A FY 2023 Comparative Review of Nine Mississippi School Districts: Finance and Supply Chain Programs

A Report to the Mississippi Legislature

Report #731 – Volume I

June 9, 2026

Level Data

PEER MISSISSIPPI

Joint Legislative Committee on Performance Evaluation and Expenditure Review

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The Mississippi Legislature created the Joint Legislative Committee on Performance Evaluation and Expenditure Review (PEER) by statute in 1973. A joint committee, the PEER Committee is composed of seven members of the House of Representatives appointed by the Speaker of the House and seven members of the Senate appointed by the Lieutenant Governor. Appointments are made for four-year terms, with one Senator and one Representative appointed from each of the U.S. Congressional Districts and three at-large members appointed from each house. Committee officers are elected by the membership, with officers alternating annually between the two houses. All Committee actions by statute require a majority vote of four Representatives and four Senators voting in the affirmative.

The *Mississippi Constitution of 1890* gives the Legislature broad power to conduct examinations and investigations. PEER is authorized by law to review any public entity, including contractors supported in whole or in part by public funds, and to address any issues that may require legislative action. PEER has statutory access to all state and local records and has subpoena power to compel testimony or the production of documents.

PEER provides a variety of services to the Legislature, including program evaluations, economy and efficiency reviews, financial audits, limited scope evaluations, fiscal notes, and other governmental research and assistance. The Committee identifies inefficiency or ineffectiveness or a failure to accomplish legislative objectives, and makes recommendations for redefinition, redirection, redistribution and/or restructuring of Mississippi government. As directed by and subject to the prior approval of PEER, the Committee's professional staff executes audit and evaluation projects obtaining information and developing options for consideration by the Committee. PEER releases reports to the Legislature, Governor, Lieutenant Governor, the agency examined, and the general public.

The Committee assigns top priority to written requests from individual legislators and legislative committees. The Committee also considers PEER staff proposals and written requests from state officials and others.

Joint Legislative Committee on Performance Evaluation and Expenditure Review
PEER Committee

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June 9, 2026

Honorable Tate Reeves, Governor
Honorable Delbert Hosemann, Lieutenant Governor
Honorable Jason White, Speaker of the House
Members of the Mississippi State Legislature

On June 9, 2026, the PEER Committee authorized release of the report titled ***A FY 2023 Comparative Review of Nine Mississippi School Districts: Finance and Supply Chain Programs.***

Senator Chad McMahan, Chair

This report does not recommend increased funding or additional staff.

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PEER MISSISSIPPI
Joint Legislative Committee on Performance Evaluation and Expenditure Review

A FY 2023 Comparative Review of Nine Mississippi School Districts: Finance and Supply Chain Programs (Volume I)

Report Highlights | #731

June 9, 2026

CONCLUSION: A review of the finance and supply chain programs for nine Mississippi school districts in FY 2023 showed opportunities for districts to strengthen their programs and increase efficiency. For example, three districts lack a formal strategic plan, and three districts do not provide monthly financial status reports to district and department administrators. There was also wide variance in the performance of districts in key areas such as payroll processing costs and accounts payable department costs. For example, payroll department costs per $100,000 of payroll ranged from $111 to $1,004. Such variance suggests that districts have room for improvement.

BACKGROUND

In FY 2026, PEER received funding to contract with Level Data (formerly GlimpseK12) to conduct a comparative review of nine school districts. This report focuses on one of six non-instructional areas of review—finance and supply chain (Volume I). Other non-instructional reports include:

- Human Resources (Volume II);
- Information Technology (Volume III);
- Nutrition (Volume IV);
- Operations (Volume V); and,
- Transportation (Volume VI).

KEY FINDINGS

- **Of the nine districts in this cohort, three (33%) did not have a strategic plan.**
  Strategic planning is crucial for managing district resources.

- **Of the nine districts in this cohort, three (33%) did not provide monthly financial status reports to district and department administrators.**
  Sharing financial information monthly promotes transparency, accountability, and informed decision-making.

- **COVID-19 relief funds impacted district budgets in FY 2023 and impacted districts' abilities to achieve precision in their revenue and expenditure projections.**
  Despite this, reporting districts performed better than regional peers in their projections.

- **There was wide variation in districts' performance on key indicators in the area of finance, suggesting that many districts have room for improvement.**

  - Paychecks processed per payroll department FTE per month ranged from 132 in Forrest County Agricultural High School (AHS) to 1,306 in Harrison. Only two districts (Jackson City and Harrison) were above the state median and regional peer average.

  - Payroll department costs per $100,000 of payroll ranged from $111 in Harrison to $1,004 in Forrest County AHS. Four districts (Harrison, Jackson City, DeSoto, and Rankin) had costs below the state median and regional peer average.

  - Paycheck errors per 10,000 paychecks processed ranged from 1.8 in Rankin to 66.8 in Yazoo City. Three districts (Rankin, Harrison, and DeSoto) had errors below the state median and regional peer average.

  - Workers' compensation cost per $100,000 in payroll spending ranged from $276 in DeSoto to $761 in Jackson City. Four districts (DeSoto, Yazoo City, Meridian, and Rankin) had costs below the state median and regional peer average.

Performance on Key Indicators for Supply Chain Management

- There was wide variation in reporting districts' performance on key indicators in the area of supply chain management. In some cases, reporting districts underperformed regional and national peers, suggesting that they have room for improvement.
- Accounts payable department cost per $100,000 of revenue ranged from $20 in Harrison to $445 in Forrest County AHS.
- Average number of days to process invoices ranged from 2 days in Jackson City to 45 days in Yazoo City. Jackson City and Harrison processed invoices in less time than state, regional, and national peers.
- The number of invoices processed per FTE per month ranged from approximately 190 in Aberdeen to approximately 1,939 in Harrison. Harrison processed more invoices per FTE than state, regional, and national peers.

Issues with Data

Some districts' inability to provide all the requested data inhibited the assessment team's analysis of the cohort's finance and supply chain functions. For example, some districts in the current cohort did not provide the data needed to calculate some key performance indicators relating to paycheck errors, workers' compensation, accounts payable, and procurement. When staffing levels, department costs, and efficiency measures are not consistently and accurately recorded, the district administrators' ability to monitor and manage finance and supply chain related expenses effectively is inhibited.

Cost Savings

Based on FY 2023 data reported, all nine districts could realize annual projected potential savings of up to approximately **$1.6 million** by reducing payroll costs and workers' compensation costs and savings of up to **$470,000** by reducing accounts payable costs.

See Exhibit 23 on page 50 for a summary of potential cost savings in reporting districts.

Each district's administration should carefully review the data and recommendations in light of the particular circumstances of the district.

SUMMARY OF RECOMMENDATIONS FOR DISTRICTS

1. In FY 2027, each district superintendent, in consultation with the district's finance and supply chain personnel, should review the information from this report and implement each of the relevant district recommendations to increase efficiency, improve service levels, and/or achieve cost-savings. Such recommendations include but are not limited to:
   a. achieving more precise estimates of revenues and expenditures;
   b. providing monthly financial status reports to district administration and department leaders;
   c. creating and updating a formal strategic plan that incorporates goals, objectives, and action steps;
   d. accurately calculating payroll processing costs;
   e. reducing workers' compensation costs (e.g., via safety training and risk assessments);
   f. adopting and tracking competitive procurements; and,
   g. assessing the viability of utilizing purchasing cards (i.e., p-cards).
2. For districts that were unable to provide certain information during this review pertaining to their finance or supply chain programs (or provided questionable data), relevant district personnel should begin collecting and monitoring precise data on an ongoing basis.
3. District personnel should provide an annual report to the district superintendent regarding the status of the finance and supply chain programs using the measures included in this review.

Restrictions

This review is a continuation of previous studies conducted by Level Data (previously GlimpseK12) of Mississippi school districts' operational programs and expenses. (See additional information on these previous studies in the Introduction on page 2.) Appendix A on page 54 lists the districts included in this review.

Level Data provided this report to the PEER Committee based on data and extrapolated information provided by the school districts for school year 2022-2023 (i.e., FY 2023). Level Data did not independently verify the data or information provided by the districts or their programs. If the districts choose to provide additional data or information, Level Data reserves the right to amend the report.

All decisions made concerning the contents of this report are understood to be the sole responsibility of any organization or individual making the decision. Level Data does not and will not in the future perform any management functions for any organizations or individuals related to this report.

This report is solely intended to be a resource guide.

PEER staff contributed to the overall message of this report and recommendations based on the data and information provided by Level Data. PEER staff also provided quality assurance and editing for this report to comply with PEER writing standards; however, PEER did not validate the source data collected by Level Data.

Introduction

School district administrators are responsible for spending millions of dollars annually on instructional and operational expenses. While operational expenses could be viewed as a secondary concern to instructional expenses, operational costs could escalate, possibly unnecessarily, without proper oversight and monitoring.

As noted previously, this report is one of a series of reports that provide decisionmakers with comparative data regarding selected Mississippi school districts' key operational programs and associated costs (i.e., human resources [HR], transportation, operations, nutrition, information technology, and finance). Mississippi has a total of 138 school districts, excluding public charter school districts. To date, Level Data has collected and analyzed the following data sets from Mississippi's districts:

Number of School Districts	Period of Data Collected	Name of Data Set for PEER Purposes	Reporting of Analysis Results
30 districts	FY 2022	Cohort 1	Published in PEER Reports #690a through #690f.
	FY 2023	Cohort 2	Not published in separate PEER reports. However, selected Cohort 2 data was combined with selected Cohort 3 data in PEER Reports #703i through #703vi.
50 districts	FY 2023	Cohort 3	Published in PEER Reports #703i through #703vi.
50 districts^	FY 2023	Cohort 4	Published in PEER Reports #719i through #719vi.
9 districts^	FY 2023	Cohort 5	Published in this report.*

^ 50 districts were originally selected for Cohort 4, which included the Aberdeen district, although Aberdeen did not submit any of the requested data for the Cohort 4 review. However, the Aberdeen district was included in this Cohort 5 review and did submit some data for this analysis.

Note: Appendix A in each respective report lists the districts that were included in the analysis for that report.

*In order to represent a more complete data set and provide a better sense of the true state median, Level Data combined selected FY 2023 data from Cohorts 2 through 5 to calculate medians and performance quartiles for the exhibits in these reports.

For the analysis for this report, Level Data reviewed the remaining nine school districts (see Appendix A on page 54). Therefore, Level Data has collected FY 2023 data for all 138 traditional public school districts in Mississippi. By collecting data from a single fiscal year for all school districts, Level Data has calculated medians and performance quartiles for the entire state on each performance measure. As a result, district administrators will have the comparative data for their districts to identify which operational areas potentially need improvement and which areas demonstrate effectiveness and/or efficiency.

This report presents data reported by school districts regarding benchmarks (e.g., development of a formal strategic plan) and performance indicators (e.g., fund balance as a percent of operating expenses). Appendix B on page 55 provides FY 2023 finance and supply chain data for all nine districts included in this review. Appendix C on page 56 provides FY 2023 finance and supply chain benchmark data and performance indicators for the districts that reported information. This report also provides some regional and national averages as a basis for comparison.

School district administrators should use the information in this report to determine areas for improvement and to make informed decisions regarding their districts' operations.

Conclusions Regarding Districts' Collection of Benchmark Data for Use in Managing Finance and Supply Chain Programs

Benchmarking is the process of comparing and measuring different organizations' activities. Districts can use benchmark data, combined with key performance indicators, to gain insight in identifying best practices and opportunities for improvement and cost reductions. This report surveyed districts' reporting of the following benchmark data:

- development of a formal strategic plan; and,
- monthly reporting of district financial information.

All nine of the districts reviewed provided benchmark information pertaining to finance and supply chain.

Development of a Formal Strategic Plan

Of the nine school districts reporting FY 2023 benchmark data within the current cohort, three (33%) did not have a current formal strategic plan. Such plans are essential for districts in achieving their long-term goals.

Strategic planning in school districts is crucial for establishing goals, improving student achievement, engaging stakeholders, adapting to change, and fostering accountability. Strategic planning from a finance perspective is important for school districts, as it supports budgeting and resource allocation, ensures long-term financial stability, facilitates revenue generation opportunities, facilitates debt management and capital planning, promotes performance measurement and accountability, and encourages collaboration and communication among stakeholders. By aligning financial decisions with strategic goals, school districts can effectively manage their resources and optimize financial outcomes. Such planning provides a structured approach to guide schools toward excellence and ensures a focus on long-term success.

Of the nine districts reporting FY 2023 benchmark data within the current cohort pertaining to strategic planning, three (33%) did not have a current formal strategic plan. These districts were Forrest County AHS, Humphreys, and Yazoo City.

All Cohorts: For the 132 reporting districts in all cohorts, 26 (20%) did not have a formal strategic plan.

Monthly Reporting of District Financial Information to Leaders

Of the nine school districts reporting FY 2023 benchmark data within the current cohort, three (33%) did not provide monthly financial status reports to functional department leaders. Thus, department leaders may not have had the information they needed to make informed decisions.

Sharing department-level financial information monthly within a school district promotes transparency, accountability, informed decision-making, collaboration, compliance, and effective communication. It helps ensure responsible financial management and the efficient use of resources, ultimately benefiting the students and the entire school community. The assessment team recommends that districts share department-level financial information monthly, at minimum.

Of the nine districts reporting FY 2023 benchmark data within the current cohort pertaining to reporting of financial information, three (33%) did not provide monthly financial status reports to functional department leaders, which limited the information they had to make informed decisions. Of the three that did not provide monthly reports, two districts reported that they provide reports annually or as requested. One district reported that it only provides reports as requested.

All Cohorts: For the 131 reporting districts in all cohorts, 35 (27%) did not provide monthly financial status reports to functional department leaders.

Conclusions Regarding Districts' Collection of Key Performance Indicators for Use in Managing Finance and Supply Chain Programs

Key performance indicators in finance and supply chain include districtwide effectiveness measures such as paycheck errors per 10,000 paychecks processed and indicators that focus on the districts' finance and supply chain departments. It is essential to consider all key performance indicators together; one indicator should not be viewed as an overall performance measure by itself.

This study included a review of the following key performance indicators in the area of finance:

- debt service costs as a percentage of district revenue;
- fund balance as a percentage of operating expenses;
- adopted budget as a percentage of actual expenses;
- final budget as a percentage of actual expenses;
- final budget as a percentage of actual revenue;
- paychecks processed per payroll staff FTE per month;
- payroll department costs per $100,000 of payroll;
- payroll department cost per paycheck;
- paycheck errors per 10,000 paychecks processed;
- paychecks direct deposited;
- workers' compensation cost per $100,000 in payroll spending; and,
- workers' compensation cost per employee.

This study also included a review of the following key performance indicators in the area of supply chain:

- accounts payable cost per $100,000 of district revenue;
- accounts payable cost per invoice;
- average number of days to process invoices;
- number of invoices processed per accounts payable department FTE per month;
- percentage of payments voided;
- percentage of purchases made with purchasing cards;
- procurement department costs per $100,000 of district revenue;
- costs per purchase order;
- procurement savings percentage; and,
- competitive procurement percentage.

All nine districts reviewed provided the above-listed performance data for FY 2023, either in full or in part.

Debt Service Costs as a Percentage of District Revenue

The debt service costs as a percentage of district revenue within the current cohort ranged from 0% (Yazoo City) to approximately 13.3% (Jackson City). The median for Mississippi districts that provided data to calculate this metric was 1% of debt service as a percentage of district revenue, which was below the regional peer average and the national peer range. DeSoto, Rankin, and Jackson City were higher than the regional average, with Jackson City also being higher than the national peer range.

When considering debt service costs as a percentage of district revenue, stakeholders should keep in mind that each district's needs and circumstances differ and therefore the use of debt service varies accordingly. For example, a district with older facilities may have a greater need for debt to renovate or construct new facilities than a district with newer facilities. Also, a district that is experiencing growth and overcrowding has a greater need for new facilities than a district with level or declining enrollment. Finally, district administrators must consider local taxpayers' willingness to approve long-term bonds to finance large renovation and/or construction projects that will impact a district's debt situation.

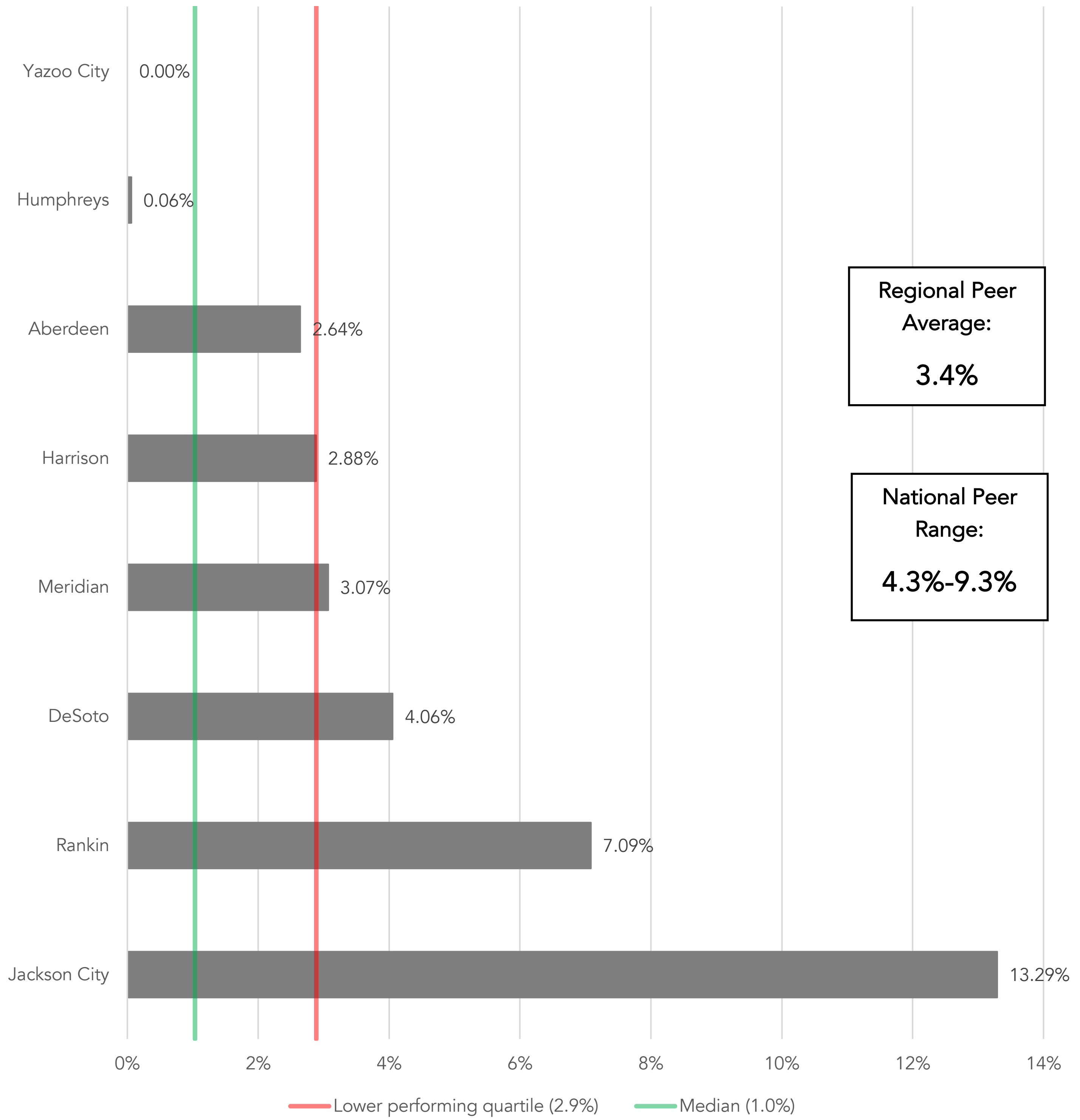
The information in Exhibit 1 on page 6 is impacted by a district's type of debt, short-term or long-term, and whether the short-term debt was repaid prior to the end of FY 2023 or whether long-term debt was refinanced during FY 2023. For example, a district that received a short-term loan that was repaid during FY 2023 will have a higher debt service percentage than a district with the same amount of short-term debt and revenue that repaid the debt after FY 2023 ended. A district that refinanced long-term debt during FY 2023 will have a higher debt service percentage than a district with the same amount of long-term debt and revenue that did not refinance the debt during FY 2023.

Exhibit 1 includes districts that reported having debt but no or very low debt service costs, such as Yazoo City, which reported $246,948 in debt and $0 in debt service costs, and Humphreys (0.06%), which reported $110,000 in debt and $12,580 in debt service costs. These situations indicate the debt is likely recent and repayment did not start during FY 2023 and only fees, if any, associated with the debt were incurred.

Exhibit 1 includes districts that either repaid or refinanced debt during the year as evidenced by debt service amounts higher than debt principal at the end of FY 2023. For example, Jackson City (13.29%) reported the highest debt service costs as a percentage of revenue, with approximately $19.8 million in debt principal at the end of FY 2023 and $25.4 million in debt service costs during the fiscal year. Rankin County (7.09%) reported the second highest debt service costs as a percentage of revenue, with approximately $9.2 million in debt principal at the end of FY 2023 and approximately $17.1 million in debt service costs during the fiscal year. These figures indicate that the districts repaid or refinanced the debt during FY 2023 and that the debt service costs include the repaid or refinanced principal.

Given the wide range of circumstances, financial conditions, and unique needs of each district along with each district's administrators' philosophy toward incurring debt and the views of taxpayers in each district toward long-term debt for the school district, stakeholders should refrain from drawing conclusions about a district's management of debt based solely on the information presented in Exhibit 1.

Exhibit 1: Debt Service Costs as a Percentage of District Revenue for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts as well as an additional 129 Mississippi districts that were part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: Debt servicing costs were calculated by adding the annual debt principal and the annual debt servicing costs that were paid for short-term and long-term borrowing for the 2022-23 school year.

Note: Forrest County AHS reported that the district has no debt.

Fund Balance as a Percentage of Operating Expenses

The fund balance as a percentage of operating expenses within the current cohort ranged from 6.4% in the Meridian district to 71.9% in the Aberdeen district. The median for Mississippi districts that provided data to calculate this metric was 34.3%, below the regional peer average and above the upper range of national peers. Three districts in this cohort had higher fund balances as a percentage of operating expenses than the median, regional peers, and national peers. However, six districts in this cohort had lower fund balance as a percentage of operating revenue than the median and the regional peer average.

This metric is crucial to assess school districts' financial health and stability. It measures the relationship between a school's available fund balance at the end of the fiscal year and its total annual expenses. This percentage helps schools ensure emergency preparedness, plan for the long-term, enhance creditworthiness, and build stakeholder confidence. A higher percentage typically signifies a stronger fiscal health and greater ability to meet unexpected or future needs. Conversely, a lower percentage typically indicates a higher level of risk for the district in terms of its capability to handle unexpected shifts in revenues or expenses.

As shown in Exhibit 2 on page 8, districts' total fund balance as a percentage of operating expenses ranged from Meridian (6.4%) reporting approximately $6 million ending fund balance and expenses of approximately $88 million to Aberdeen (71.9%) reporting approximately $16 million ending fund balance and expenses of approximately $22 million.

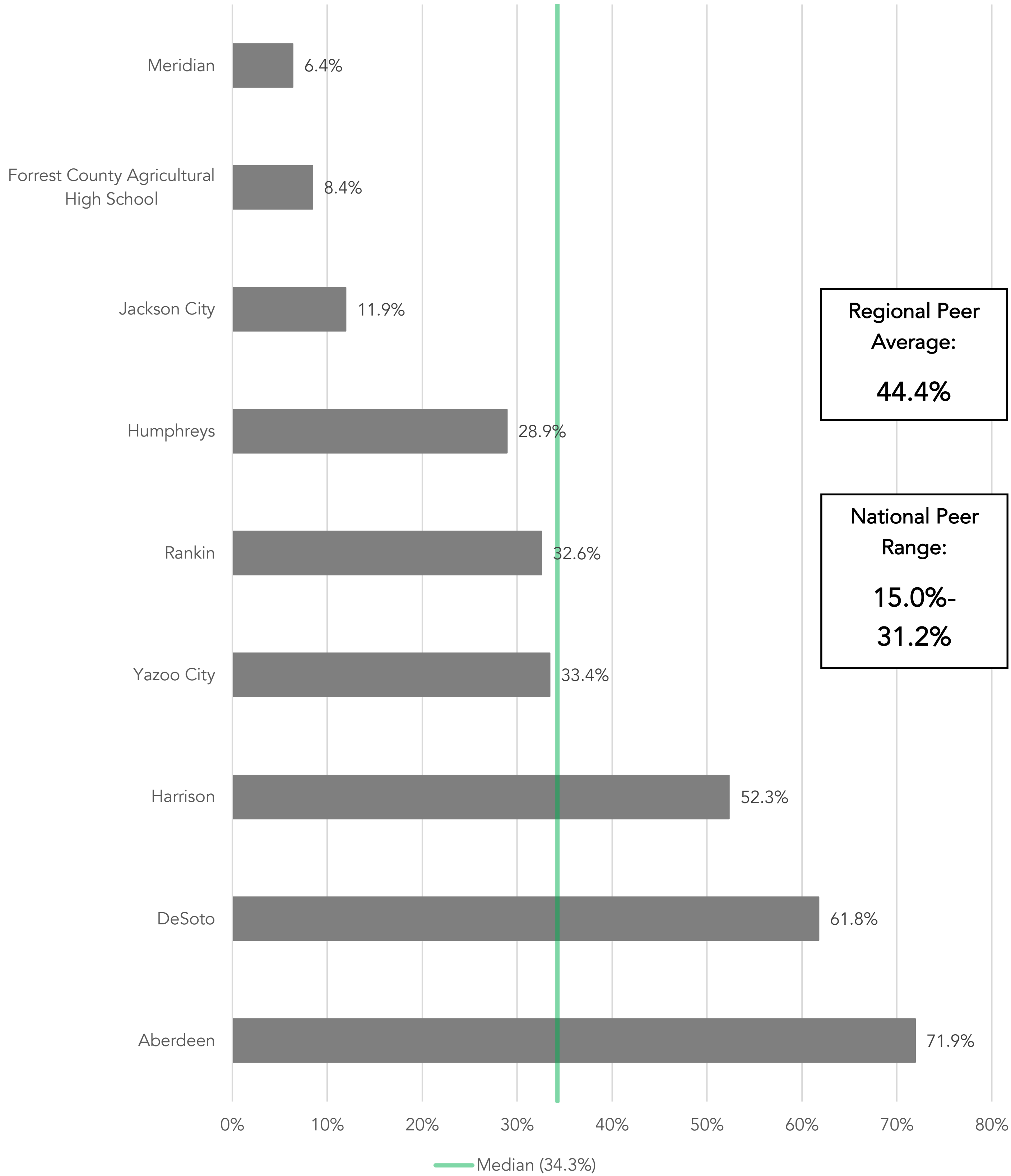
For districts reporting FY 2023 key performance indicators in finance, the 34.3% median fund balance as a percentage of operating expenses was below the regional peer average and above the upper range of national peers. The regional average was 44.4% and the national peer range was 15% to 31.2%.

Some districts' ending balances may be elevated due to federal funding received in response to the COVID-19 pandemic. In March 2021, Congress passed the American Rescue Plan (ARP) Act. As part of ARP, the Elementary and Secondary School Emergency Relief (ESSER) Fund allocated $122 billion in funding to local educational agencies (LEA)—i.e., school districts, both public and private, throughout the United States. Under ESSER, LEAs in Mississippi received approximately $1.6 billion and had to commit the funds by September 30, 2024, for ESSER-allowed purposes such as addressing learning loss, improving indoor air quality, and purchasing technology, such as hardware and software, to improve educational interaction between students and instructors.[1] If ESSER funds were committed by September 30, 2024, LEAs could expend the funds through December 2024 and if an extension was granted by the U. S. Department of Education, the funds can be expended through March 2026.[2] As ESSER funds are expended, ending fund balances should decrease to near historical levels. Therefore, stakeholders should refrain from drawing conclusions about a district's financial operations based solely on Exhibit 2.

[1] https://oese.ed.gov/files/2021/03/FINAL_ARP-ESSER-FACT-SHEET.pdf

[2] https://www.cbpp.org/research/state-budget-and-tax/expiration-of-federal-k-12-emergency-funds-could-pose-challenges-for

Exhibit 2: Ending Fund Balance as a Percent of Operating Expenses for FY 2023



The median in this exhibit represents the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Adopted Budget as a Percentage of Actual Expenses

For districts reporting FY 2023 key performance indicators, the adopted budget as a percentage of actual expenses ranged from 60% in the Humphreys district to approximately 182% in the Meridian district. For districts reporting FY 2023 key performance indicators across all cohorts, the 111% median of adopted budget as a percentage of actual expenses was below the average reported by regional peers and in the middle of the range of national peers. Thus overall, districts' budgeting as a percentage of actual expenses compares favorably to that of regional peers and in line with national peers.

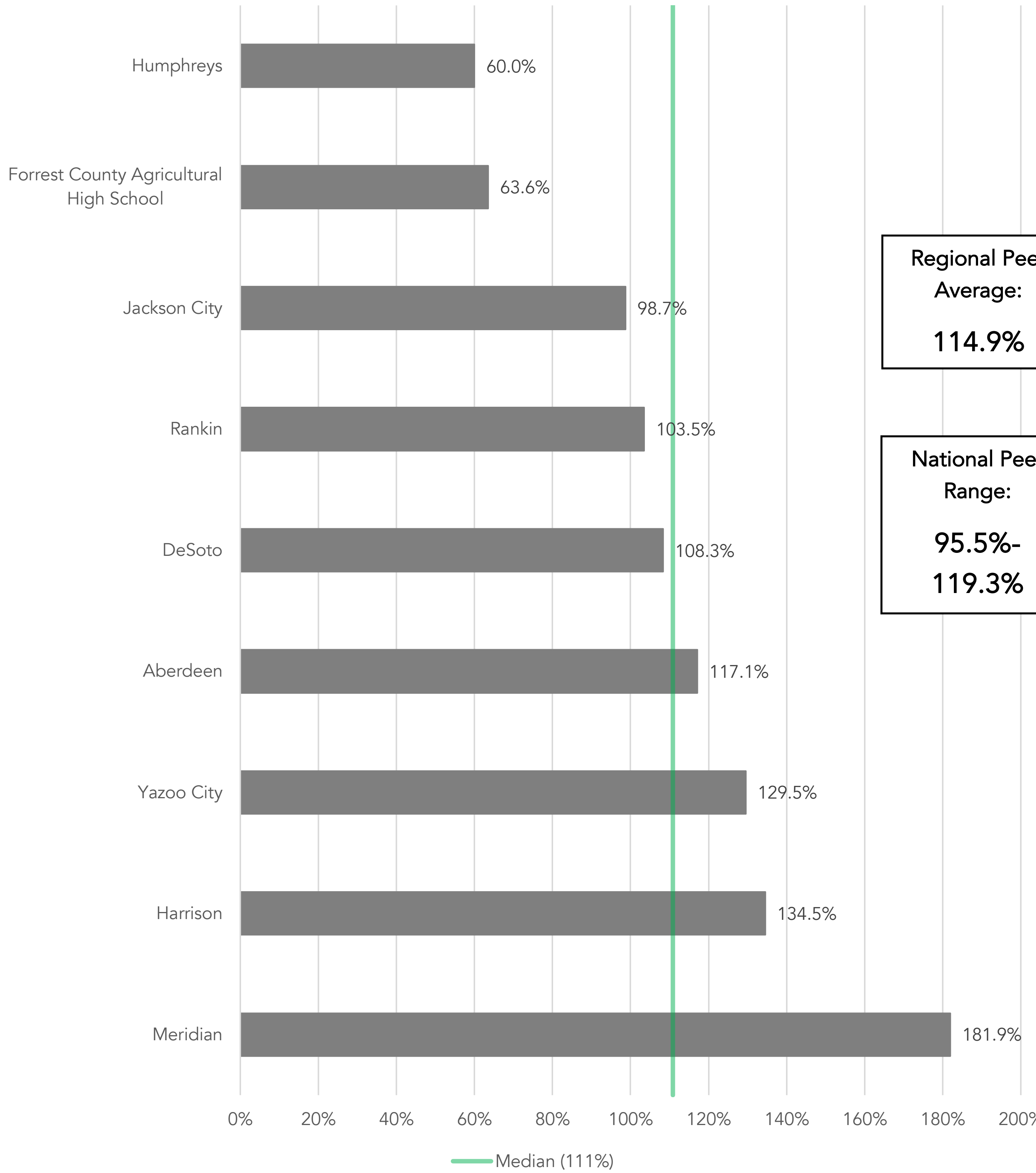
This measure evaluates the efficiency of spending within K-12 school districts by comparing actual expenses to the initially approved general fund budgeted expenses amount.

Every local school board approves an adopted budget prior to the start of each fiscal year on July 1. The process of approving an adopted budget involves multiple steps, beginning with preliminary budget planning and drafting, followed by reviews and changes from school administrators and district officials. Public hearings are typically held to gather input from the community and stakeholders. Once the school board approves the adopted budget, it is submitted to the Mississippi Department of Education (MDE) for review and compliance checks. Throughout the fiscal year, the school board may revise the adopted budget based on actual revenue collections and expense needs, leading to a final budget that should reflect the most current financial realities and priorities for the school district.

As shown in Exhibit 3 on page 10, for districts reporting FY 2023 key performance indicators in finance across all cohorts, the 111% median of adopted budget as a percentage of actual expenses was below the average reported by regional peers and in the middle of the range of national peers. The average reported by regional peers was 115% and the range of national peers was 95% to 119%. The lowest percentage of the adopted budget to actual expenses was 60% in the Humphreys district. That district's adopted budget's expenses were approximately $12 million compared to actual expenses of approximately $20 million. Notably, the Humphreys district's actual revenue for FY 2023 was approximately $9.5 million higher than budgeted. The highest percentage of the adopted budget to actual expenses was 181.9% in Meridian. That district's budgeted expenses were approximately $160.7 million and actual expenses were approximately $88.4 million.

A comparison of the adopted budget to actual expenses may be viewed as an indication of the accuracy of the budgeting process. However, circumstances during the fiscal year can cause a change in budgeted expenses, either higher or lower, and therefore, stakeholders should not view the information in Exhibit 3 as the sole benchmark for assessing a district's budgeting process.

Exhibit 3: Adopted Budget as a Percentage of Actual Expenses for FY 2023



Regional Peer Average:

114.9%

National Peer Range:

95.5%-119.3%

The median in this exhibit represents the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Final Budget as a Percentage of Actual Expenses

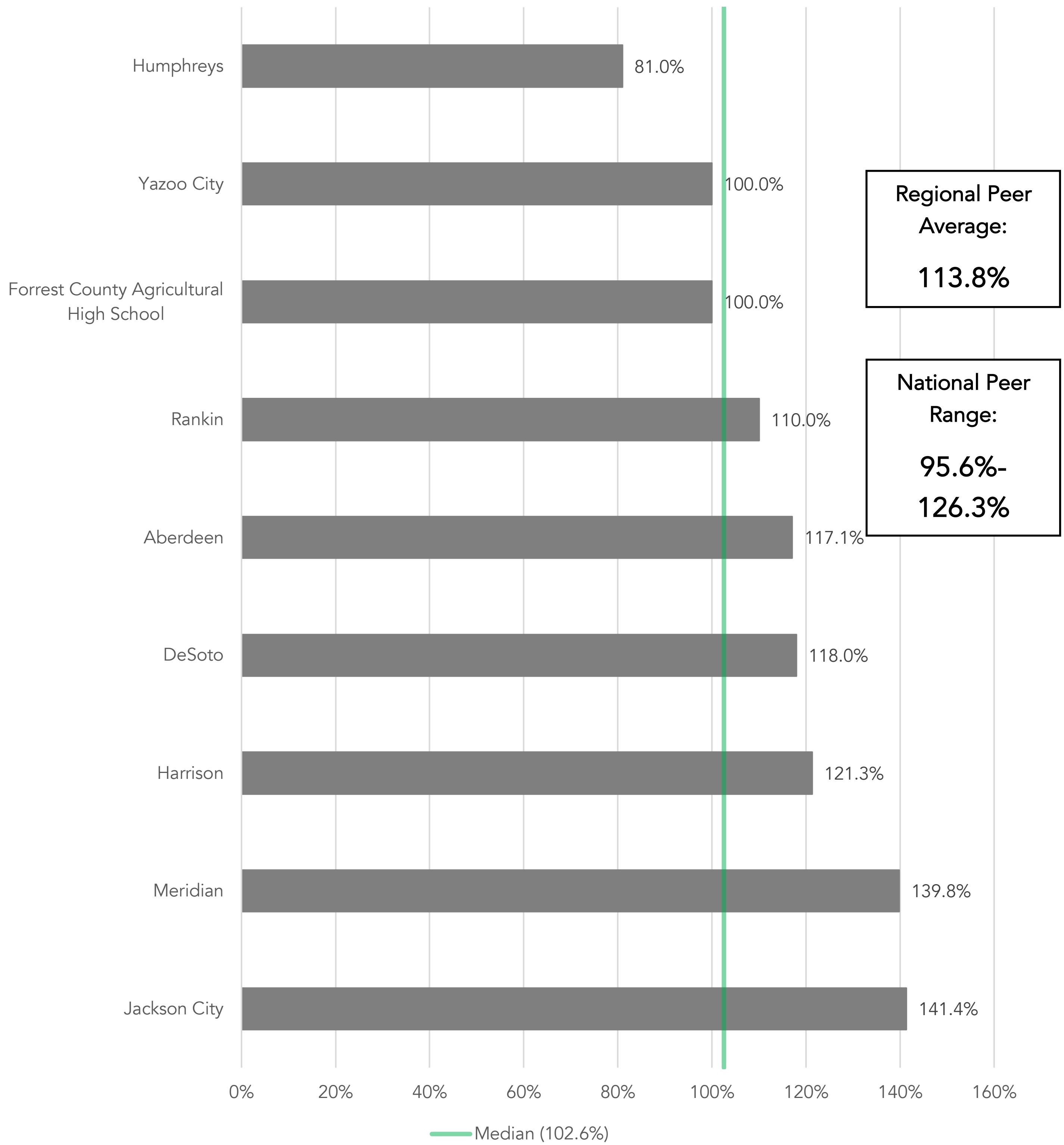
For districts reporting FY 2023 key performance indicators within the current cohort, the final budget as a percentage of actual expenses ranged from 81% in the Humphreys district to approximately 141% in the Jackson City district. For FY 2023 for districts reporting key performance indicators in finance across all cohorts, the 103% median of the final budget as a percentage of actual expenses was below the regional peer average and within the national peer range.

This measure evaluates the efficiency of spending within districts by comparing their expenses to the final approved general fund budgets.

As shown in Exhibit 4 on page 12, for FY 2023 for districts reporting key performance indicators in finance across all cohorts, the 103% median of the final budget as a percentage of actual expenses was below the regional peer average and within the national peer range. The regional peer average was approximately 114% and the national peer range was approximately 96% to 126%. The Humphreys district reported the lowest final budget as a percent of actual expenses (81%), with approximately $16.5 million final budgeted expenses and approximately $20.4 million in actual expenses. Two districts, Meridian (139.8%) and Jackson City (141.4%) reported higher than the upper end of the national peer range.

Two districts (Forrest County AHS and Yazoo City) reported that the final budget was exactly equal to actual expenses, indicating that these districts either precisely projected their expenses in their adopted budgets or these districts adjusted the budgets as the fiscal year progressed to arrive at final budgets exactly equal to actual expenses, a process available to all districts. Due to the varying degree that districts adjust the adopted budget to the actual expenses, stakeholders should not draw conclusions regarding a district's budgeting process solely from the information presented in Exhibit 4.

Exhibit 4: Final Budget as a Percentage of Actual Expenses for FY 2023



The median in this exhibit represents the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Final Budget as a Percentage of Actual Revenue

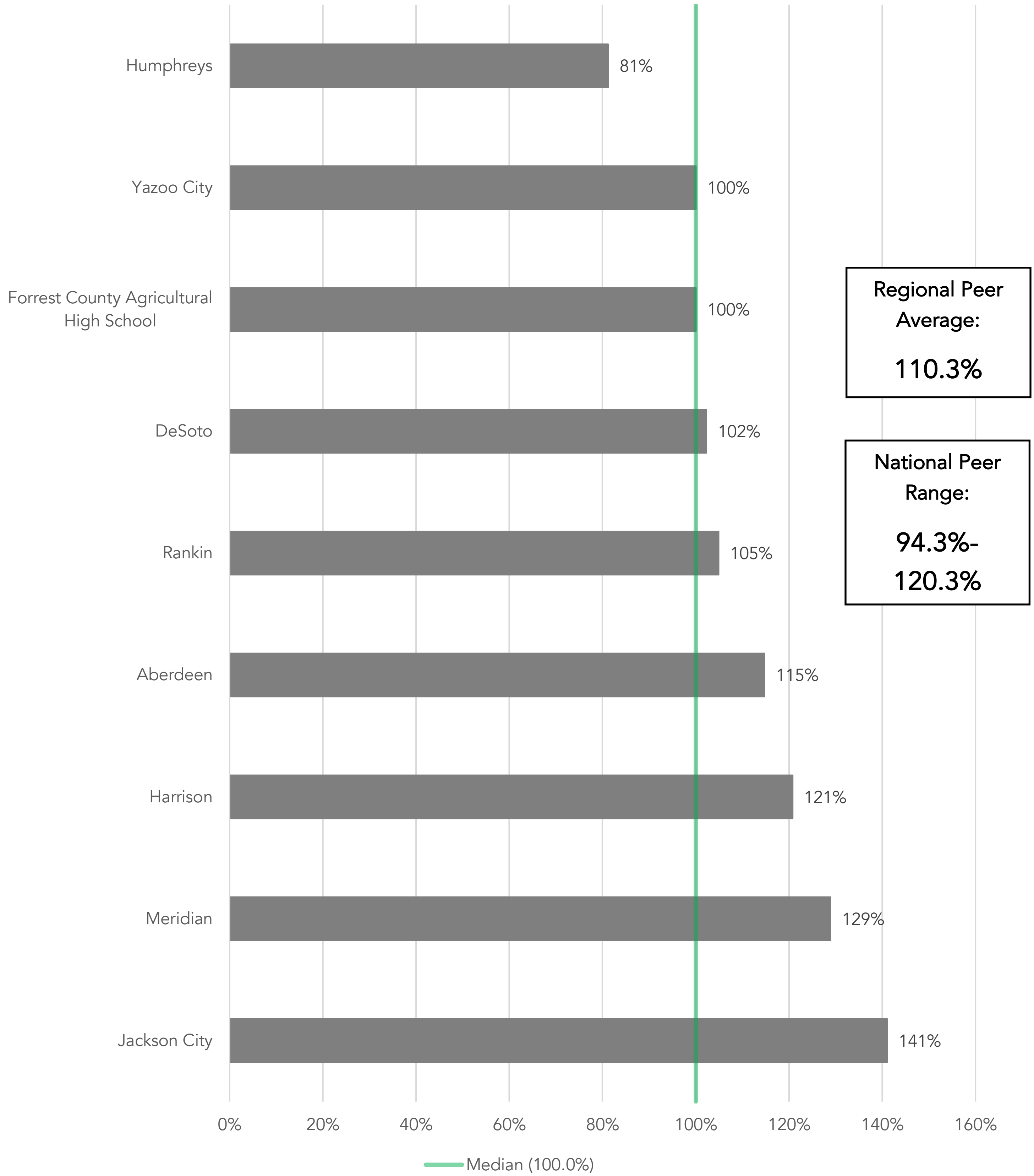
For districts reporting FY 2023 key performance indicators within the current cohort, the final budget as a percentage of actual revenue ranged from 81% in the Humphreys district to 141% in the Jackson City district. For FY 2023 for districts reporting key performance indicators in finance across all cohorts, the 100% median of final budget as a percentage of actual revenue was below the regional peer average and near the low end of the national peer range. Thus overall, for reporting districts for FY 2023, the final budgets were closer to actual revenues than were those of regional peers.

This measure evaluates the efficiency of spending within districts by comparing the general fund budgeted revenue amount to the actual revenues.

As shown in Exhibit 5 on page 14, for FY 2023 for districts reporting key performance indicators in finance, the 100% median of final budget was below the regional peer average and near the low end of the national peer range. The regional peer average was approximately 110% and the national peer range was approximately 94% to 120%. Humphreys County (81%) reported the lowest final budget as a percentage of actual revenues with final budgeted revenue of approximately $16.7 million compared to actual revenue of approximately $20.6 million. Jackson City (141%) reported the highest final budget as a percentage of actual revenues with final budgeted revenue of approximately $269.9 million compared to actual revenue of approximately $191.4 million.

Two districts (Forrest County AHS and Yazoo City) reported a final budgeted revenue amount that was 100% of actual revenues, indicating that these districts either precisely projected their revenues in their adopted budgets or these districts adjusted the budgeted revenue amounts as the fiscal year progressed, a process available to all districts. Due to the varying degree that districts adjust the adopted budgets to actual revenues, stakeholders should not draw conclusions regarding a district's budgeting process solely from the information presented in Exhibit 5.

Exhibit 5: Final Budget as a Percentage of Actual Revenue for FY 2023



The median in this exhibit represents the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Paychecks Processed per Payroll Staff Full-Time Equivalent per Month

The paychecks processed per payroll staff full-time equivalent (FTE) per month within the current cohort ranged from 132 at Forrest County AHS to 1,306 in the Harrison district. The median for Mississippi districts that provided data to calculate this metric is approximately 354, which is below the regional peer average and well below the national peer range.

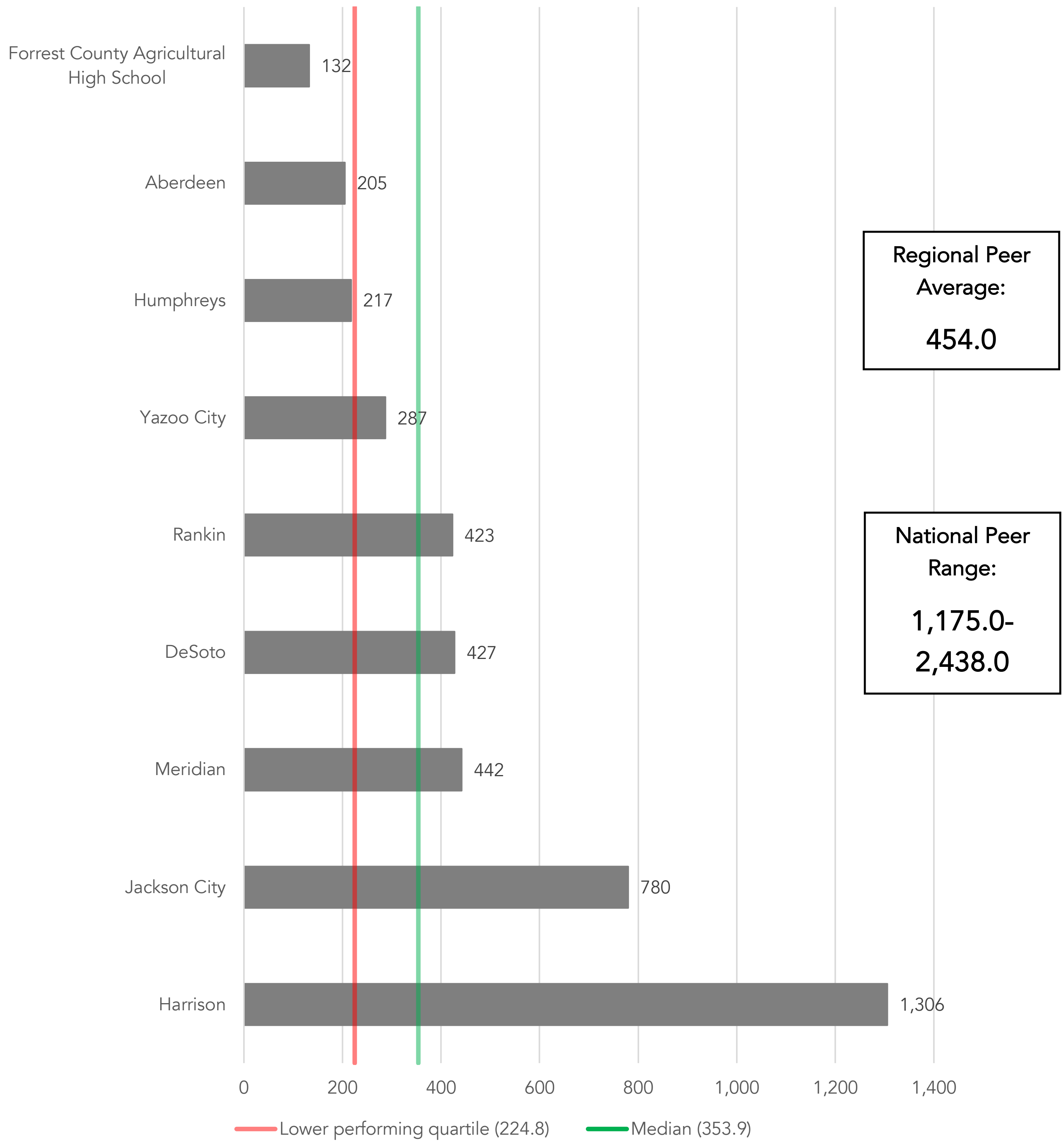
This measure shows the processing rates within a school district's payroll department, which can impact costs. Lower rates may result from manual processing due to limited automation, high error rates, or frequent off-cycle paychecks.[3] Conversely, higher rates indicate increased automation and a competent staff, leading to cost savings through streamlined processes and improved accuracy.

In some districts with relatively low numbers of students and staff, one staff person is presumably responsible for processing payroll. This staff person likely has other responsibilities (e.g., human resources tasks, administrative tasks). In these cases, the district would need to determine how much of that person's time is spent on payroll and then convert that amount to an FTE. If a district reports that it has 1.0 FTE processing payroll, but payroll actually only constitutes 0.25 or 0.5 FTE because of that staff member's other duties, the reported number would have a negative impact on the district's performance on this key indicator.

As shown in Exhibit 6 on page 16, for FY 2023 for districts reporting key performance indicators in finance, the median number of paychecks processed per payroll staff FTE per month (approximately 354) was below both the regional peer average and the national peer range. The regional peer average was 454 per payroll staff FTE per month and the national peer range was 1,175 to 2,438. Paychecks processed per payroll department FTE per month within the current cohort ranged from 132 at Forrest County AHS to 1,306 in Harrison. Two districts (Jackson City and Harrison) in this cohort reported processing more paychecks per payroll staff FTE per month than the regional peer average of 454. The Harrison district's reported number of paychecks per payroll staff FTE per month falls within the national peer range of 1,175 to 2,438. Based on this information, most districts in this cohort have an opportunity to improve the efficiency of processing paychecks that may result in lower payroll administrative costs.

[3] *Off-cycle paychecks* are checks issued to employees outside of their regular pay cycle, typically due to missing or incorrect pay on a regularly scheduled paycheck.

Exhibit 6: Paychecks Processed per Payroll Staff FTE per Month for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

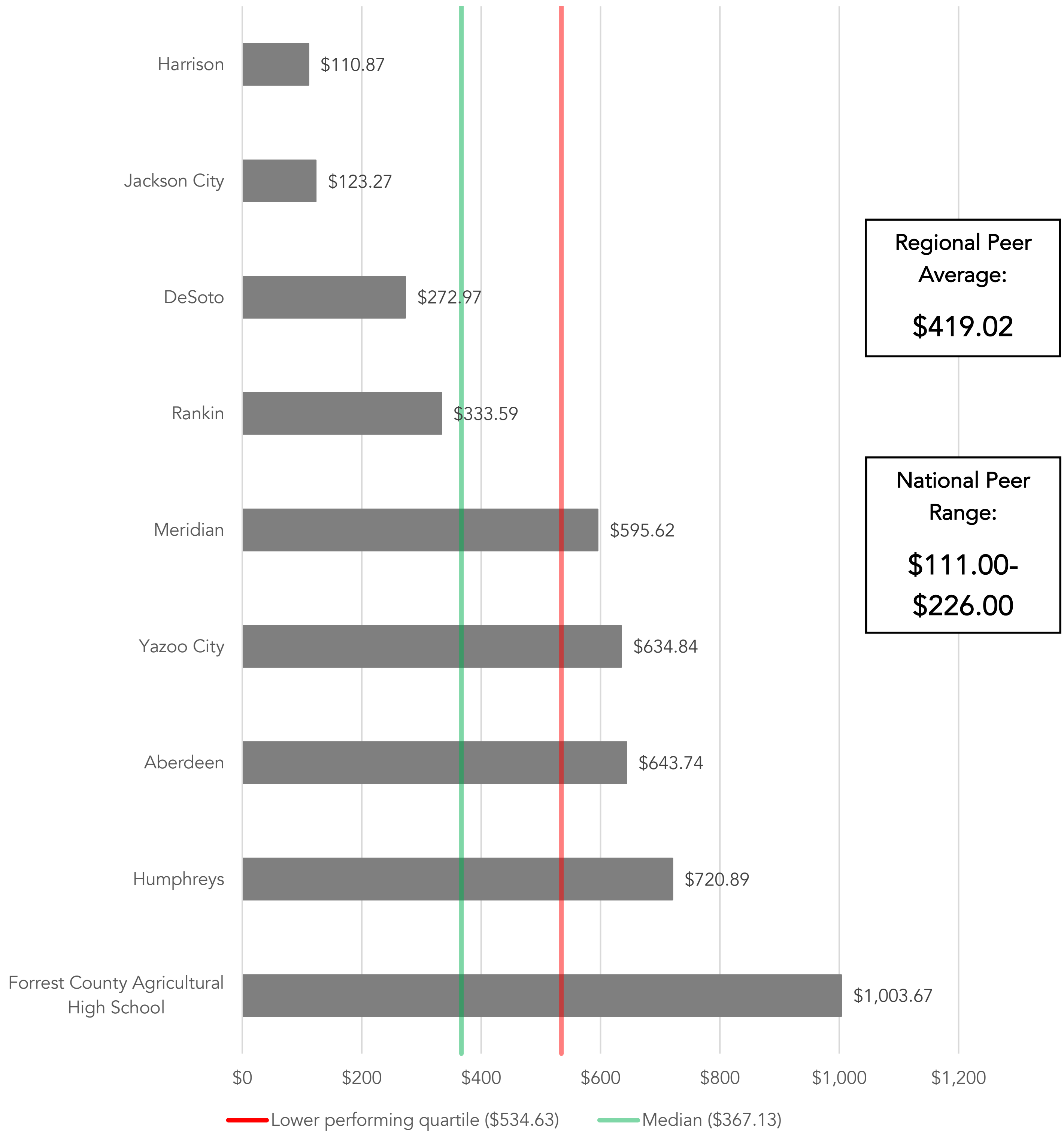
Payroll Department Costs per $100,000 of Payroll

For districts within the current cohort reporting key performance indicators in finance for FY 2023, the payroll department cost per $100,000 of payroll ranged from approximately $111 in Harrison to approximately $1,004 at Forrest County AHS. For FY 2023 for districts reporting key performance indicators across all cohorts, the approximately $367 median payroll department cost per $100,000 of payroll was below the regional peer average of approximately $419 and above the national peer range of $111 to $226.

This metric serves as a measure of the efficiency of the payroll operation. A higher cost associated with payroll may suggest that efficiency improvements can be made. Conversely, a lower cost may reflect a leaner and more efficient payroll operation, indicating that resources are being utilized effectively. By analyzing and addressing the factors contributing to costs, school districts can optimize their payroll operations for improved efficiency and resource management.

As shown in Exhibit 7 on page 18, for districts within the current cohort reporting key performance indicators in finance for FY 2023, the payroll department cost per $100,000 of payroll ranged from approximately $111 in Harrison to approximately $1,004 at Forrest County AHS. The Harrison and Jackson City districts (approximately $111 and $123, respectively) reported costs below the upper end of the national peer range. Five districts (Aberdeen, Forrest County AHS, Humphreys, Meridian, and Yazoo City) reported payroll department costs per $100,000 of payroll above the regional peer average of $419. Compared to regional and national peers, districts in this cohort have an opportunity to review payroll department costs with a goal of improving efficiencies and reducing payroll administrative costs.

Exhibit 7: Payroll Department Costs per $100,000 of Payroll for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Payroll Department Cost per Paycheck

The payroll department costs per paycheck within the current cohort ranged from $3.29 in Harrison to $45.17 at Forrest County AHS. The median for Mississippi districts that provided data to calculate this metric was $15.71 payroll department cost per paycheck, which was slightly below the regional peer average but well above the national peer range.

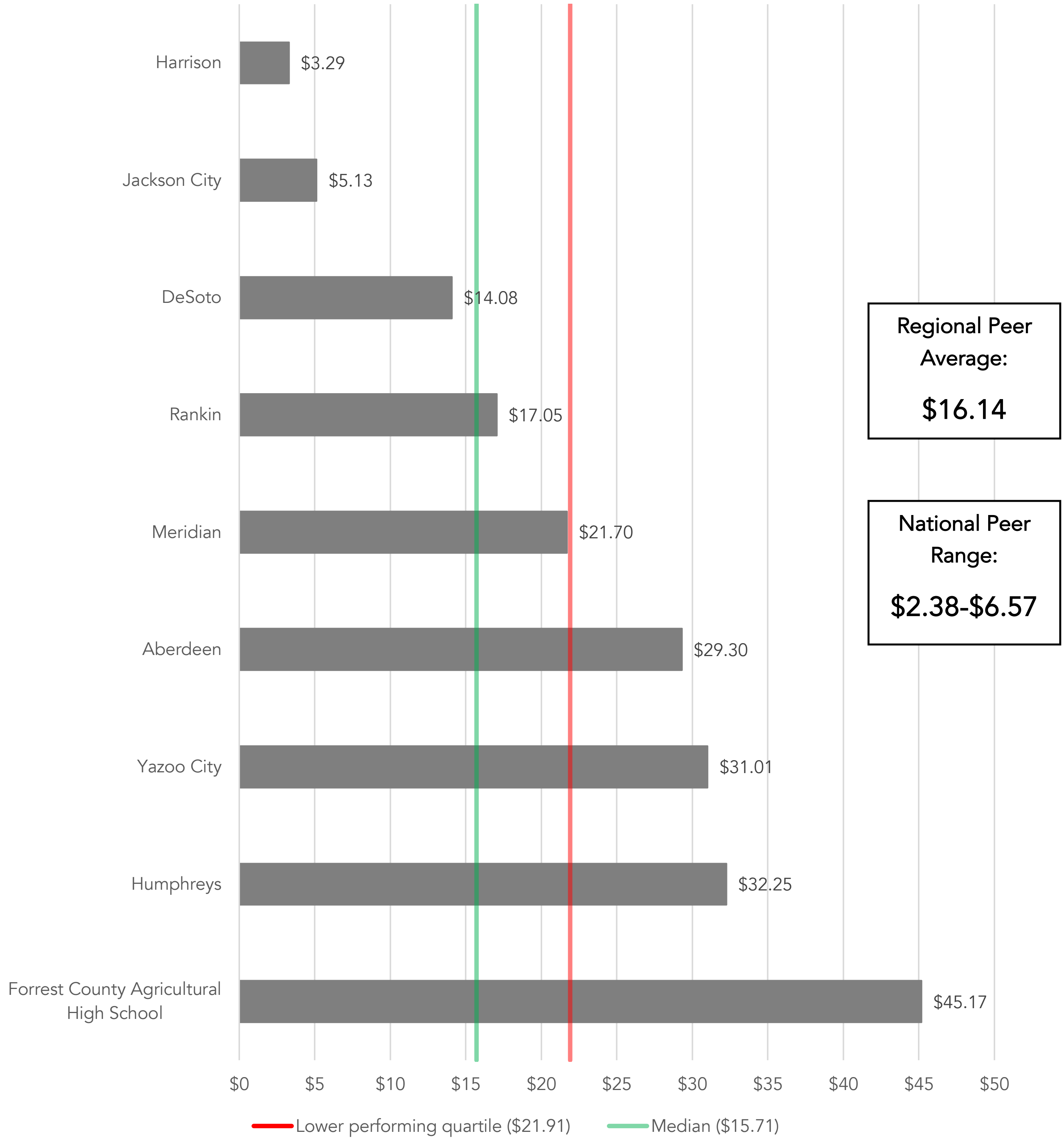
This metric serves as a valuable indicator of the efficiency of the payroll operation. A higher cost associated with payroll functions could reflect potential opportunities for optimizing and streamlining the payroll processes to achieve greater efficiencies. Conversely, a lower cost could reflect a leaner and more efficient payroll operation, suggesting that resources are being utilized effectively. By analyzing the factors contributing to costs, school district officials can identify areas for improvement and implement measures to enhance the overall efficiency of their payroll operations.

As shown in Exhibit 8 on page 20, for FY 2023 for districts reporting key performance indicators in finance, the $15.71 median payroll cost per paycheck was slightly lower than the regional peer average but well above the national peer range. The regional peer average was $16.14 and the national peer range was $2.38 to $6.57. Payroll department cost per paycheck ranged from $3.29 in Harrison to $45.17 at Forrest County AHS. The assumption was that districts accurately captured and reported payroll department costs in Exhibit 8, which would be more difficult if payroll personnel also performed non-payroll duties.

Payroll department costs also include non-personnel costs such as hardware and software. Therefore, payroll department costs reported for FY 2023 in Exhibit 8 may include one-time purchases, such as new computers or software. Stakeholders should keep these factors in mind when reviewing the information in this exhibit.

Only the Harrison and Jackson City districts reported a payroll department cost per paycheck within the national range of $2.38 to $6.57 cost per paycheck, indicating that several districts in this cohort have an opportunity to improve efficiency related to issuing paychecks and thereby reduce payroll administrative costs.

Exhibit 8: Payroll Department Cost per Paycheck for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

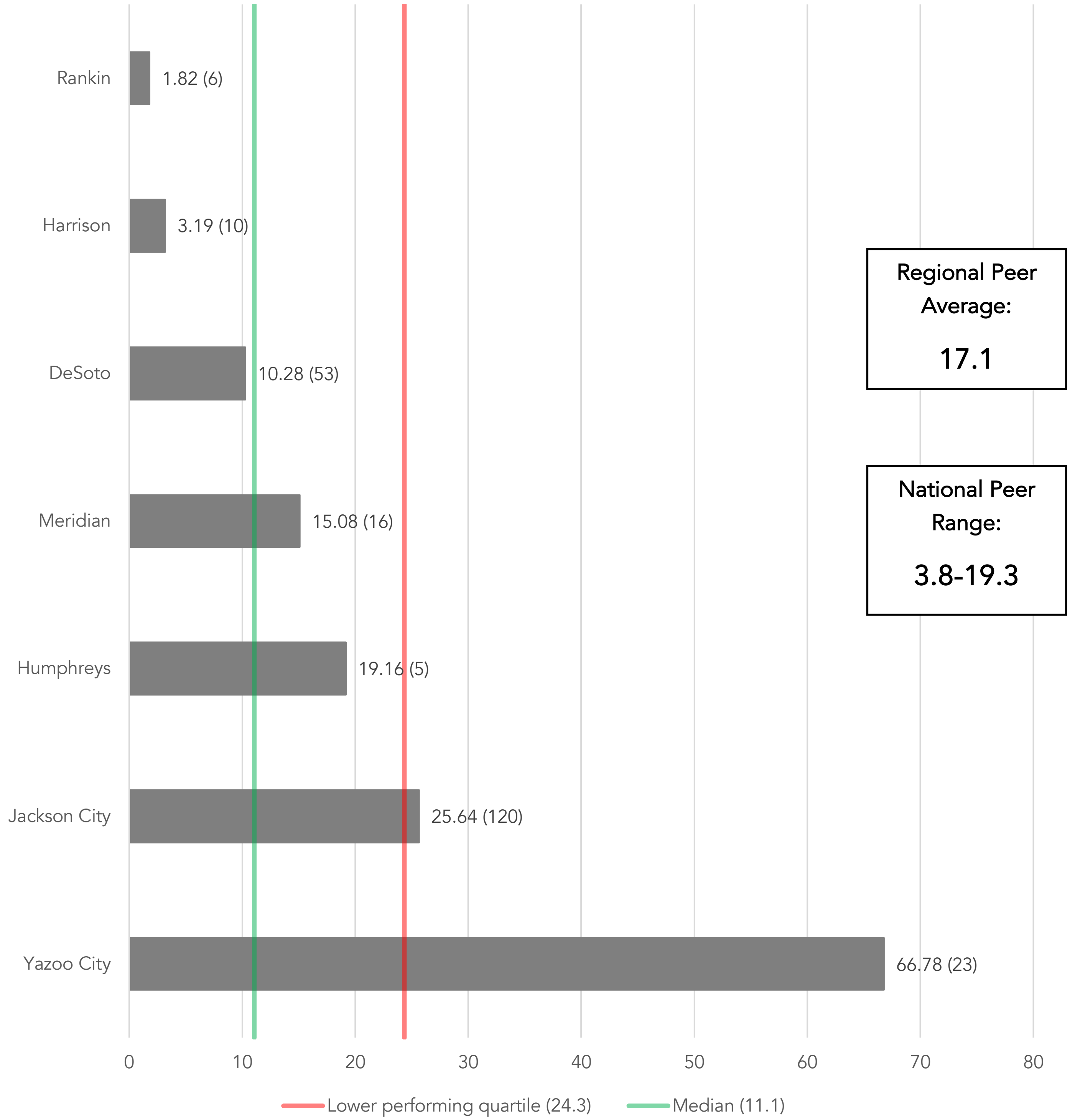
Paycheck Errors per 10,000 Paychecks Processed

For FY 2023 for districts within the current cohort reporting key performance indicators in finance, paycheck errors per 10,000 paychecks processed ranged from 1.82 in Rankin to 66.78 in Yazoo City. For FY 2023 for districts reporting key performance indicators in finance across all cohorts, the median of approximately 11 paycheck errors per 10,000 paychecks processed was below the regional average and in the middle of the national peer range. Thus overall, districts in Mississippi compared favorably to regional peers and were in line with national peers in the accuracy of processing paychecks.

This measure reflects the occurrence of errors in payroll processing. High error rates may indicate insufficient or inadequate controls within the payroll system. These errors may point to potential weaknesses in data accuracy, verification processes, or internal checks and balances, emphasizing the need for improved controls to ensure accurate and error-free paychecks within the district.

As shown in Exhibit 9 on page 22, for FY 2023 for districts reporting key performance indicators in finance, the median of approximately 11 paycheck errors per 10,000 paychecks processed was below the regional average and in the middle of the national peer range. The regional average was 17.1 and the national peer range was 3.8 to 19.3. In the current cohort, Yazoo City, which processed 3,444 paychecks during FY 2023, reported 23 paycheck errors, resulting in the 66.78 errors per 10,000 paychecks processed reported in Exhibit 9. District officials have an opportunity to review the information in this exhibit with the goal of reducing paycheck errors, which may improve operational efficiency and reduce payroll administrative costs.

Exhibit 9: Paycheck Errors per 10,000 Paychecks Processed for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The number in parentheses is the number of paycheck errors for each district for FY 2023.

Note: The Aberdeen and Forrest County AHS districts did not provide data.

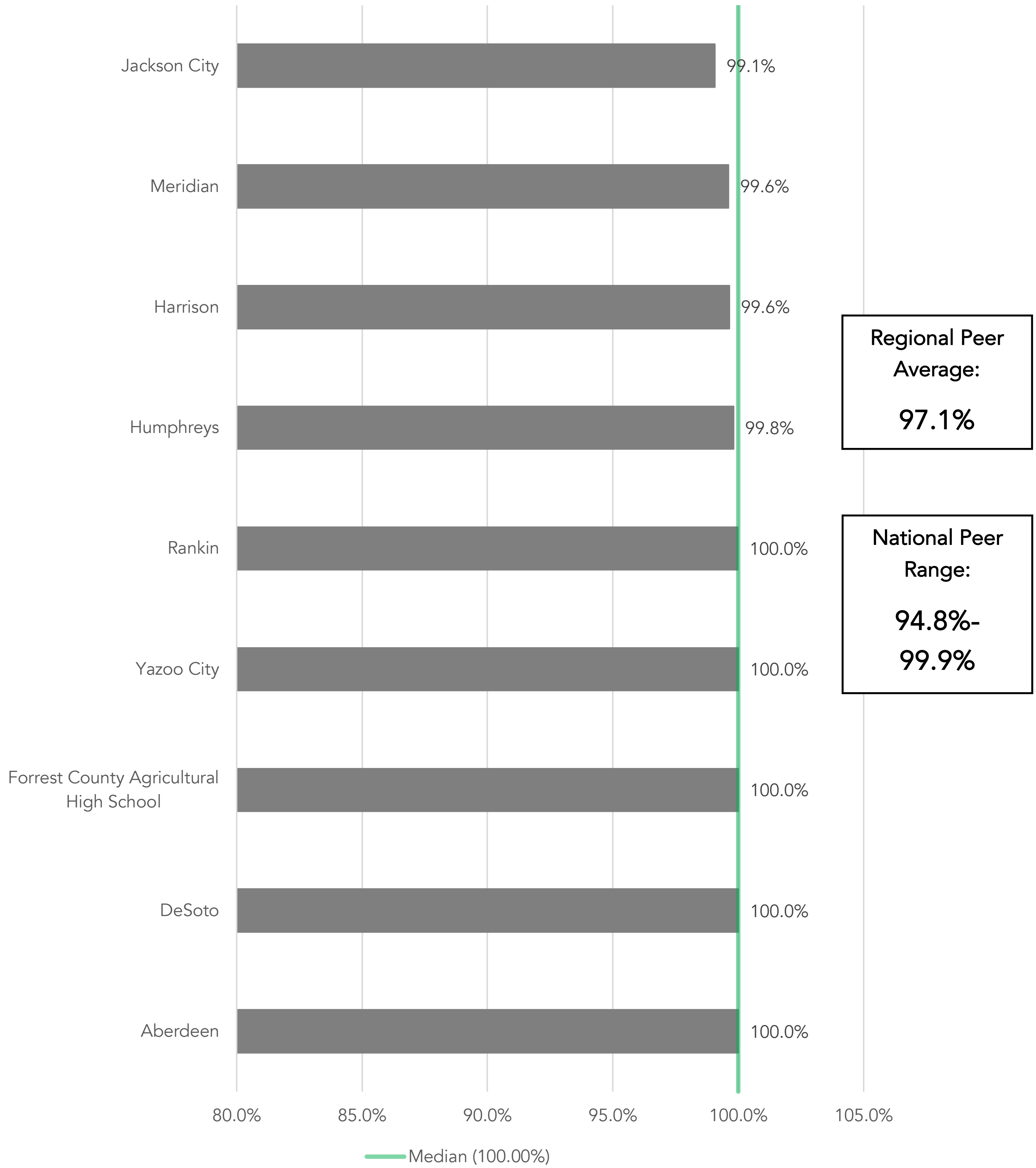
Paychecks Direct Deposited

For FY 2023 for districts within the current cohort reporting key performance indicators in finance, all districts reported over 99% of paychecks were direct deposited. Overall, the use of direct deposit by districts in this cohort compared favorably to the regional peer average and the national peer range.

This measure reflects the extent to which direct deposit is utilized for employee paychecks in school districts. By eliminating the need for physical checks and manual distribution, direct deposit streamlines payment processing, reduces administrative tasks, and potentially minimizes associated expenses.

As shown in Exhibit 10 on page 24, for FY 2023 for districts within the current cohort reporting key performance indicators in finance, all nine districts reported over 99% of paychecks used direct deposit. Overall, the use of direct deposit by districts in this cohort compared favorably to the regional peer average of 97.1% and the national peer range of 94.8% to 99.9%.

Exhibit 10: Paychecks Direct Deposited for FY 2023



The median in this exhibit represents the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Workers' Compensation Cost per $100,000 in Payroll Spending

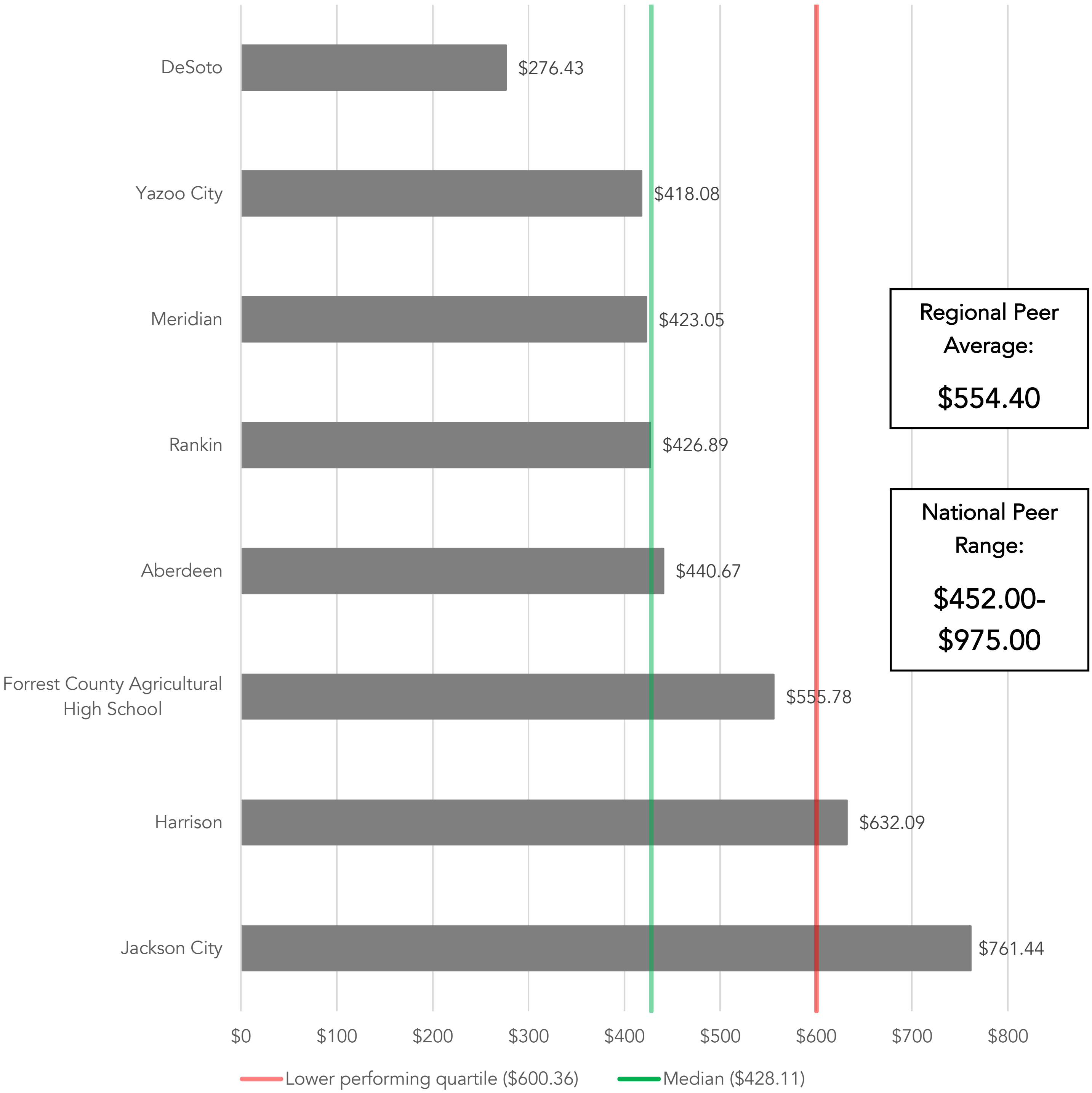
For FY 2023, the workers' compensation cost per $100,000 of payroll spending within the current cohort ranged from $276 in DeSoto to $761 in Jackson City. The median for Mississippi districts reporting key performance indicators in finance was approximately $428, below both the regional peer average and the national peer range.

This metric is useful in assessing the effectiveness of programs or initiatives aimed at lowering workers' compensation expenses. This measure quantifies the cost of workers' compensation relative to payroll expenses. For this study, the assessment team defined workers' compensation cost to include premium costs, compensation claims costs, and administration costs associated with workers' compensation. By monitoring this key performance indicator over time, school districts can evaluate the success of their efforts in managing and reducing workers' compensation costs, thereby ensuring the implementation of effective strategies to promote workplace safety and mitigate risks.

As shown in Exhibit 11 on page 26, for FY 2023 for districts reporting key performance indicators in finance, the approximately $428 median workers' compensation cost per $100,000 of payroll spending was below the regional peer average and below the national peer range. The regional peer average was approximately $554 and the national peer range was $452 to $975. Within the current cohort, workers' compensation costs per $100,000 of payroll ranged from $276.43 in DeSoto to $761.44 in Jackson City. Information in this exhibit would be affected by any workers' compensation claims paid during FY 2023.

The information in Exhibit 11 represents only one fiscal year and therefore stakeholders should refrain from drawing conclusions about a district's workers' compensation costs based solely on the information presented.

Exhibit 11: Workers' Compensation Cost per $100,000 in Payroll Spending for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Humphreys district did not provide data.

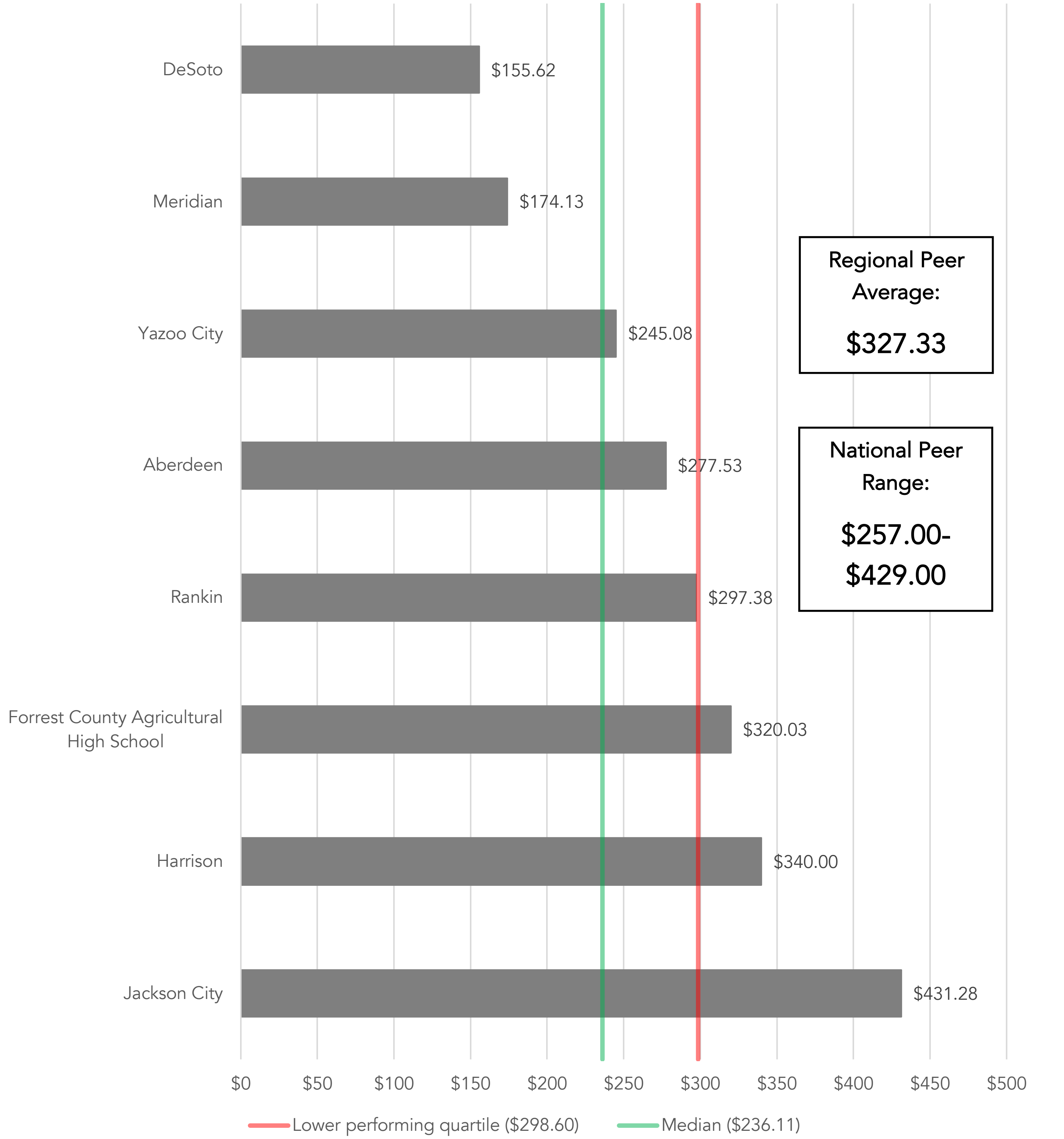
Workers’ Compensation Cost per Employee

For FY 2023, the workers’ compensation cost per employee within the current cohort ranged from approximately $156 in the DeSoto district to approximately $431 in the Jackson City district. The median for Mississippi districts reporting key performance indicators in finance was approximately $236, which fell below both the regional peer average and the national peer range.

This measure can be used, along with workers’ compensation cost per $100,000 in payroll spending, to assess the effectiveness of programs or initiatives aimed at lowering workers’ compensation expenses. For this study, the assessment team defined workers’ compensation cost to include premium costs, compensation claims costs, and administration costs associated with workers’ compensation.

As shown in Exhibit 12 on page 28, for FY 2023 for districts reporting key performance indicators in finance, the approximately $236 median workers’ compensation cost per employee was below the regional peer average and below the low end of the national peer range. The regional peer average was approximately $327 and the national peer range was $257 to $429. Workers’ compensation cost per employee ranged from approximately $156 in DeSoto to approximately $431 in Jackson City. Similar to the information in the previous exhibit, information in Exhibit 12 is affected by any workers’ compensation claims paid during FY 2023. The exhibit represents only one fiscal year and therefore, stakeholders should refrain from drawing conclusions about a district’s workers’ compensation costs based solely on the information presented.

Exhibit 12: Workers' Compensation Cost per Employee for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Humphreys district did not provide data.

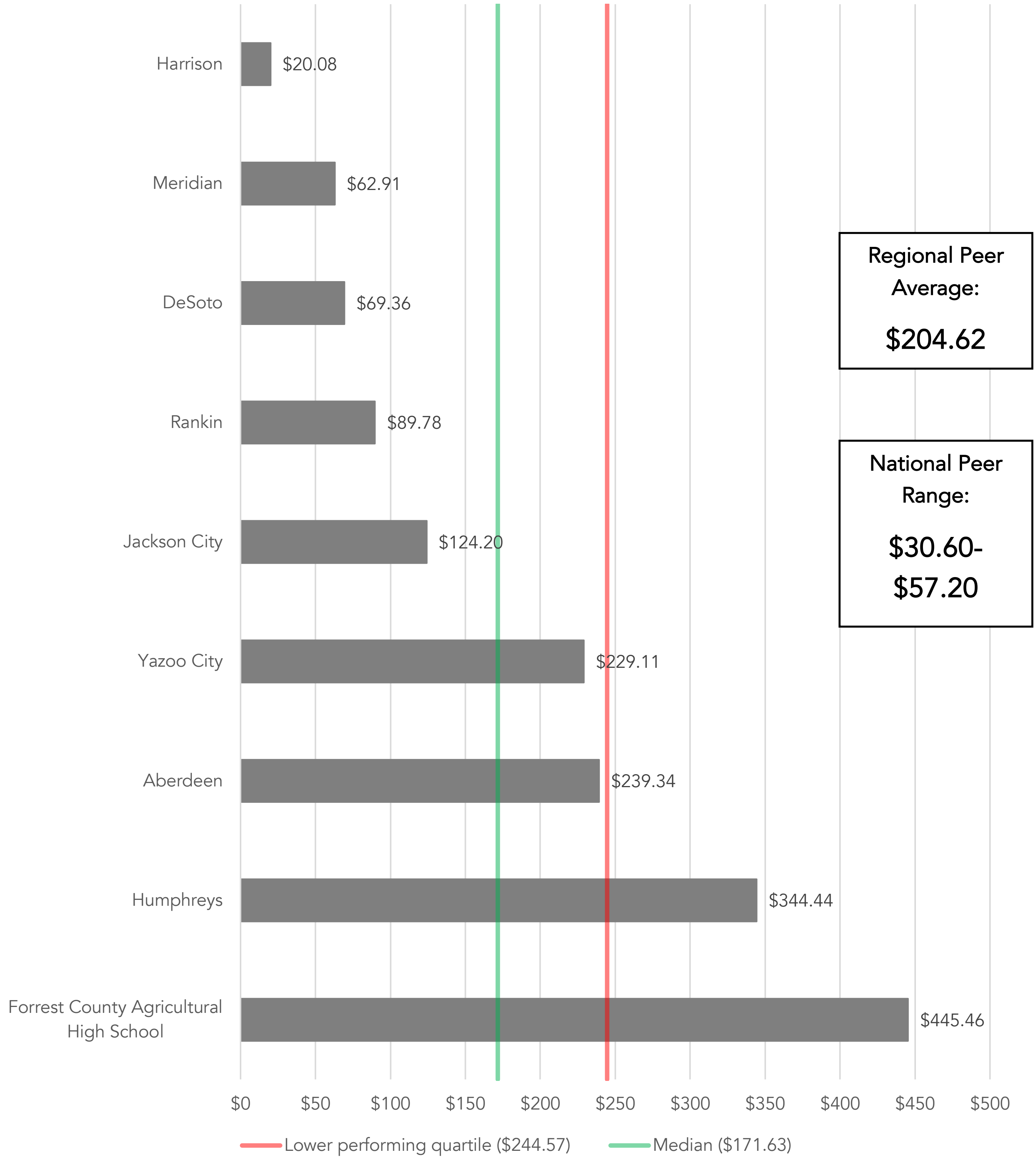
Accounts Payable Cost per $100,000 of Revenue

For FY 2023 for districts within the current cohort reporting key performance indicators in supply chain management, accounts payable cost per $100,000 of revenue ranged from approximately $20 in the Harrison district to approximately $445 in the Forrest County AHS district. For FY 2023 districts reporting key performance indicators in supply chain management across all cohorts, the approximately $172 median accounts payable cost per $100,000 of revenue was below the regional peer average but well above the national peer range.

This measure serves as a valuable tool for evaluating the efficiency of the accounts payable department within the school district.

As shown in Exhibit 13 on page 30, for districts reporting key performance indicators in supply chain management, the approximately $172 median accounts payable cost per $100,000 of revenue was below the regional peer average but well above the national peer range. The regional peer average was approximately $205 and the national peer range was approximately $31 to $57. For this cohort, accounts payable cost per $100,000 of revenue ranged from $20.08 in the Harrison district to $445.46 at Forrest County AHS, over seven times the upper end of the national peer range. Only one district, Harrison, was below the lower end of the national peer range. District officials have the opportunity to review this information and seek ways to improve accounts payable efficiency while continuing to pay district obligations.

Exhibit 13: Accounts Payable Cost per $100,000 of Revenue for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

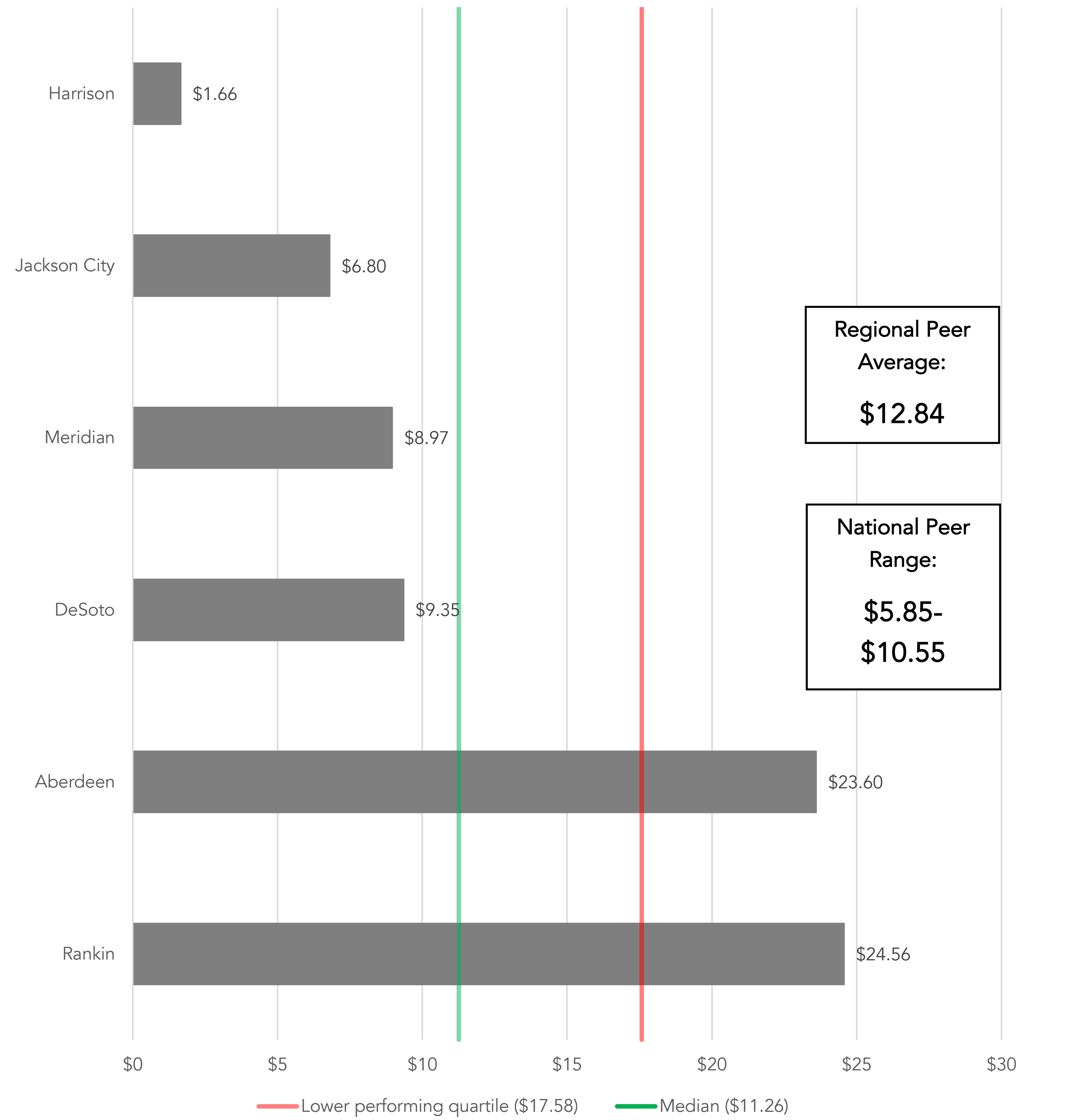
Accounts Payable Cost per Invoice

For FY 2023 for districts within the current cohort reporting key performance indicators in supply chain management, the accounts payable cost per invoice ranged from $1.66 in the Harrison district to $24.56 in the Rankin district. The median for Mississippi districts that provided data to calculate this metric was $11.26, which was below the regional peer average and above the national peer range. Thus overall, Mississippi districts compare favorably to regional peers but expend more to process an invoice than national peers.

For this study, the assessment team defined accounts payable costs as consisting of accounts payable department personnel costs plus non-personnel costs, such as hardware and software purchases or updates. For FY 2023 for districts reporting key performance indicators in supply chain management, the $11.26 median accounts payable cost per invoice was below the regional peer average and above the national peer range. The regional peer average was $12.84 and the national peer range was $5.85 to $10.55. In the current cohort, as shown in Exhibit 14 on page 32, Harrison reported the lowest accounts payable cost per invoice ($1.66) and Rankin County reported the highest accounts payable cost per invoice ($24.56).

The assumption for this metric was that districts accurately captured and reported costs associated with processing invoices. The wide range of cost per invoice suggests that some districts may not be accurately capturing the data required to determine the cost per invoice accurately. For example, the Harrison district reported processing 23,270 invoices with one accounts payable staff member, while the Rankin district reported processing 8,846 invoices with three accounts payable staff. All districts in the cohort should review the cost components of processing accounts payable invoices, especially the associated personnel costs, and determine how those components are captured to ensure that district officials are receiving the timely, accurate operational data needed to measure the efficiency of this area of the supply chain.

Exhibit 14: Accounts Payable Cost per Invoice for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Forrest County AHS, Humphreys, and Yazoo City districts did not provide data.

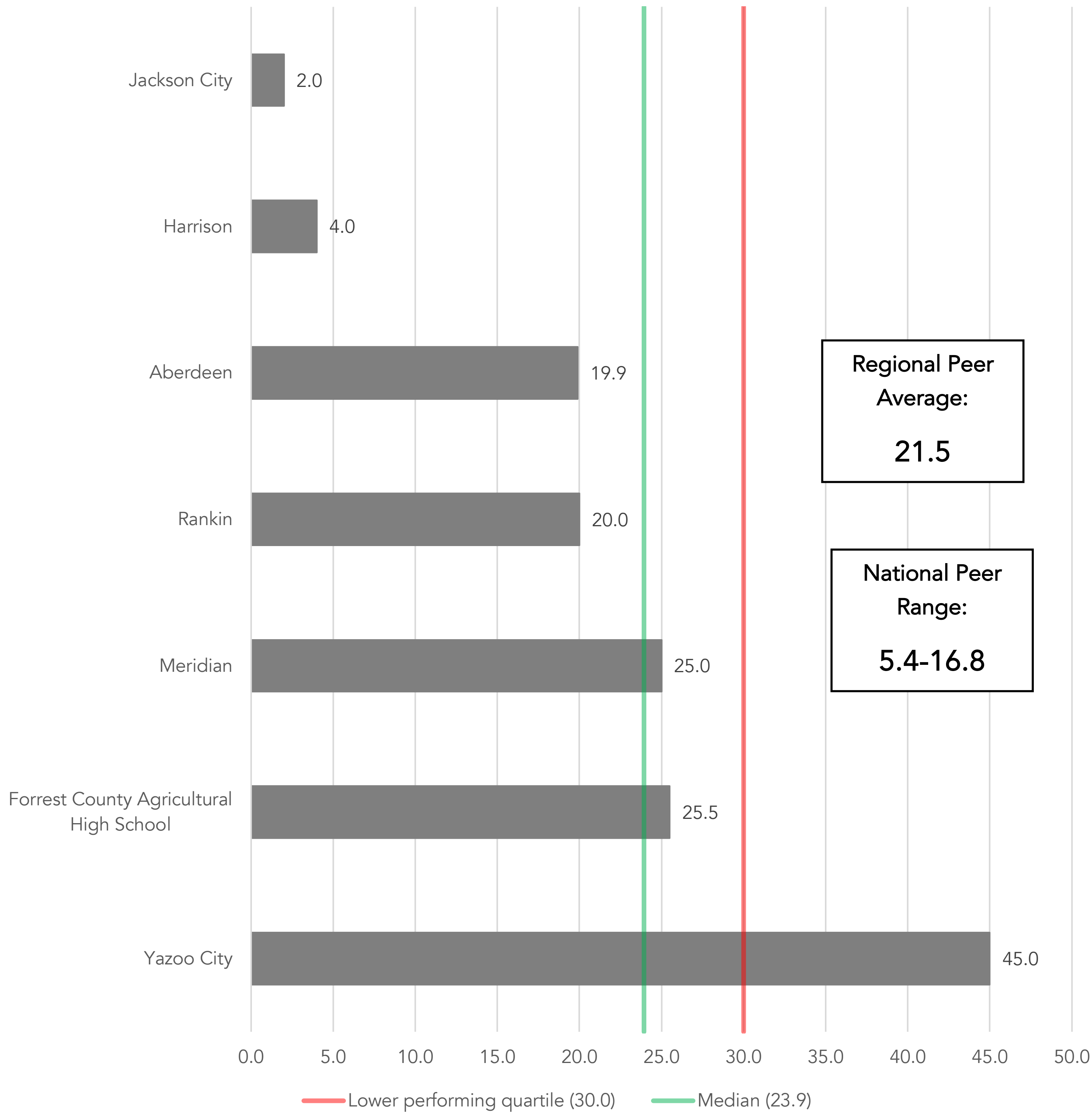
Average Number of Days to Process Invoices

For FY 2023 for districts within the current cohort reporting key performance indicators in supply chain management, the average number of days to process invoices ranged from two in the Jackson City district to 45 in the Yazoo City district. The median for Mississippi districts that provided data to calculate this metric was approximately 24, which was higher than the regional average and above the national peer range.

As shown in Exhibit 15 on page 34, for FY 2023 for districts reporting key performance indicators in supply chain management, the median of approximately 24 days to process an invoice was above the regional peer average and above the national peer range. The regional peer average was approximately 22 and the national peer range was approximately 5 to 17. For districts in this cohort, the Jackson City and Harrison districts reported the fewest number of days to process an invoice (two and four, respectively). Yazoo City reported an invoice processing time of 45 days. Four other districts reported taking between approximately 20 and 26 days to process an invoice.

District officials have an opportunity to review invoice processing time with a goal of processing invoices within the national peer range of approximately 5 to 17 days, which could result in cost savings.

Exhibit 15: Average Number of Days to Process Invoices for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Humphreys district did not provide data. The DeSoto district provided questionable data that was unable to be clarified and was therefore excluded from this exhibit.

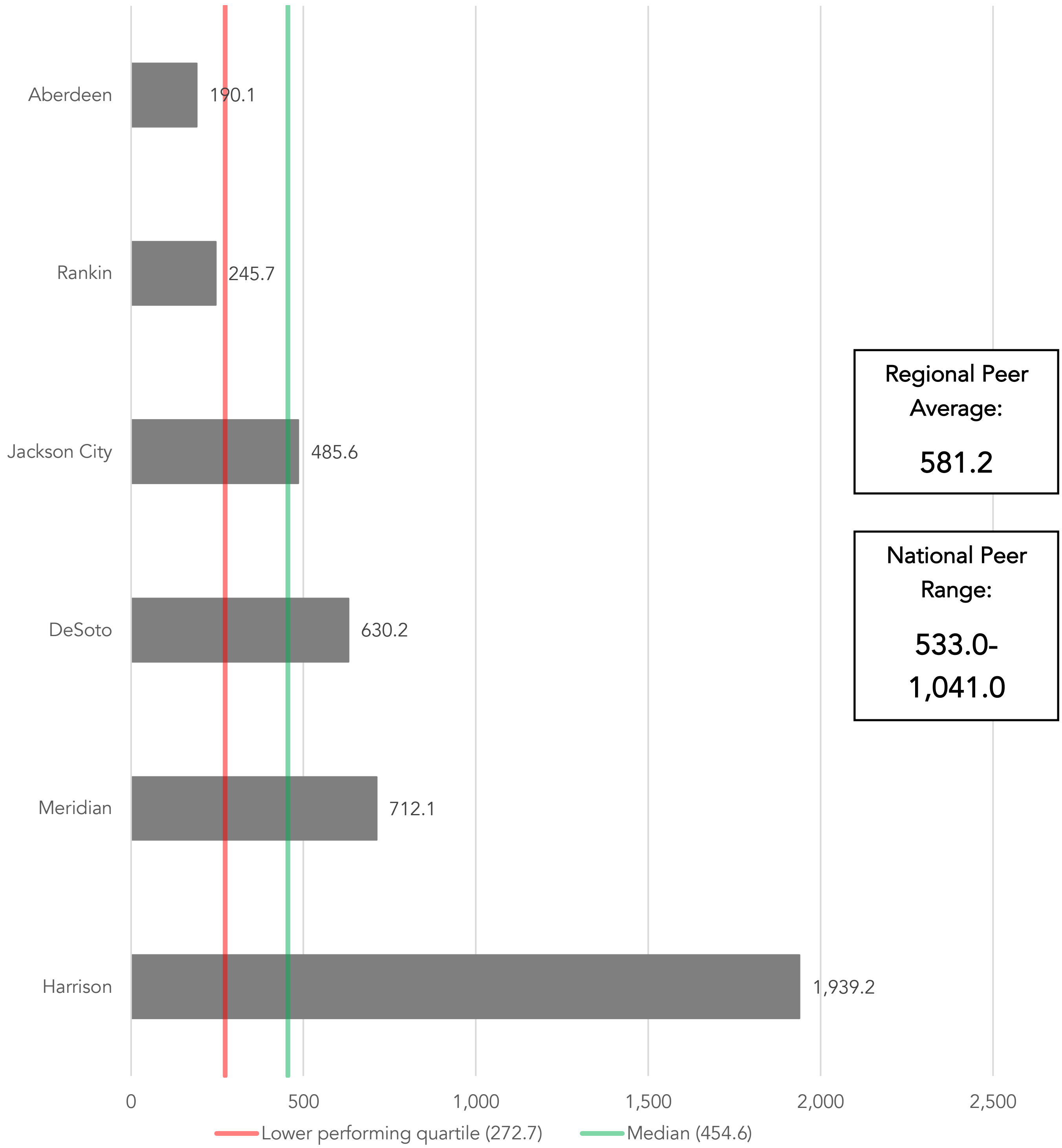
Number of Invoices Processed per FTE per Month

For FY 2023 for districts within the current cohort reporting key performance indicators in supply chain management, the number of invoices processed per FTE per month ranged from approximately 190 in Aberdeen to approximately 1,939 in Harrison. The median for Mississippi districts that provided data to calculate this metric was approximately 455, which was below both the regional peer average and the national peer range.

As shown in Exhibit 16 on page 36, for FY 2023 for districts reporting key performance indicators in supply chain management, the median number of invoices processed per accounts payable department FTE per month (approximately 455) was below both the regional peer average and the national peer range. The regional peer average was approximately 581 and the national peer range was 533 to 1,041. Aberdeen reported processing the fewest invoices per accounts payable department FTE per month (approximately 190). Harrison reported processing the highest number of invoices per accounts payable department FTE per month (approximately 1,939) and reported that one accounts payable staff member processed 23,270 invoices annually. In addition to Harrison, the DeSoto and Meridian districts reported processing more invoices per accounts payable department FTE (approximately 630 and 712, respectively) than the regional peer average.

District officials have an opportunity to compare their district's metrics against those of similar districts with the goal of improving the efficiency of processing invoices.

Exhibit 16: Number of Invoices Processed per Accounts Payable Department FTE per Month for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Forrest County AHS, Humphreys, and Yazoo City districts did not provide data.

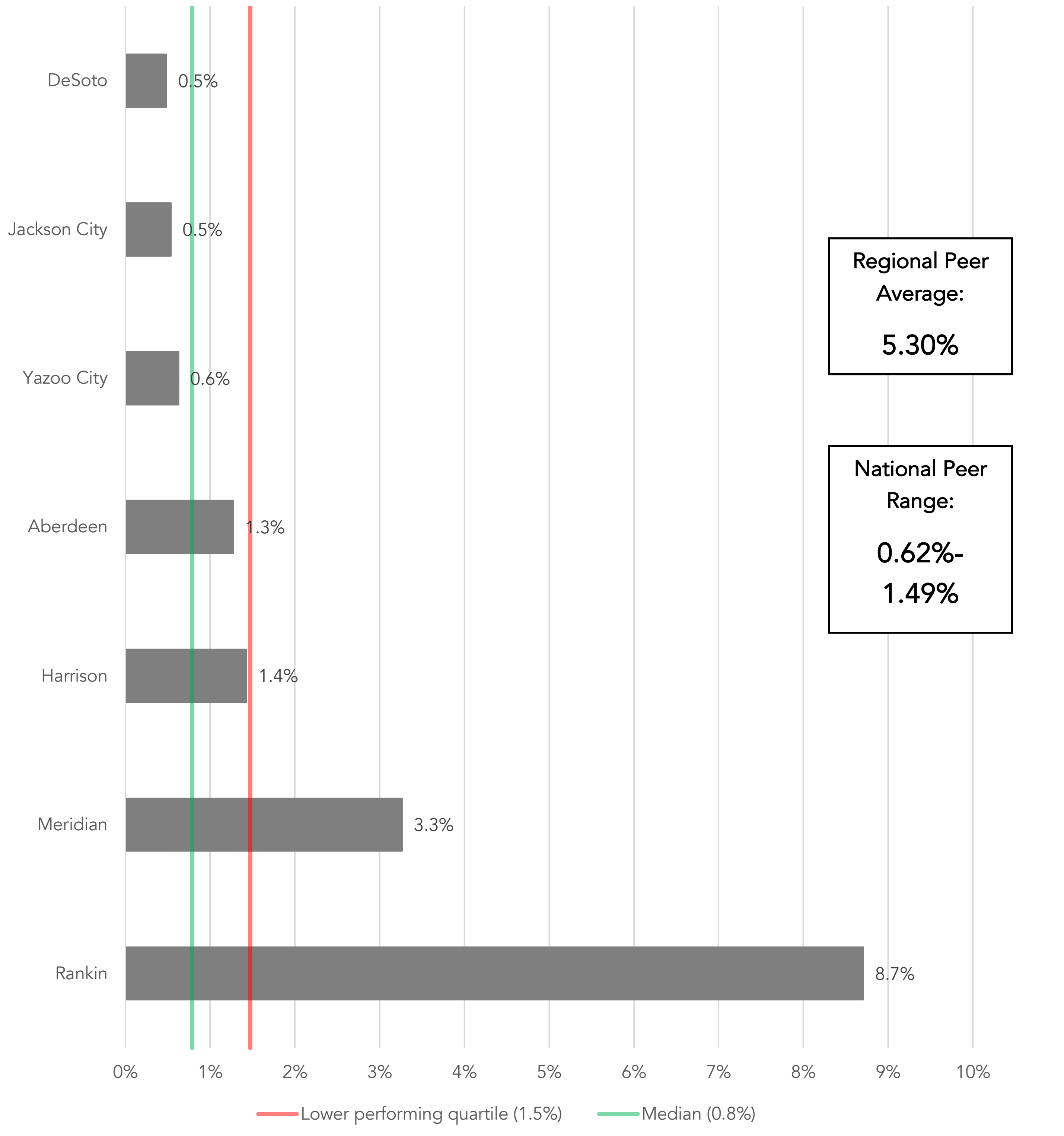
Percentage of Payments Voided

For FY 2023 for districts within the current cohort reporting key performance indicators in supply chain management, the percentage of payments voided ranged from 0.5% in DeSoto to 8.7% in Rankin. The median for Mississippi districts that provided data to calculate this metric was 0.8%, which was below the regional peer average and fell within the national peer range. Thus overall, districts in Mississippi voided a lower percentage of payments than did regional peers.

As shown in Exhibit 17 on page 38, for FY 2023 for districts reporting key performance indicators in supply chain management, the 0.8% median percentage of payments voided was below the regional peer average and fell within the national peer range. The regional peer average was 5.3% and the national peer range was approximately 0.6% to 1.5%. In the current cohort, three districts (DeSoto, Jackson City, and Yazoo City) reported numbers less than the median, regional peer average, and national peer range. Rankin reported the highest percentage of voided payments (8.7%), with 478 of 5,491 payments voided.

District officials have an opportunity to use this information to explore reasons for voided payments in their district with the goal of reducing voided payments and reducing costs associated with processing payments.

Exhibit 17: Percentage of Payments Voided for FY 2023 for Reporting Districts



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Forrest County AHS and Humphreys districts did not provide data.

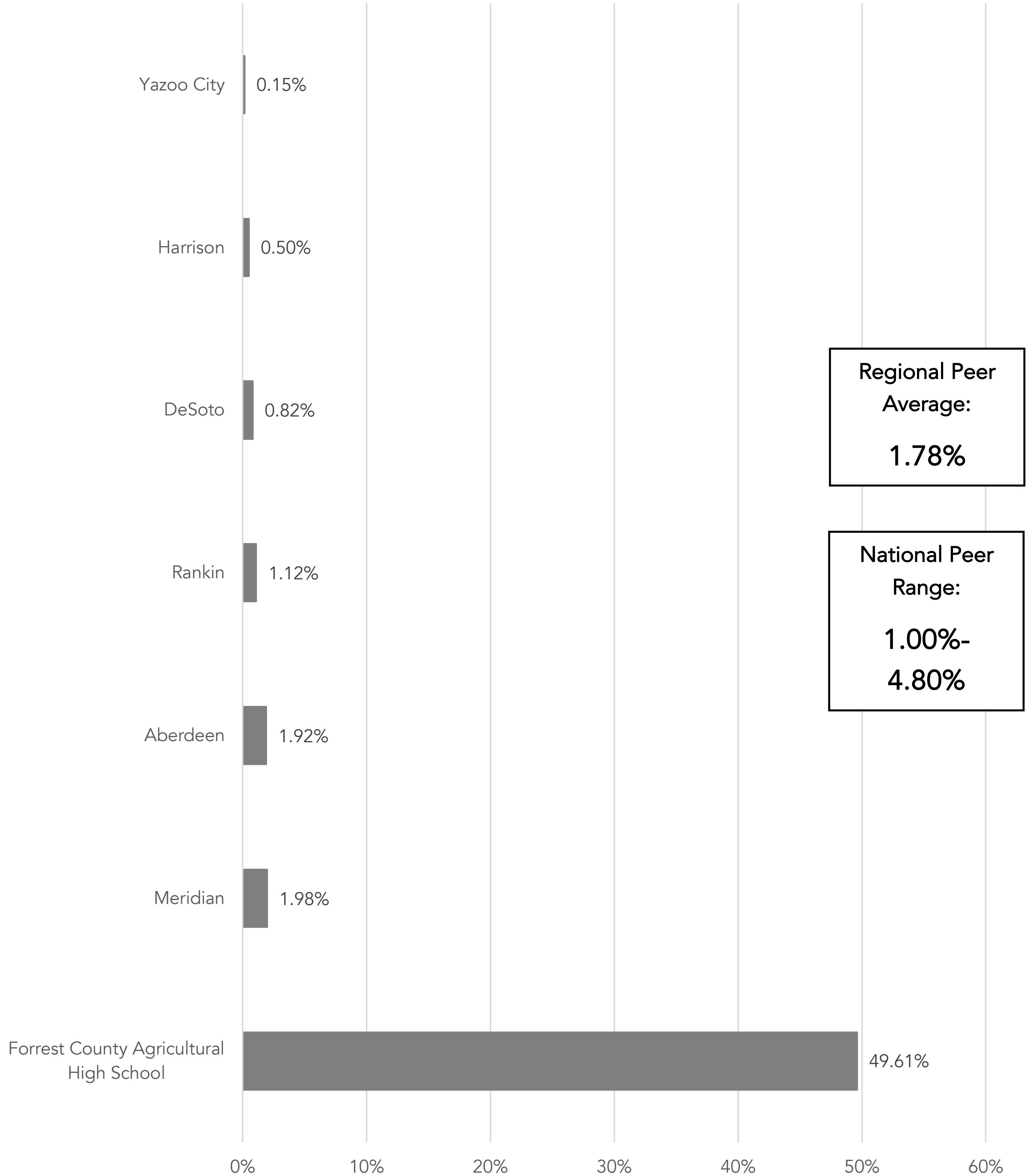
Percentage of Purchases Made with Purchasing Cards

For FY 2023, of the seven districts reporting in the current cohort on this key performance indicator for supply chain management, three districts reported a percentage of purchases made using purchasing cards above the regional peer average.

As shown in Exhibit 18 on page 40, for FY 2023, of the seven districts reporting on this key performance indicator, three districts (Aberdeen, Meridian, and Forrest County Agricultural High School) reported a percentage of purchases made using purchasing cards (P-cards) above the regional peer average of 1.78%. The Rankin, Aberdeen, and Meridian districts reported using P-cards at percentages within the national peer range of 1% to 4.8%, while Forrest County Agricultural High School reported usage of approximately 50%. Three other districts (Yazoo City, Harrison, and DeSoto) used purchasing cards for less than 1% of district purchases. Jackson City and Humphreys did not provide data for this metric.

Using purchasing cards can streamline the procurement process by reducing paperwork and administrative tasks but also districts must have proper oversight of procurement cards to prevent and detect misuse. District officials have an opportunity to re-evaluate the use of procurement cards in their district, explore the benefits and risks associated with using procurement cards, and determine whether increasing the use of procurement cards offers increased efficiency and cost savings for their district.

Exhibit 18: Percentage of Purchases Made with P-cards for FY 2023



Note: The Jackson City and Humphreys districts did not provide data.

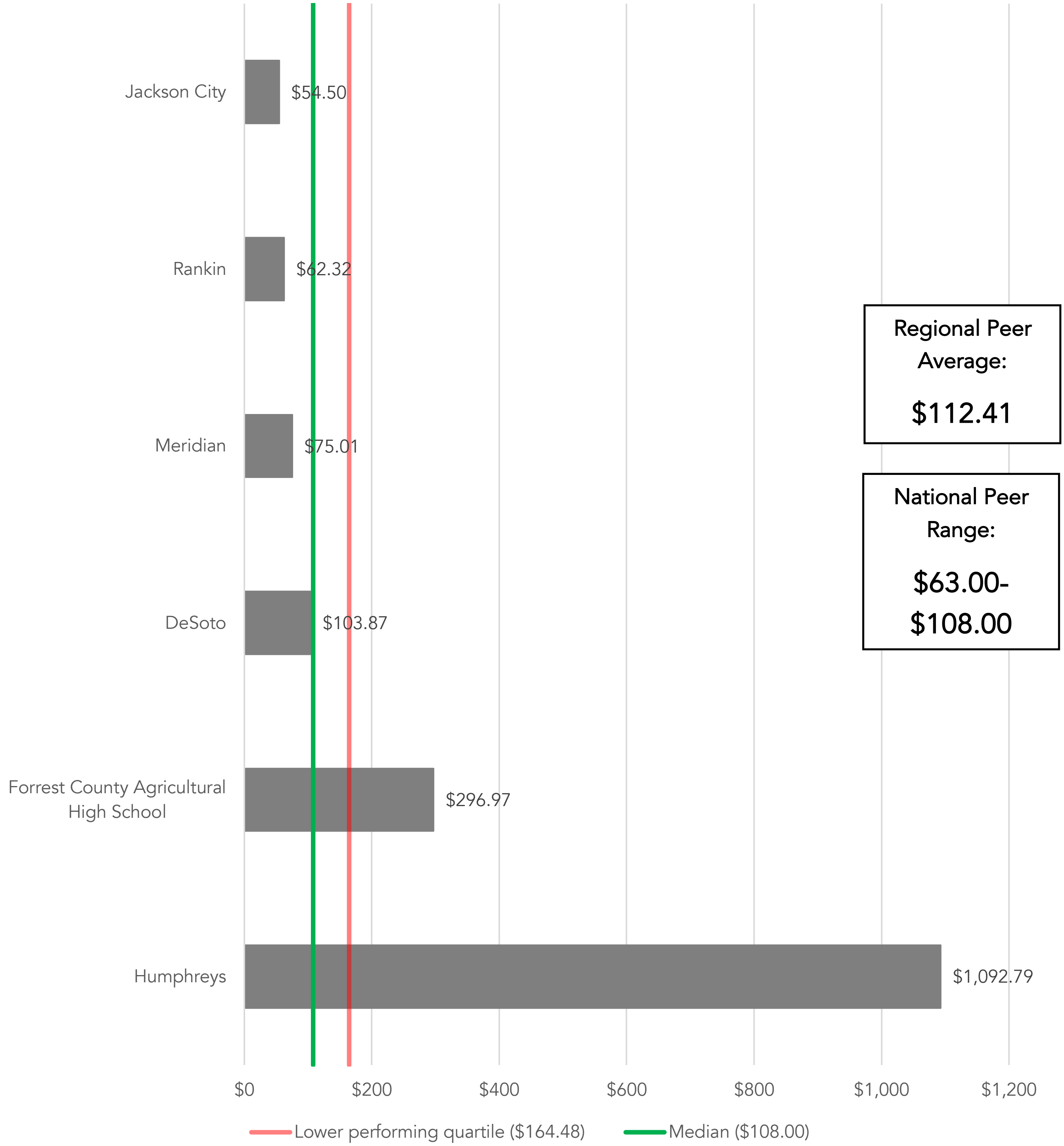
Procurement Department Costs per $100,000 of District Revenue

For FY 2023 for the districts within the current cohort reporting on this key performance indicator for supply chain management, procurement department costs per $100,000 of district revenue ranged from approximately $55 in the Jackson City district to approximately $1,093 in the Humphreys district. For FY 2023 for the Mississippi districts reporting on this key performance indicator for supply chain management, the $108 median procurement costs per $100,000 of district revenue was just below the regional peer average and at the high end of the national peer range. Thus overall, for Mississippi districts reporting on this metric, procurement costs per $100,000 of revenue were less than those of regional peers but on the high end of the range of national peers.

As shown in Exhibit 19 on page 42, for FY 2023 for the six districts reporting on this key performance indicator for supply chain management, the $108 median procurement costs per $100,000 of district revenue was just below the regional peer average but at the high end of the national peer range. The regional peer average was approximately $112 and the national peer range was $63 to $108. The Jackson City district reported the lowest procurement department costs per $100,000 of district revenue ($54.50), with approximately $104,000 of procurement department costs, including approximately $94,000 in staffing costs. The Humphreys district ($1,092.79) reported the highest procurement department costs per $100,000 of district revenue, with approximately $225,000 of procurement department costs, including approximately $70,000 in staffing costs. For this study, the assessment team defined procurement department costs as consisting of procurement department personnel costs plus non-personnel costs, such as hardware and software purchases or updates.

District officials have an opportunity to review the data in this exhibit to ensure that procurement costs are being captured accurately, possibly improve procurement department efficiencies, and explore increasing the use of procurement cards.

Exhibit 19: Procurement Department Costs per $100,000 of District Revenue for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Aberdeen, Harrison County, and Yazoo City districts did not provide data.

Cost per Purchase Order

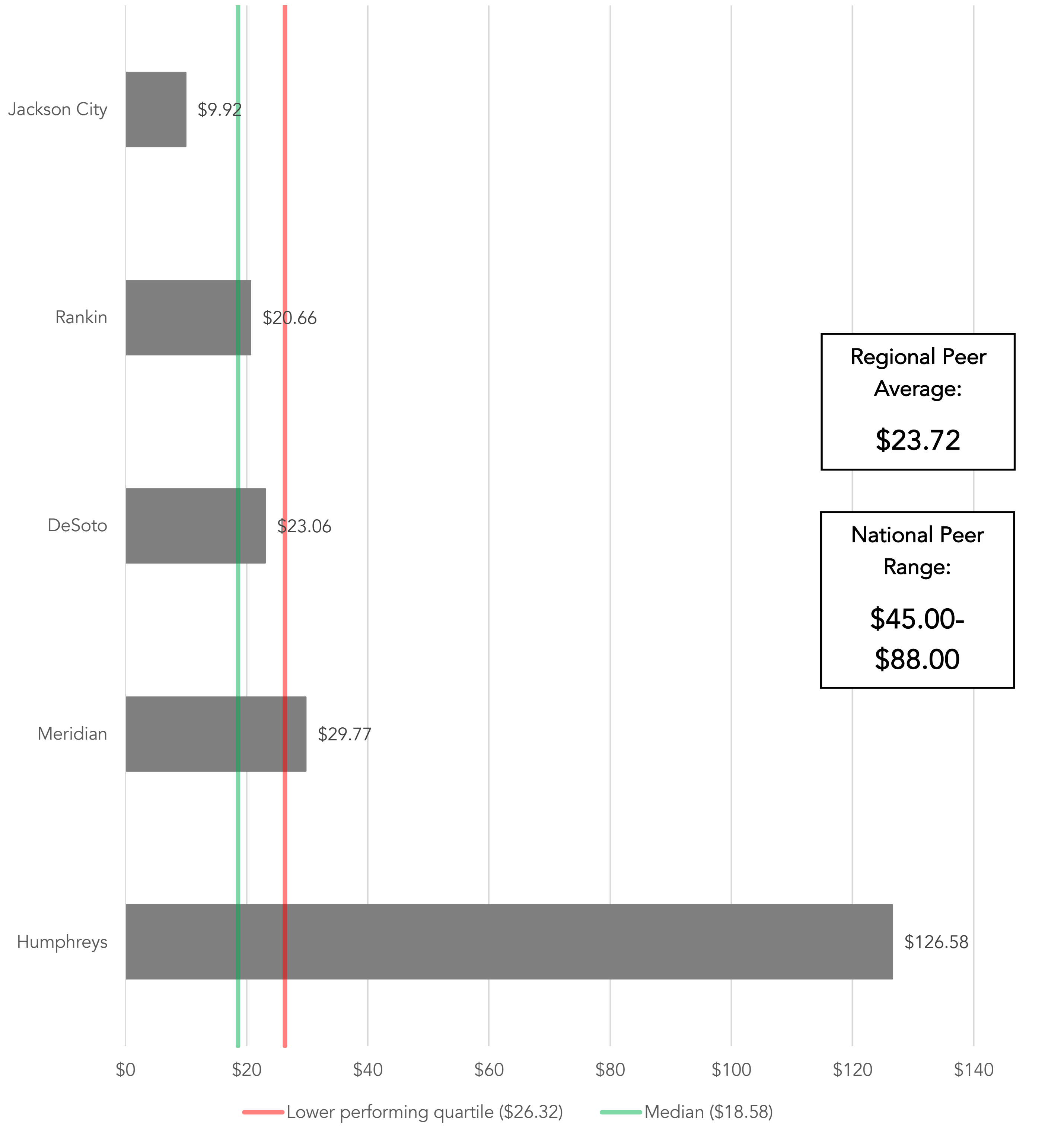
For FY 2023, the costs per purchase order within the current cohort ranged from approximately $10 in the Jackson City district to approximately $127 in the Humphreys district. For the districts reporting on this key performance indicator for supply chain management, the approximately $19 median cost per purchase order was below both the regional peer average and the national peer range. Thus overall, Mississippi districts' costs to process purchase orders were lower than those of regional and national peers.

For this study, the assessment team determined that the number of purchase orders used to determine this metric excluded purchase orders associated with purchasing cards and construction.

As shown in Exhibit 20 on page 44, for FY 2023 for the districts reporting on this key performance indicator for supply chain management, the approximately $19 median cost per purchase order was below both the regional peer average and the national peer range. The regional peer average was approximately $24 and the national peer range was $45 to $88. The Jackson City district reported the lowest cost per purchase order (approximately $10), with $104,293 in procurement department costs and 10,516 purchase orders. The Humphreys district reported the highest cost per purchase order (approximately $127), with $225,311 in procurement department costs and 1,780 purchase orders.

District officials should seek to ensure that costs associated with purchase orders are being captured accurately. Also, they have an opportunity to compare their district's data with that of other districts in Exhibit 20 and possibly improve efficiencies related to processing purchase orders and reduce costs.

Exhibit 20: Cost per Purchase Order for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Aberdeen, Forrest County AHS, Harrison, and Yazoo City districts did not provide data.

Procurement Savings Percentage

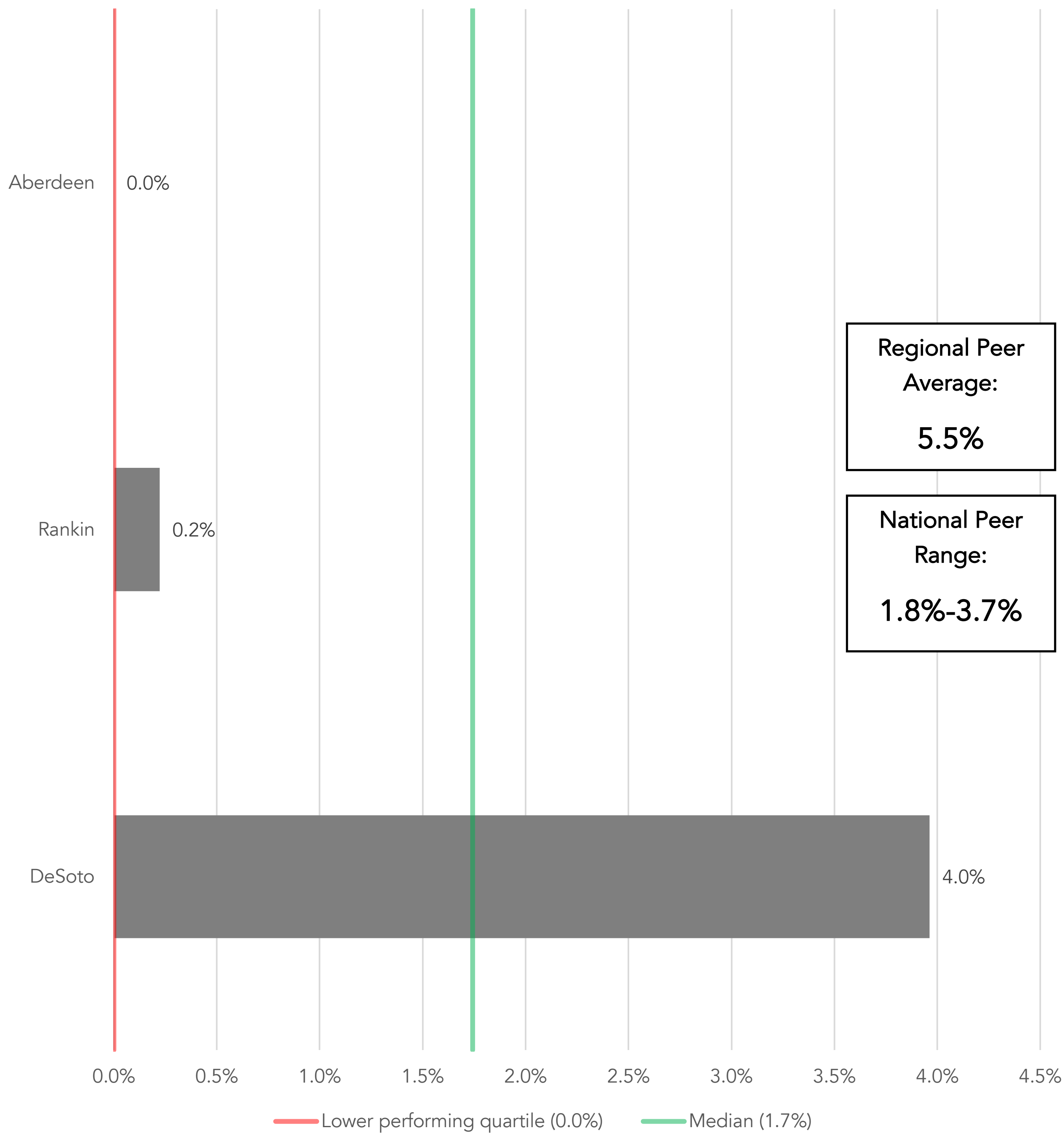
For FY 2023, three districts in the current cohort provided data to calculate their procurement savings percentages. Of these three districts, DeSoto had the highest percentage of procurement savings at 4%. The median for Mississippi districts that provided data to calculate this metric was 1.7%, which was below the regional peer average and slightly below the lower end of the national peer range.

Level Data calculated this indicator by dividing district-reported savings[4] from invitations for bids, requests for proposals, and informal solicitations by the total dollars of procurements, excluding purchase card and construction-related purchases.

As shown in Exhibit 21 on page 46, for FY 2023 for the three districts reporting on this key performance indicator for supply chain management, Aberdeen reported 0% savings, Rankin reported 0.2% savings, and DeSoto reported savings of 4%. The median for Mississippi districts that provided data to calculate this metric was 1.7%. The regional peer average was 5.5% and the national peer range was 1.8% to 3.7%. District officials have an opportunity to explore greater use of invitations for bids, requests for proposals, and informal solicitations to possibly realize additional savings in the purchasing process.

[4] Level Data calculated procurement savings by comparing the highest received pricing quote to the lowest awarded pricing for all items and services obtained through competitive procurement processes.

Exhibit 21: Procurement Savings Percentage for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Forrest County AHS, Harrison, Humphreys, Jackson City, Meridian, and Yazoo City districts did not provide data.

Competitive Procurement Percentage

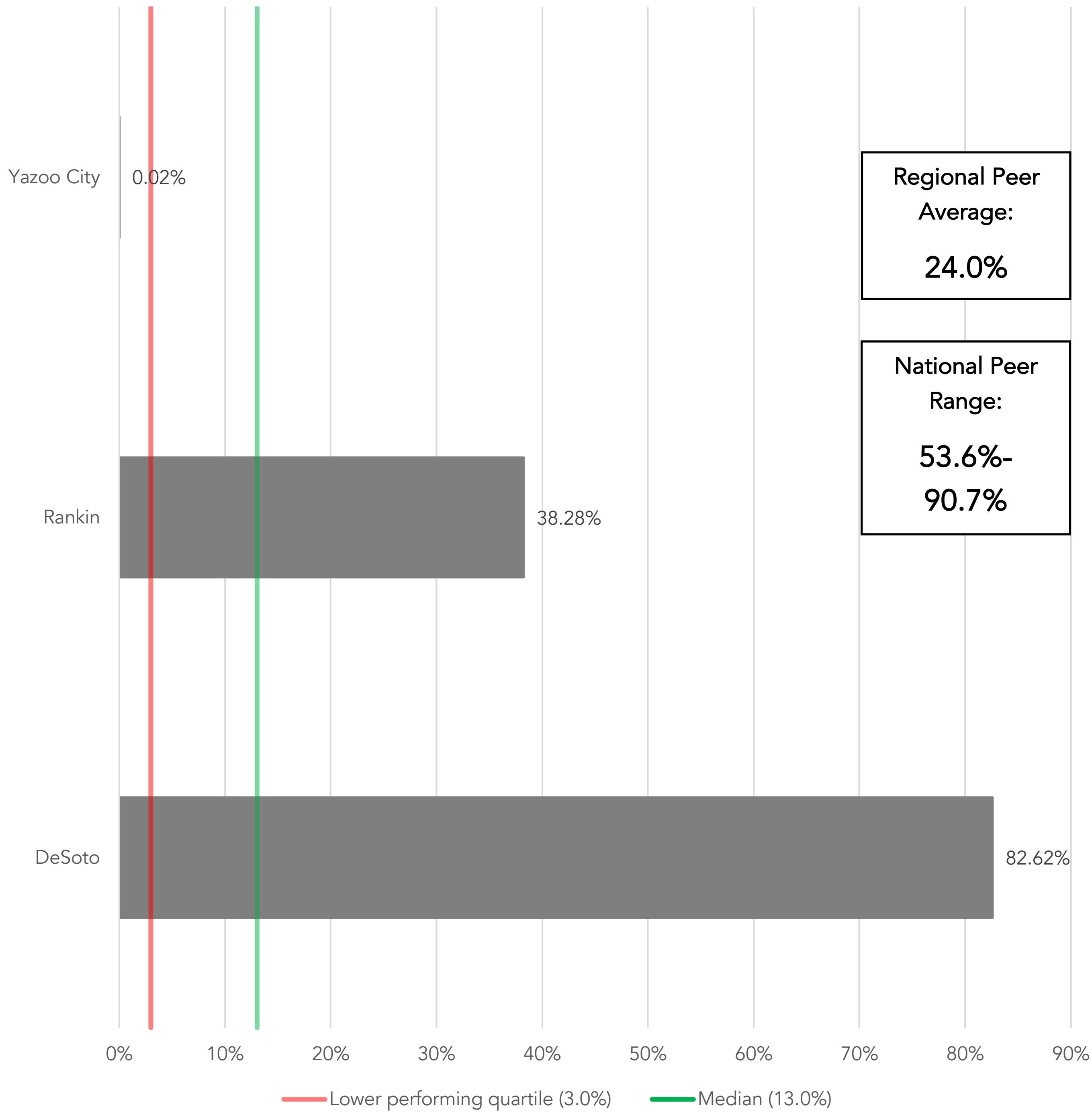
For FY 2023, three districts in the current cohort provided data to calculate the competitive procurement percentage. Of these three districts, the DeSoto district had the highest competitive procurement percentage (82.62%). The median for Mississippi districts that provided data to calculate this metric was 13%, which is below both the regional peer average and the national peer range.

For this study, the assessment team determined the percentage of purchases made through a competitive procurement process by dividing the total dollar amount made through competitive procurements by total dollars in procurements (including purchasing card and construction spending). For example, if a district's purchases for a year totaled $18,796,509, with $716,875 procured through competitive means, the district's competitive procurement percentage would be 3.8% ($716,875/$18,796,509 = 3.8%).

As shown in Exhibit 22 on page 48, for FY 2023, three districts in the current cohort reported the data needed to calculate this metric. Yazoo City reported 0.02%, Rankin reported 38.28%, and DeSoto reported 82.62% of purchases were made through a competitive procurement process. Rankin and DeSoto were above the regional peer average and DeSoto was near the upper end of the national peer range. The regional peer average was 24% and the national peer range was 53.6% to 90.7%. The median for Mississippi districts that provided data to calculate this metric was 13%.

District officials have an opportunity to expand making purchases through a competitive process and possibly lower purchasing costs.

Exhibit 22: Competitive Procurement Percentage for FY 2023



The lower performing quartile and the median in this exhibit represent the above reporting districts and an additional 129 Mississippi districts that are part of separate reviews over the same period. (See Introduction on page 2 for explanation of analysis of cohorts.)

Note: The Aberdeen, Forrest County AHS, Harrison, Humphreys, Jackson City, and Meridian districts did not provide data.

Conclusions Regarding How Districts' Data Collection May Impact Finance and Supply Chain Costs

Some districts in the current cohort did not provide all the information requested, which inhibited the assessment team's ability to conduct a complete analysis of finance and supply chain functions. When staffing levels, department costs, and efficiency measures are not consistently and accurately recorded and regularly reported, district administrators' ability to monitor and manage finance and supply chain-related expenses effectively is inhibited.

Some districts' inability to provide all the requested data inhibited the assessment team's analysis of the cohort's finance and supply chain functions. For example, some districts in the current cohort did not provide the data need to calculate some key performance indicators relating to paycheck errors, workers' compensation, accounts payable, and procurement. When staffing levels, department costs, and efficiency measures are not consistently and accurately recorded and regularly reported, district administrators' ability to monitor and manage finance and supply chain related expenses effectively is inhibited.

Conclusions Regarding Cost Savings

Based on FY 2023 data reported, districts in the current cohort could realize annual projected potential savings of up to approximately $1.6 million by reducing payroll costs and workers' compensation costs and could realize annual projected potential savings of up to approximately $470,000 by reducing accounts payable and procurement costs.

All districts in the current cohort have the potential for cost savings (see Exhibit 23 beginning on page 50 for a summary) in the areas of finance, supply chain management, or both. While the reported data suggests the potential for cost savings for these districts, each district's administration should carefully review the data and recommendations in light of the particular circumstances of that district. For example, it might not be possible to reduce payroll department costs if there is only one person in the department.

Exhibit 23: Projected Potential Cost Savings in Reporting Districts Based on FY 2023 Data Reported

District	Potential Finance Savings	Potential Supply Chain Savings	Recommendations
Aberdeen	< or = $42,252	< or = $28,149	The district should review its fund balance, budgeting process, and payroll process. The district should also take steps to reduce its workers' compensation costs. If the district can bring its workers' compensation costs in line with those of state peers, it could realize cost savings in the area of finance. The district should review its procurement process and accounts payable process. The district should also increase competitive bidding and review voided payments. If the district can bring its accounts payable costs in line with those of state peers, it could realize cost savings in the area of supply chain management.
DeSoto	--	< or = $82,316	The district should review its procurement process. If the district can bring its procurement costs in line with those of state peers, it could realize cost savings in the area of supply chain management.
Forrest County Agricultural High School	< or = $49,695	--	The district should review its fund balance, budgeting process, and payroll process. The district should also take steps to reduce its workers' compensation costs and develop a strategic plan. If the district can bring its workers'

District	Potential Finance Savings	Potential Supply Chain Savings	Recommendations
			compensation costs and payroll costs in line with those of state peers, it could realize cost savings in the area of finance. The district should track voided payments.
Harrison	< or = $368,921	--	The district should review its fund balance and budgeting process. The district should also take steps to reduce its workers' compensation costs. If the district can bring its workers' compensation costs in line with those of state peers, it could realize cost savings in the area of finance. The district should increase competitive bidding and review voided payments.
Humphreys	< or = $43,142	< or = $192,243	The district should review its budgeting process, payroll process, and paycheck errors. The district should also track its workers' compensation costs and develop a strategic plan. If the district can bring its payroll costs in line with those of state peers, it could realize cost savings in the area of finance. The district should review its procurement process and accounts payable process. The district should also increase competitive bidding. The district should track voided payments. If the district can bring its procurement costs in line with those of state peers, it could realize cost savings in the area of supply chain management.
Jackson City	< or = $761,114	--	The district should review its paycheck errors. The district should also take steps to reduce its workers' compensation costs. If the district can bring its workers' compensation costs in line with those of state peers, it could realize cost savings in the area of finance. The district should increase competitive bidding.
Meridian	< or = $63,548	< or = $34,356	The district should review its fund balance, budgeting process, payroll process, and paycheck errors. If the district can bring its payroll costs in line with those of state peers, it could realize cost savings in the area of finance. The district should increase competitive bidding and review voided payments. If the district can bring its procurement costs in line with those of

District	Potential Finance Savings	Potential Supply Chain Savings	Recommendations
			state peers, it could realize cost savings in the area of supply chain management.
Rankin	< or = $192,488	< or = $132,875	The district should review its payroll process and paycheck errors. If the district can bring its payroll costs and workers' compensation costs in line with those of state peers, it could realize cost savings in the area of finance. The district should review voided payments. If the district can bring its accounts payable and procurement costs in line with those of state peers, it could realize cost savings in the area of supply chain management.
Yazoo City	< or = $55,277	--	The district should review its budgeting process, payroll process, paycheck errors, and workers' compensation costs. The district should also develop a strategic plan. If the district can bring its payroll and workers' compensation costs in line with those of state peers, it could realize cost savings in the area of finance. The district should review its P-Card program and accounts payable process. The district should also increase competitive bidding.
TOTAL	**< or =$1,576,437**	**< or = $469,939**	

Recommendations

1. In FY 2027, each district superintendent, in consultation with the district's finance and supply chain personnel, should review the information from this report and implement each of the relevant district recommendations to increase efficiency, improve service levels, and/or achieve cost savings. Such recommendations include:

    a. achieving more precise estimates of revenues and expenses;

    b. providing monthly financial status reports to functional department leaders;

    c. developing and using a formal strategic plan that incorporates goals, objectives, and action steps;

    d. accurately calculating payroll processing costs, accounts payable processing costs, and procurement costs;

    e. reducing workers' compensation costs (e.g., by providing safety training and conducting risk assessments);

    f. adopting and tracking competitive procurements; and,

    g. assessing the viability of utilizing purchasing cards.

2. For districts that were unable to provide certain information during this review pertaining to their finance or supply chain programs (or that provided questionable data), relevant district personnel should begin collecting and monitoring precise data on an ongoing basis.

3. District personnel should provide annual reports to the district superintendent regarding the status of the finance and supply chain programs using the measures included in this review.

Appendix A: List of School Districts Included in this Review

1. Aberdeen
2. DeSoto
3. Forrest County Agricultural High School (AHS)
4. Harrison
5. Humphreys
6. Jackson City (i.e., Jackson Public Schools)
7. Meridian
8. Rankin
9. Yazoo City

SOURCE: PEER.

Appendix B: District Information Regarding Finance and Supply Chain for FY 2023

District Metrics for Finance for FY 2023						
District	Annual District Operating Revenue	Annual District Operating Expenditures	Variance	Total Student Enrollment	Annual Operating Revenue per Student	Annual Operating Expenditures per Student
Aberdeen	$22,492,821.07	$21,926,518.40	2.52%	1,024	$21,965.65	$21,412.62
DeSoto	$407,721,955.99	$412,505,229.99	-1.17%	34,800	$11,716.15	$11,853.60
Forrest County Agricultural High School	$12,065,830.00	$11,536,784.00	4.38%	600	$20,109.72	$19,227.97
Harrison	$191,858,056.00	$200,005,627.00	-4.25%	14,024	$13,680.69	$14,261.67
Humphreys	$20,617,898.79	$20,424,604.52	0.94%	1,211	$17,025.52	$16,865.90
Jackson City	$191,370,731.00	$190,914,337.00	0.24%	18,759	$10,201.54	$10,177.21
Meridian	$121,807,670.80	$88,364,142.08	27.46%	4,614	$26,399.58	$19,151.31
Rankin	$241,999,479.93	$240,695,064.34	0.54%	18,720	$12,927.32	$12,857.64
Yazoo City	$36,036,450.38	$33,995,600.59	5.66%	2,029	$17,760.70	$16,754.85

District Metrics for Supply Chain for FY 2023						
District	Annual Procurement Outlay	Annual Competitive Procurement	Total Number of Purchase Orders	Total Procurement Staff	Total Number of Invoices	Total Accounts Payable Staff
Aberdeen	$7,071,947.32	Not Provided	1,630	2	2,281	1
DeSoto	$162,118,729.36	$133,941,883.80	18,366	6	30,250	4
Forrest County Agricultural High School	$35,000.00	Not Provided	Not Provided	1	Not Provided	0.75
Harrison	$70,577,054.48	Not Provided	8,408	0	23,270	1
Humphreys	Not Provided	Not Provided	1,780	0	Not Provided	1
Jackson City	$114,668,892.00	Not Provided	10,516	2	34,963	6
Meridian	$21,037,027.40	Not Provided	3,069	1	8,545	1
Rankin	$70,157,713.90	$26,855,160.84	7,300	1	8,846	3
Yazoo City	$17,189,293.60	$2,800.00	1,622	0	N/A	1

Appendix C: FY 2023 Finance and Supply Chain Benchmark Data and Performance Indicators for Districts Reporting

Aberdeen			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Has a current formal strategic plan?	✓		
Provides monthly financial reports to functional department leaders?	✓		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (-), Above (+), or Equal to (=) State Peer Median**	**Below (-), Above (+), or Equal to (=) Regional Peer Average**
Ratio of Debt Service Costs to District Revenue	2.64%	+	_
Fund Balance as a Percent of Operating Expenses	71.92%	+	+
Adopted Budget as a Percent of Actual Expenses	117.11%	+	+
Final Budget as a Percent of Actual Expenditure	117.11%	+	+
Final Budget as a Percent of Actual Revenue	114.8%	+	+
Paychecks Processed per Payroll Staff FTE per Month	205.3	_	_
Payroll Department Costs per $100,000 of Payroll	$643.74	+	+
Payroll Department Cost per Paycheck	$29.30	+	+
Paycheck Errors per 10,000 Paychecks Processed	Data Not Provided		
Paychecks Direct Deposit	100%	=	+
Workers' Compensation Cost per $100,000 in Payroll Spending	$440.67	+	_
Workers' Compensation Cost per Employee	$277.53	+	_
Accounts Payable Cost per $100,000 of District Revenue	$239.34	+	+
Accounts Payable Cost per Invoice	$23.60	+	+
Average Number of Days to Process Invoices	19.9	_	_
Invoices Processed per Accounts Payable Department FTE per Month	190.1	_	_
Payments Voided	1.27%	+	_
Purchasing Card (P-card) Purchasing Ratio	1.92%	N/A	+
Procurement Department Costs per $100,000 of District Revenue	Data Not Provided		
Costs per Purchase Order			
Procurement Savings Ratio	0%	_	_
Competitive Procurement Ratio	Data Not Provided		

DeSoto			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Has a current formal strategic plan?	✓		
Provides monthly financial reports to functional department leaders?	✓		

Performance Data Reported			
Performance Indicator	FY 2023	Below (-), Above (+), or Equal to (=) State Peer Median	Below (-), Above (+), or Equal to (=) Regional Peer Average
Ratio of Debt Service Costs to District Revenue	4.06%	+	+
Fund Balance as a Percent of Operating Expenses	61.8%	+	+
Adopted Budget as a Percent of Actual Expenses	108.3%	–	–
Final Budget as a Percent of Actual Expenditure	117.99%	+	+
Final Budget as a Percent of Actual Revenue	102.3%	+	–
Paychecks Processed per Payroll Staff FTE per Month	427.5	+	–
Payroll Department Costs per $100,000 of Payroll	$272.97	–	–
Payroll Department Cost per Paycheck	$14.08	–	–
Paycheck Errors per 10,000 Paychecks Processed	10.3	–	–
Paychecks Direct Deposit	100%	=	+
Workers' Compensation Cost per $100,000 in Payroll Spending	$276.43	–	–
Workers' Compensation Cost per Employee	$155.62	–	–
Accounts Payable Cost per $100,000 of District Revenue	$69.36	–	–
Accounts Payable Cost per Invoice	$9.35	–	–
Average Number of Days to Process Invoices	Data Not Clarified		
Invoices Processed per Accounts Payable Department FTE per Month	630.2	+	+
Payments Voided	0.48%	–	–
Purchasing Card (P-card) Purchasing Ratio	0.82%	N/A	–
Procurement Department Costs per $100,000 of District Revenue	$103.87	–	–
Costs per Purchase Order	$23.06	+	–
Procurement Savings Ratio	4%	+	–
Competitive Procurement Ratio	82.6%	+	+

Forrest County AHS			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Has a current formal strategic plan?		×	
Provides monthly financial reports to functional department leaders?		×	
Performance Data Reported			
Performance Indicator	FY 2023	Below (-), Above (+), or Equal to (=) State Peer Median	Below (-), Above (+), or Equal to (=) Regional Peer Average
Ratio of Debt Service Costs to District Revenue	Data Not Provided		
Fund Balance as a Percent of Operating Expenses	8.4%	–	–
Adopted Budget as a Percent of Actual Expenses	63.6%	–	–
Final Budget as a Percent of Actual Expenditure	100%	–	–
Final Budget as a Percent of Actual Revenue	100%	=	–
Paychecks Processed per Payroll Staff FTE per Month	132.2	–	–
Payroll Department Costs per $100,000 of Payroll	$1,003.67	+	+
Payroll Department Cost per Paycheck	$45.17	+	+
Paycheck Errors per 10,000 Paychecks Processed	Data Not Provided		
Paychecks Direct Deposit	100%	=	+
Workers' Compensation Cost per $100,000 in Payroll Spending	$555.78	+	–
Workers' Compensation Cost per Employee	$320.03	+	–
Accounts Payable Cost per $100,000 of District Revenue	$445.46	+	+
Accounts Payable Cost per Invoice	Data Not Provided		
Average Number of Days to Process Invoices	25.5	+	+
Invoices Processed per Accounts Payable Department FTE per Month	Data Not Provided		
Payments Voided			
Purchasing Card (P-card) Purchasing Ratio	49.61%	N/A	+
Procurement Department Costs per $100,000 of District Revenue	$296.97	+	+
Costs per Purchase Order	Data Not Provided		
Procurement Savings Ratio			
Competitive Procurement Ratio			

Harrison			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Has a current formal strategic plan?	✓		
Provides monthly financial reports to functional department leaders?		×	

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (-), Above (+), or Equal to (=) State Peer Median**	**Below (-), Above (+), or Equal to (=) Regional Peer Average**
Ratio of Debt Service Costs to District Revenue	2.88%	+	–
Fund Balance as a Percent of Operating Expenses	52.3%	+	+
Adopted Budget as a Percent of Actual Expenses	134.5%	+	+
Final Budget as a Percent of Actual Expenditure	121.32%	+	+
Final Budget as a Percent of Actual Revenue	120.7%	+	+
Paychecks Processed per Payroll Staff FTE per Month	1,305.5	+	+
Payroll Department Costs per $100,000 of Payroll	$110.87	–	–
Payroll Department Cost per Paycheck	$3.29	–	–
Paycheck Errors per 10,000 Paychecks Processed	3.2	–	–
Paychecks Direct Deposit	99.6%	–	+
Workers' Compensation Cost per $100,000 in Payroll Spending	$632.09	+	+
Workers' Compensation Cost per Employee	$340	+	+
Accounts Payable Cost per $100,000 of District Revenue	$20.08	–	–
Accounts Payable Cost per Invoice	$1.66	–	–
Average Number of Days to Process Invoices	4	–	–
Invoices Processed per Accounts Payable Department FTE per Month	1,939.2	+	+
Payments Voided	1.43%	+	–
Purchasing Card (P-card) Purchasing Ratio	.5%	N/A	–
Procurement Department Costs per $100,000 of District Revenue	Data Not Provided		
Costs per Purchase Order			
Procurement Savings Ratio			
Competitive Procurement Ratio			

Humphreys			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Has a current formal strategic plan?		×	
Provides monthly financial reports to functional department leaders?	✓		

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (-), Above (+), or Equal to (=) State Peer Median**	**Below (-), Above (+), or Equal to (=) Regional Peer Average**
Ratio of Debt Service Costs to District Revenue	.06%	–	–
Fund Balance as a Percent of Operating Expenses	28.9%	–	–
Adopted Budget as a Percent of Actual Expenses	60%	–	–
Final Budget as a Percent of Actual Expenditure	80.99%	–	–
Final Budget as a Percent of Actual Revenue	81.2%	–	–
Paychecks Processed per Payroll Staff FTE per Month	217.4	–	–
Payroll Department Costs per $100,000 of Payroll	$720.89	+	+
Payroll Department Cost per Paycheck	$32.25	+	+
Paycheck Errors per 10,000 Paychecks Processed	19.2	+	+
Paychecks Direct Deposit	99.8%	–	+
Workers' Compensation Cost per $100,000 in Payroll Spending	Data Not Provided		
Workers' Compensation Cost per Employee			
Accounts Payable Cost per $100,000 of District Revenue	$344.44	+	+
Accounts Payable Cost per Invoice	Data Not Provided		
Average Number of Days to Process Invoices			
Invoices Processed per Accounts Payable Department FTE per Month			
Payments Voided			
Purchasing Card (P-card) Purchasing Ratio			
Procurement Department Costs per $100,000 of District Revenue	$1,092.79	+	+
Costs per Purchase Order	$126.58	+	+
Procurement Savings Ratio	Data Not Provided		
Competitive Procurement Ratio			

Jackson City			
Benchmark Data Reported			
Benchmark	Yes	No	Notes
Has a current formal strategic plan?	✓		
Provides monthly financial reports to functional department leaders?	✓		

Performance Indicator	FY 2023	Below (-), Above (+), or Equal to (=) State Peer Median	Below (-), Above (+), or Equal to (=) Regional Peer Average
Performance Data Reported			
Ratio of Debt Service Costs to District Revenue	13.29%	+	+
Fund Balance as a Percent of Operating Expenses	11.9%	–	–
Adopted Budget as a Percent of Actual Expenses	98.7%	–	–
Final Budget as a Percent of Actual Expenditure	141.37%	+	+
Final Budget as a Percent of Actual Revenue	141%	+	+
Paychecks Processed per Payroll Staff FTE per Month	779.9	+	+
Payroll Department Costs per $100,000 of Payroll	$123.27	–	–
Payroll Department Cost per Paycheck	$5.13	–	–
Paycheck Errors per 10,000 Paychecks Processed	25.6	+	–
Paychecks Direct Deposit	99.1%	–	+
Workers' Compensation Cost per $100,000 in Payroll Spending	$761.44	+	+
Workers' Compensation Cost per Employee	$431.28	+	+
Accounts Payable Cost per $100,000 of District Revenue	$124.20	–	–
Accounts Payable Cost per Invoice	$6.80	–	–
Average Number of Days to Process Invoices	2	–	–
Invoices Processed per Accounts Payable Department FTE per Month	485.6	+	–
Payments Voided	0.53%	–	–
Purchasing Card (P-card) Purchasing Ratio	Data Not Provided		
Procurement Department Costs per $100,000 of District Revenue	$54.50	–	–
Costs per Purchase Order	$9.92	–	–
Procurement Savings Ratio	Data Not Provided		
Competitive Procurement Ratio	Data Not Provided		

Meridian			
Benchmark Data Reported			
Benchmark	**Yes**	**No**	**Notes**
Has a current formal strategic plan?	✓		
Provides monthly financial reports to functional department leaders?		×	

Performance Data Reported			
Performance Indicator	**FY 2023**	**Below (-), Above (+), or Equal to (=) State Peer Median**	**Below (-), Above (+), or Equal to (=) Regional Peer Average**
Ratio of Debt Service Costs to District Revenue	3.07%	+	–
Fund Balance as a Percent of Operating Expenses	6.4%	–	–
Adopted Budget as a Percent of Actual Expenses	181.9%	+	+
Final Budget as a Percent of Actual Expenditure	139.84%	+	+
Final Budget as a Percent of Actual Revenue	128.9%	+	+
Paychecks Processed per Payroll Staff FTE per Month	442	+	–
Payroll Department Costs per $100,000 of Payroll	$595.62	+	+
Payroll Department Cost per Paycheck	$21.70	+	+
Paycheck Errors per 10,000 Paychecks Processed	15.1	+	–
Paychecks Direct Deposit	99.6%	–	+
Workers' Compensation Cost per $100,000 in Payroll Spending	$423.05	–	–
Workers' Compensation Cost per Employee	$174.13	–	–
Accounts Payable Cost per $100,000 of District Revenue	$62.91	–	–
Accounts Payable Cost per Invoice	$8.97	–	–
Average Number of Days to Process Invoices	25	+	+
Invoices Processed per Accounts Payable Department FTE per Month	712.1	+	+
Payments Voided	3.26%	+	–
Purchasing Card (P-card) Purchasing Ratio	1.98%	N/A	+
Procurement Department Costs per $100,000 of District Revenue	$75.01	–	–
Costs per Purchase Order	$29.77	+	+
Procurement Savings Ratio	Data Not Provided		
Competitive Procurement Ratio			

Rankin				
Benchmark Data Reported				
Benchmark	Yes	No	Notes	
Has a current formal strategic plan?	✓			
Provides monthly financial reports to functional department leaders?	✓			
Performance Data Reported				
Performance Indicator	FY 2023	Below (-), Above (+), or Equal to (=) State Peer Median	Below (-), Above (+), or Equal to (=) Regional Peer Average	
Ratio of Debt Service Costs to District Revenue	7.09%	+	+	
Fund Balance as a Percent of Operating Expenses	32.6%	–	–	
Adopted Budget as a Percent of Actual Expenses	103.5%	–	–	
Final Budget as a Percent of Actual Expenditure	110.03%	+	–	
Final Budget as a Percent of Actual Revenue	104.9%	+	–	
Paychecks Processed per Payroll Staff FTE per Month	423.1	+	–	
Payroll Department Costs per $100,000 of Payroll	$333.59	–	–	
Payroll Department Cost per Paycheck	$17.05	+	+	
Paycheck Errors per 10,000 Paychecks Processed	1.8	–	–	
Paychecks Direct Deposit	100%	=	+	
Workers' Compensation Cost per $100,000 in Payroll Spending	$426.89	–	–	
Workers' Compensation Cost per Employee	$297.38	+	–	
Accounts Payable Cost per $100,000 of District Revenue	$89.78	–	–	
Accounts Payable Cost per Invoice	$24.56	+	+	
Average Number of Days to Process Invoices	20	–	–	
Invoices Processed per Accounts Payable Department FTE per Month	245.7	–	–	
Payments Voided	8.71%	+	+	
Purchasing Card (P-card) Purchasing Ratio	1.12%	N/A	+	
Procurement Department Costs per $100,000 of District Revenue	$62.32	–	–	
Costs per Purchase Order	$20.66	+	–	
Procurement Savings Ratio	0.2%	–	–	
Competitive Procurement Ratio	38.3%	+	+	

Yazoo City

Benchmark Data Reported

Benchmark	Yes	No	Notes
Has a current formal strategic plan?		×	
Provides monthly financial reports to functional department leaders?	✓		

Performance Data Reported

Performance Indicator	FY 2023	Below (-), Above (+), or Equal to (=) State Peer Median	Below (-), Above (+), or Equal to (=) Regional Peer Average
Ratio of Debt Service Costs to District Revenue	0%	–	–
Fund Balance as a Percent of Operating Expenses	33.4%	–	–
Adopted Budget as a Percent of Actual Expenses	129.5%	+	+
Final Budget as a Percent of Actual Expenditure	100%	–	–
Final Budget as a Percent of Actual Revenue	100%	=	–
Paychecks Processed per Payroll Staff FTE per Month	287	–	–
Payroll Department Costs per $100,000 of Payroll	$634.84	+	+
Payroll Department Cost per Paycheck	$31.01	+	+
Paycheck Errors per 10,000 Paychecks Processed	66.8	+	+
Paychecks Direct Deposit	100%	=	+
Workers' Compensation Cost per $100,000 in Payroll Spending	$418.08	–	–
Workers' Compensation Cost per Employee	$245.08	+	–
Accounts Payable Cost per $100,000 of District Revenue	$229.11	+	+
Accounts Payable Cost per Invoice	Data Not Provided		
Average Number of Days to Process Invoices	45	+	+
Invoices Processed per Accounts Payable Department FTE per Month	Data Not Provided		
Payments Voided	0.62%	–	–
Purchasing Card (P-card) Purchasing Ratio	0.15%	N/A	–
Procurement Department Costs per $100,000 of District Revenue	Data Not Provided		
Costs per Purchase Order			
Procurement Savings Ratio			
Competitive Procurement Ratio	0.02%	–	–

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Joint Legislative Committee on Performance Evaluation and Expenditure Review

James F. (Ted) Booth, Executive Director

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Kirby Arinder
Stephanie Harris
Gale Taylor

Quality Assurance and Reporting
Tracy Bobo
Bryan "Jay" Giles

Reapportionment
Ben Collins