Roles and Responsibilities of the School District Business Office

In a time when cutbacks and downsizing have become commonplace, it is predictable that people look to make cuts in areas that are away from the classrooms and in departments that perform services that are not commonly known by much of the staff and the general public. This may be helpful in future deliberations.

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Accounting and Reporting
- Utilize Wisconsin Uniform Financial Accounting Requirements (WUFAR) as the financial accounting system for the school district.
- Require that the accounting procedures comply with the requirements of the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
- Maintain an effective system of internal controls.
- Recognize revenue and expenditures in the appropriate accounting period.
- Utilize modified and full accrual accounting in accordance with generally accepted accounting principles for classifying fund and receipt accounts.
- Reconcile bank statements on a monthly basis.
- Ensure that a sequential system for check numbers is maintained.
- Establish and maintain a fixed asset accounting system.
- Prepare periodic financial reports for all stakeholders.
- Maintain a chart of accounts in accordance with district needs.
- Continuously monitor the accounting system and make adjustments as necessary.
- Utilize an encumbrance system of accounting.
- Process financial transactions on a timely basis.
- Follow proper procedures for the acceptance of donations and gifts and assure that expenditures are made in accordance with the purposes and requests of the donor, when appropriate and legal.
- Manage an effective district wide system of internal control, accounting and auditing of student activity funds.
- Adhere to the standards for financial accounting and reporting for shared service arrangements, when applicable.
- Assist in the process of securing financial professionals for capital improvement financing projects.
- Assist in the development of post retirement benefits.
- Complete and file Medicaid cost reporting.
- Maintain accounts receivable records including billing.
- Manage scholarship trust funds.
- Submit accurate financial reports to the Wisconsin DPI.
- Keep the superintendent and board of education informed of the financial condition of the school district.
- Monitor federal grants including filing claims, time and effort monitoring, maintenance of effort (MOE) and indirect costs.
- Assist in the developing, managing and reporting of the school calendar.
- Manage student reporting for enrollment and membership purposes.
- Manage open enrollment, tuition waiver and tuition records.
- Maintain and report census for DPI reporting.
- Assist in the collection of fees for programs, food service, etc.

Auditing
- Assist in the process of securing an external auditor.
- Facilitate the external audit process.
- Review and respond to the audit findings and management letter. Develop corrective action plan if applicable.
- Prepare financial statements which may include management discussion and analysis (MDA).
- Adheres to all legal and contractual requirements and submit to all interested parties including the superintendent, school board, public, and appropriate state and federal agencies.
- Identify and monitor weaknesses in internal control.
- Facilitate actuarial study for post retirement benefits.

Budget and Financial Planning
- Direct and/or assist school district personnel in the planning and preparation of the district budget.
- Prepare the budget document in accordance with prescribed timelines.
- Adhere to all legal and contractual requirements for the development of the budget.
- Recommend a budget and periodic budget amendments to the superintendent and school board.
- Ensure that budget amendments are approved by the school board and publish in a timely manner when appropriate.
- Operate an accounting system which monitors school expenditures and verifies that expenditures are made in accordance with budgeted expectations.
- Monitor budget throughout the year.
- Periodically communicate and inform the school board, the staff, and the community about budgets and their changing status.
- Present budget at annual meeting or budget hearing.
- Serve as a resource to the district-level and/or building-level decision making committees.
- Reconcile available resources and expected revenues with the fiscal needs of the school district.
- Monitor classification of fund balance allocations.
- Prepare multi-year budget projections when appropriate for financial planning.
- Calculate current state funding formulas to include revenue limit and equalization aid.
- Prepare enrollment forecast.
- Analyze the impact of pay as you go vs. annual required contribution (ARC) for post retirement benefits.
- Set tax levy determined by state statutes.

Cash Management
- Implement cash handling procedures and internal controls over all cash handling locations.
- Develop and monitor monthly cash flow projections.
- Develop, implement, and monitor the cash investment program, in compliance with the board-approved investment policy and requirements of state statutes.
- Adhere to all legal requirements regulating bank depository bids and contracts.
- Ensure district investment assets are collateralized.
- Monitor and maintain banking services.

Debt Management
- Identify need for both short-term and long-term capital financing, including lease/purchase of real property.
- Identify cash flow needs, determine investment vehicle, seek bids or quotes and secure appropriate financing for short-term borrowing.
- Assist in long-term borrowing referendums.
- Adhere to all legal requirements for issuing and servicing long-term general obligation bonds.
- Assist with district participation in the bond rating process.
- Provide information to the community relating to bond issues.
- Determine compliance with arbitrage requirements.
- Submit continuing disclosure requirements.

Facility Construction and Management
- Maintain long-term facility improvement plan.
- Analyze financial impact of school facility maintenance and construction program.
- Adhere to the appropriate procurement and contract laws.
- Adhere to all local, state, and federal facilities regulations (ADA, environmental, architectural, engineering, etc.)
- Determine school facility needs of the district by utilizing pupil projections, demographic studies, educational requirements, facilities requirements, and financial projections.
- Coordinate sale and acquisition of real property in accordance with state and federal laws.
- Attend outside professional consultants (project managers, architects) in specialized areas.
- Prepare a comprehensive plan for the management of school facility maintenance, operations, and security programs including police liaison officers.
- Monitor the school facility maintenance, operations, and security programs, and make adjustments as needed.
- Manage community use of school facilities and generate rental fee invoices.

General Management
- Review business office structure, processes and procedures.
- Formulate an organizational structure for the management of school business operations, where applicable and if required.
- Follow all local policies as well as state and federal laws and regulations in the operations of school business.
- Develop and maintain business procedure manuals for all school business operations.
- Administer school elections as required by law.
- Maintain a system where specific tasks are carried out effectively and efficiently.
- Use technology and other methods to improve productivity of staff.
- Update Board on emerging trends that have a financial impact on district (national health care, post employment benefits)
- Assist in recurring and non-recurring referendums.
- Work in collaboration with local, state, federal agencies and courts.
- Communicate effectively with public, school board, school staff and media.
- Support the mission and goals of the school district.
- Support the development of policy.
- Promote principles of team building and collaboration.
- Exhibit ethical behavior in all actions.
- Assist in the meeting of the organization’s goals and strategic plan.
- Adhere to record retention laws.
- Assist in development of policies.
- Collaborate with other organizations such as school districts, CESAs, municipalities and counties, etc.

Human Resource Management
- Develop and maintain business procedure manuals for all school business services.
- Select and maintain approved vendors for 403b and 457 plans.
- Select and maintain approved vendors for Section 125 plans.
- Assist in the development, design, implementation, and communication of benefit plans (health, dental, vision, life and LTD insurance including fully insured vs. self funded plans.)