approved by the local school board.

The posting should include budget information for any funds for which the local school board adopts an appropriation. In the event that a district does not have a website, the district shall ensure the information described in this subsection is available on the intermediate district's website. [MCL 388.1618(2)]

d. Budget Transfers – The school board may permit the chief administrative officer to execute transfers within limits stated in the general appropriations act between appropriations without the prior approval of the school board. (MCL 141.439)

If the board desires the chief administrative officer to make changes in the expenditure appropriations without prior board approval, that desire should be communicated in the general appropriation act. This authority would be on an interim basis only. This means that the board must take further action to either adopt or reject any such interim changes made to the budget in a subsequent appropriation amendment.

e. Requirements of Tax Allocation Board) - Each intermediate school district that

SECTION IV BUDGET PREPARATION AND MANAGEMENT
B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

does not have a fixed millage (School laws-Section 211.205) is required to submit its proposed budget as well as a statement of the total assessment of property lying within the district (Section 211.209) to the county tax allocation board on or before the third Monday in April (section 211.210). This budget should contain:

. . . An itemized statement of proposed expenditures and estimated revenues covering all its departments and activities (Section 211.209) . . .

The county tax allocation board must determine, after careful evaluation (section 211.211) of information submitted by the district, the number of allocated mills to be levied for the fiscal year. A preliminary rate judgment is to be made no later than the third Monday in May. The district will have an opportunity to voice its opinions concerning such rates at a final hearing on rates which occurs not less than 12 days after the preliminary rate judgment has been made (211.215). After the final hearing, the allocation board makes its final rate judgment within 5 days, but not later than the second Monday in June (Section 211.216).

f. Prohibition on Adopting a Deficit General Appropriations Act- Except as otherwise permitted in Section 102 of the state school aid act of 1979 (MCL 388.1702), or by any other law, the legislative body shall not adopt a general appropriations act or an amendment to that act which causes estimated total expenditures including an accrued deficit, to exceed total estimated revenues, including an available surplus... (MCL 141.436)

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B. COMPLIANCE WITH STATE LAW AND RESPONSIBILITIES RELATED TO BUDGETING

B.03 Budget Implementation - The superintendent (or chief administrative officer) has ultimate responsibility for the implementation of the budget plan. Only the school board has the authority to alter the budget during the fiscal year. [MCL 141.439 (1)]

a. Budgetary Control – A member of the school board, chief administrative officer, administrative officer or employee of the school district shall not create a debt or incur a financial obligation on behalf of the school district unless the debt or obligation is permitted by law. [MCL 141.438(1)]

The chief administrative officer may cause the appropriations made by the school board for the school district and its budgetary centers to be divided into allotments* if the allotments are based upon the periodic requirements of the school district and its budgetary centers.

b. Violations of the Uniform Budgeting and Accounting Act

Except as otherwise provided in [MCL 141.439 (2)], an administrative officer of the school district or PSA shall not incur an expenditure against an appropriation account in excess of the amount authorized by the board of education. The administrative officer or an employee of the school district shall not apply or divert money of the school district for purposes inconsistent with those specified in the appropriations of the local school board. [MCL 141.438(3)]

c. Penalties

For the use and benefit of the school district, the attorney general or prosecuting attorney may institute a civil action in a court of competent jurisdiction for the recovery of funds of a school district, disclosed by an examination to have been illegally expended or collected as a result of malfeasance and not accounted for as provided in MCL 141.437-439, and for the recovery of public property disclosed to have been converted or misappropriated. (MCL 141.440)

A school official or member of a board or other person who neglects or refuses to do or perform an act required by the State School Aid Act, or who violates or knowingly permits or consents to the violation of this act is guilty of a misdemeanor, punishable by imprisonment for not more than 90 days, or a fine of not more than \$1,500, or both. (MCL 388.1761)

B.04 Audit Requirements – School Districts are required to have an annual audit of the financial records.

For the purpose of determining the reasonableness of expenditures and whether a violation of this act has occurred, the department shall require that each district and intermediate district have an audit of the district's or intermediate district's financial and pupil accounting records conducted at least annually at the expense of the district or intermediate district, as applicable, by a certified public accountant or by the intermediate district superintendent..... [MCL 388.1618(3)]

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C. BUDGET CALENDAR/TIMELINES

C. BUDGET CALENDAR/TIMELINES

Time	Responsibility	Activity
	Chief Administrative Officer	Prepare and distribute preliminary budget information to various budgetary units within the school district.
	Budgetary Unit Heads	Prepare and submit budget estimates and supporting documents for ensuing fiscal year to the Chief Adm. Officer.
	Chief Administrative Officer	Consolidate budget estimates from various budgetary units.
	Chief Administrative Officer	Finalize the budget recommendations for the school board.
	Chief Administrative Officer	Public Hearing Notice
Prior to Start of FY	School Board	Review budget and hold public hearing on budget.
Prior to Start of FY	School Board	Pass a General Appropriations Act for Ensuing Fiscal Year.
As Needed but prior to FY end	Chief Administrative Officer	Monitor Budget and propose any amendments necessary to the school board.
As Needed but prior to FY end	School Board	Adopt by board resolution an Amended General Appropriations Act.

SECTION IV BUDGET PREPARATION AND MANAGEMENT
D. DEFINITION OF TERMS

D. DEFINITION OF TERMS

Administrative Officer - an individual employed or otherwise engaged by a school district to supervise a budgetary center.

Allotment - a portion of an appropriation which may be expended or encumbered during a certain period of time.

Appropriated Fund Balance- Portion of beginning of year fund balance appropriated by the board for current year expenditures.

Appropriation - an authorization granted by the local school board to incur obligations and to expend public funds for a stated purpose.

Available Fund Balance –amount of beginning of year fund balance not currently reserved or board designated for some specific purpose.

Budget - a plan of financial operation for a given period of time, including an estimate of all proposed expenditures from the funds of a local unit and the proposed means of financing the expenditures.

Budget does not include any of the following:

- (a) A fund for which the school district acts as a trustee or agent.
- (b) An internal service fund.
- (c) An enterprise fund.
- (d) A capital project fund.
- (e) A debt service fund.

Chief administrative officer - the superintendent of a local or intermediate school district or, if the school district does not have a superintendent, the person having general administrative control of the school district; A person granted general administrative control of the public school academy by the board of directors of a public school academy established under part 6a of the revised school code, 1976 PA 451, MCL 380.501 to 380.507, or other person designated by the board of directors of the public school academy.

Deficit - an excess of liabilities over assets.

Designation of Fund Balance –amount of fund balance set aside by board.

Disbursement - a payment in cash.

Estimated Expenditures- the total amount of probable expenditures determined through some reasonable means to be incurred during the current fiscal year.

Estimated Revenues –the total amount of probable revenue determined through some reasonable means to be available for the payment of current year liabilities.

SECTION IV BUDGET PREPARATION AND MANAGEMENT
D. DEFINITION OF TERMS

Expenditure - the cost of goods delivered or services rendered, whether paid or unpaid.

Fiscal Year- For school districts the fiscal year runs from July 1st to June 30th.

Fund Balance - an excess of assets of a fund over its liabilities. See Section II, E.05 for a discussion on Fund Balance classifications.

General appropriations act - the budget as adopted by the local school board or as otherwise given legal effect pursuant to a charter provision in effect at the time budget is to be enacted.

Incurred Expenditure – to become liable for the obligation of funds.

Legislative Body - the board of education of a local school district, the board of education of an intermediate school district, the board of directors of a public school academy established under part 6a of the Revised School Code, 1976 PA 451, MCL 380.501-507, the official body to which is granted general governing powers over an authority or organization of government established by law that may expend funds of the authority or organization.

Revenue - means an addition to the assets of a fund that does not increase a liability, does not represent a recovery of expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or decrease in assets, and does not represent a contribution of fund capital in enterprise or internal service funds.

School District - is an intermediate school district, a school district (LEA), or public school academy established under part 6a of the Revised School Code, 1976 PA 451, MCL 380.501-507.

School Board - the board of education of a local school district, the board of education of an intermediate school district, the board of directors of a public school academy established under part 6a of the Revised School Code, 1976 PA 451, MCL 380.501-507, the official body to which is granted general governing powers over an authority or organization of government established by law that may expend funds of the authority or organization.

Uniform Chart of Accounts - The *Michigan Public School Accounting Manual* published by the Michigan Department of Education serves as a mandatory guide to the uniform classification and recording of accounting transactions and budgeting for Michigan public schools.

SECTION IV BUDGET PREPARATION AND MANAGEMENT
E. BUDGETING BEST PRACTICES

E. BUDGETING BEST PRACTICES

Illustrations on the following pages are designed to be used as examples of best budget practices for Michigan public schools.

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E. BUDGETING BEST PRACTICES

Figure IV -E.01 Sample - General Appropriation Resolution

Resolution for Adoption by the Board of Education (School District Name)

Resolved, that this resolution shall be the general appropriations of (School District Name) for the 20XX-20XX fiscal year; a resolution to make appropriations; to provide for the expenditure of the appropriations; and to provide for the disposition of all revenue received by the (School District Name).

Be it further resolved, that the total revenues and unappropriated fund balance estimated to be available for appropriation in the general fund of the school district for fiscal year 20XX-20XX which includes 18 mills of ad valorem taxes to be levied on non-homestead and non-qualified agricultural property to be used for operating purposes is as follows:

Revenue:

1xx, 51x, 52x Local	\$0
2xx Other Political Subdivisions	\$0
3xx State	\$0
4xx Federal	\$0
54x, 55x, 59x, 6xx Other Financing Sources	\$0

Total Revenue \$0

Total Fund Balance, July 1, 20XX Available to Appropriate \$0

Total Available to Appropriate \$0

Be it further resolved that \$(Amount of Expenditures) of the total available to appropriate in the general fund is hereby appropriated in the amounts and for the purposes set forth below:

Expenditures:

1xx Instruction	
11x Basic Programs	\$0
12x Added Needs	\$0
13x Adult Education	\$0
2xx Support Services	
21x Pupil Support	\$0
22x Instructional Staff Support	\$0
23x General Administration	\$0
24x School Administration	\$0
25x Business Services	\$0
26x Operations and Maintenance	\$0
27x Transportation	\$0
28x-29x Other Central Support	\$0
3xx Community Services	\$0
4xx-6xx Other Financing Uses	\$0

Total Appropriated \$0

Projected June 30, 20XX Fund Balance \$0

Further Resolved, that no board of education member or employee of the school district shall expend any funds or obligate the expenditure of any funds except pursuant to appropriations made by the board of education and in keeping with the budgetary policy statement hitherto adopted by the board. Changes in the amount appropriated by the board shall require approval of the board.

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E. BUDGETING BEST PRACTICES

Optional Provisions to General Appropriation

Be it further resolved that for purposes of meeting emergency needs of the school district, transfers of appropriations (type of transfer) may be made upon the written authorization of the (Name designees) for (add reference to budget policy) but no other transfers shall be made without prior approval of the board of education. When the (designee) makes a transfer of appropriations as permitted by this resolution, such transfer shall be presented to the board of education at its next regularly scheduled meeting in the form of an appropriation amendment, which amendment shall be adopted by the board of education at such meeting.

Be it further resolved, that the number of authorized positions (Budget Exhibit listing Personnel Roster) shall not be increased or changed without the approval of the board of education.

Be it further resolved, that the (designees) shall allot the appropriations (i.e. quarterly) for the (object or other designation).

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E. BUDGETING BEST PRACTICES

Figure IV-E.02 Detail General Fund Budget Projections

		Actual Last Year	Estimated This Year	Estimated Next Year
	Revenue:			
1xx, 51x, 52x	Local			
2xx	Other Political Subdivision			
3xx	State			
4xx	Federal			
54x, 55x, 59x, 6xx	Other Financing Sources			
	Total Revenue	0	0	0
	Expenditures:			
11x	Basic Instruction			
12x	Added Needs Instruction			
13x	Adult Education Instruction			
21x	Pupil Support			
22x	Instructional Staff Support			
23x	General Administration			
24x	School Administration			
25x	Business Services			
26x	Operations and Maintenance			
27x	Transportation			
28x	Central Support			
29x	Other Support			
3xx	Community Services			
41x- 44x	Payments to Other Govt. Units			
45x	Facility Acquisition			
49x	Prior Period Adjustments			
51x	Debt Service			
6xx	Fund Modifications			
	Total Expenditures	0	0	0
	Excess Revenue (Expenditures)	0	0	0
	Fund Balance July 1,			
	Fund Balance June 30	0	0	0

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E. BUDGETING BEST PRACTICES

Figure IV-E.03 Detail Budget Projections

Athletics/Special Education/Community Services/Bookstore/Food Service/Vocational Education/Cooperative Education/Private Purpose Trust

***Appendix shows allowable fund/function combinations**

		Actual Last Year	Estimated This Year	Estimated Next Year
	Revenue:			
1xx, 51x, 52x	Local			
2xx	Other Political Subdivision			
3xx	State			
4xx	Federal			
54x, 55x, 59x, 6xx	Other Financing Sources			
	Total Revenue	0	0	0
	Expenditures:			
11x	Basic Instruction			
12x	Added Needs Instruction			
13x	Adult Education Instruction			
21x	Pupil Support			
22x	Instructional Staff Support			
23x	General Administration			
24x	School Administration			
25x	Business Services			
26x	Operations and Maintenance			
27x	Transportation			
28x	Central Support			
29x	Other Support			
3xx	Community Services			
41x-44x	Payments to Other Govt. Units			
45x	Facility Acquisition			
49x	Prior Period Adjustments			
51x	Debt Service			
6xx	Fund Modifications			
	Total Expenditures	0	0	0
	Excess Revenue (Expenditures)	0	0	0
	Fund Balance July 1,			
	Fund Balance June 30	0	0	0

SECTION IV BUDGET PREPARATION AND MANAGEMENT
E. BUDGETING BEST PRACTICES

Figure IV-E.04 Detail Budget Projections
Debt Service Budget Projection

		Actual Last Year	Estimated This Year	Estimated Next Year
	Revenue:			
1xx, 51x, 52x	Local			
2xx	Other Political Subdivision			
3xx	State			
4xx	Federal			
54x, 55x, 59x,6xx	Other Financing Sources			
	Total Revenue	0	0	0
	Expenditures:			
51x	Debt Service			
	Principal (object 71xx)			
	Interest (Object 72xx)			
	Other Expense (Object 73xx-79xx)			
	Total Expenditures	0	0	0
	Excess Revenue (Expenditures)	0	0	0
	Fund Balance July 1,			
	Fund Balance June 30	0	0	0

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E. BUDGETING BEST PRACTICES

Figure IV-E.06 Object Detail Budget Projections

Function	Function Name	Salaries (1xxx)	Benefits (2xxx)	Purchased Services (3xxx,4xxx, 82xx)	Supplies Materials (5xxx)	Capital Outlay (6xxx)	Other Expend. (7xxx, 83xx, 85xx, 89xx)	Total
1xx	Instruction							
11x	Basic Instruction							
12x	Added Needs Instruction							
13x	Adult Education Instruction							
21x	Pupil Support							
22x	Instructional Staff Support							
23x	General Administration							
24x	School Administration							
25x	Business Services							
26x	Operations and Maintenance							
27x	Transportation							
28x	Central Support							
29x	Other Support							
3xx	Community Services							
41x-44x	Payments to Other Govt. Units							
45x	Facility Acquisition							
49x	Prior Period Adjustments							
51x	Debt Service							
6xx	Fund Modifications							
	Totals							

SECTION IV BUDGET PREPARATION AND MANAGEMENT
E. BUDGETING BEST PRACTICES

Figure IV-E.07 Budget Projections for Salaries, Purchased Services, Supplies and Materials

Object:				Department:			
2nd Prior Yr	1st Prior Yr	Budget	Estimate	Function	Function Name	Budget Request	Budget Recommend
				1xx	Instruction		
				21x	Pupil Support		
				22x	Instructional Staff Support		
				23x	General Administration		
				24x	School Administration		
				25x	Business Services		
				26x	Operations and Maintenance		
				27x	Transportation		
				28x	Central Support		
				29x	Other Support		
				3xx	Community Services		
					Totals		

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Figure IV-E.08 Budget Projections for Capital Outlay

Function:				Department:			
2nd Prior Yr	1st Prior Yr	Budget	Estimate	Function	Function Name	Budget Request	Budget Recommendation
				61xx	Land		
				62xx	Buildings and Additions		
				63xx	Improvements Other than Bldg		
				64xx	Equipment and Furniture		
				65xx	Vehicles Other than Buses		
				66xx	Buses		
				6700	Library Books		
				69xx	Other		
					Totals		

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Figure IV-E.09 Budget Projections for Salary

Function	Function Name	Staff	Wage Rate	Time to be Worked	Salary Rate x Time	Functional Total	Negative Adj	Positive Adj	Adj. Total
1xx	Instruction								
21x	Pupil Support								
22x	Instructional Staff Support								
23x	General Administration								
24x	School Administration								
25x	Business Services								
26x	Operations and Maintenance								
27x	Transportation								
28x	Central Support								
29x	Other Support								
3xx	Community Services								
	Totals								

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Figure IV-E.10 Budget Projections for Temp and Overtime Salary

Function	Function Name	Est. Temp Hours to be Worked	Temp. Wage Rate	Est. Temp. Salaries (18xx)\	Est. Overtime Hours to be Worked	Estimated Overtime Wage Rate	Est. Overtime Salaries (19xx)
1xx	Instruction						
21x	Pupil Support						
22x	Instructional Staff Support						
23x	General Administration						
24x	School Administration						
25x	Business Services						
26x	Operations and Maintenance						
27x	Transportation						
28x	Central Support						
29x	Other Support						
3xx	Community Services						
	Totals						

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Figure IV-E.11 Budget Projections for Revenue

Major Class Code	Major Class Code Name	Computation of Estimate			
111	Property Tax	a. Operating Millage Non-Homestead (As allowed by law)	0.018		
		b. Operating Millage Homestead			
		c. Non-Homestead Taxable Value (a x c)		\$	
		d. Homestead Taxable Value (b x d)		\$	
		Total Property Tax Revenue			\$
119-199, 51x, 52x	Other Local				\$
2xx	Other Political Subdivision				\$
311	State Portion of Foundation Allow	e. Non-Homestead Taxable Value	\$		
		f. Est. Pupil Blend			
		g. Local Revenue per pupil ((c x a)/f)	\$		
		h. Foundation Allowance per Pupil			
		i. State Revenue per Pupil (h-g) (up to State Max)			
		Total State Aid Foundation (f x i)		\$	\$
3xx	Other State Grants				\$
4xx	Federal				\$
54x, 55x, 59x	Other Financing Sources				\$
6xx	Fund Modifications				\$
		Total Revenue			\$