Finance & Management Services - Action Plan - SY 2025-26 - SY 2027-28
Business Officer: Andy Hawkins

Goal #1	**Procurement - The Procurement Department Cost per Purchase Order will be within national norms.**
Strategic Plan Goal Area	Operational Excellence
Strategic Plan Performance Objectives	
Baseline Data	FY 2025 Metric: Total Procurement Department costs, divided by the total number of purchase orders that were processed by the Procurement Department, excluding P-Card transactions and CIP projects. FY2025 Status = $69.24 *Rationale:* This measure, along with other indicators, determines APS' true costs per purchase order which may lead APS to the enhancement of more automated processes (expand P-Card program, ordering agreements, and consolidating purchases between schools/departments). Compare the results from the above to the data published annually by the Council of Great Schools to determine if APS is within the norms of other similar school divisions across the nation. Managing for Results 2023.pdf (cgcs.org)

By June 30, 2028, reduce cost per purchase order by 3% annually, from $69.24 to $67.16

Annual Performance Goals	
Annual Performance Goal Year 1 (2025-26)	By June 30, 2026, reduce cost per purchase order by 3% annually, from $69.24 to $67.16
Annual Performance Goal Year 2 (2026-27)	By June 30, 2027, reduce cost per purchase order by 3% annually, from $67.16 to $65.14
Annual Performance Goal Year 3 (2027-28)	By June 30, 2028, reduce cost per purchase order by 3% annually, from $65.14 to $63.19

Strategic Plan Strategies	
Strategic Plan Strategies- PRIMARY	
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	

Action Steps

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Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Expand the P-Card Program	2025-26	Procurement Office staff	Director of Procurement will monitor implementation and provide updates to Business Officer during 1:1 meetings
Consolidating purchases between schools and departments.	2025-26	Procurement Office staff	
Adding additional authomation to the process by creating Amazon accounts where materials and supplies can be ordered electronically and paid for through the use of the P-Card.	2025-26	Procurement Office staff	

Strategic Plan - Measures - To determine if goal was achieved		**Strategic Plan - Key Performance Indicators**	

Evidence of Progress toward Annual Goal (MOY)	Results of Progress toward Annual Goal (EOY)
Cost Per Invoice will be reduced.	Cost Per Invoice will be reduced.

Goal #2	Increase meal participation rate for both breakfast and lunch to the national average as published by the Councl of Great City Schools for similar school divisions nationwide.		
Strategic Plan Goal Area	Operational Excellence		
Strategic Plan Performance Objectives	PO-OE-2-By 2030, 100% of schools will be able to provide free meals to all students and the percentage of students accessing breakfast and lunch will increase 5% annually		
Baseline Data	2024-25 _ Breakfast Participation Rate = 17% (707,221 meals) Lunch Participation Rate = 57% (2,392,697 meals)	**Identify if goal is required based on state or federal requirements, or other guidelines**	

3 Year Performance Goal

By June 30, 2028, increase meal participation for breakfast from 20% to 26%, Lunch from 57% to 66%

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Annual Performance Goals

Annual Performance Goal Year 1 (2025-26)	By June 30, 2026, increase meal participation for breakfast from 17% to 20% and lunch from 57% to 60%
Annual Performance Goal Year 2 (2026-27)	By June 30, 2027, increase meal participation for breakfast from 20% to 23%, Lunch from 60% to 63%
Annual Performance Goal Year 3 (2027-28)	By June 30, 2028, increase meal participation for breakfast from 23% to 26%, Lunch from 63% to 66%

Strategic Plan Strategies

Strategic Plan Strategies- PRIMARY	S-OE-2.1-Investigate, obtain, and implement all available resources from the federal, state, and local governments, community organizations to provide free breakfast and lunch.
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	

Action Steps

Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Add two additional CEP Schools - Campbell & Wakefield were added for the 24-25 school year.	ongoing	Food Service Director	Food Service Director will monitor implementation and provide updates to Business Officer during 1:1 meetings.
Encourage alternative breakfast models	ongoing	Food Service Supervisors, managers and school staff	
Collaborate with Principals to schedule student lunch periods to allow for more time for meals	ongoing	Food Service Director, Principals	
Reduce stigma around receiving free and reduced meals	ongoing	School staff, Food Service Staff	

Progress Monitoring

Strategic Plan - Measures - To determine if goal was achieved	LGI-OE-2.2-Meal participation rate	**Strategic Plan - Key Performance Indicators**	KPI-OE-2.2-APS school meal participation rate of all students
			KPI-OE-2.1-% schools able to offer free meals to all students

Evidence of Progress toward Annual Goal (MOY)	Results of Progress toward Annual Goal (EOY)
Point of sale data reports, VDOE statistics	End of year data report and claim statistics

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Goal #3	FINANCE - The Accounts Payable cost per invoice will be within the national average.		
Strategic Plan Goal Area	Operational Excellence		
Strategic Plan Performance Objectives			
Baseline Data	FY2025 Metric: Total Accounts Payable personnel and non-personnel costs, divided by total number of invoices processed by the AP department. Rationale: This measure determines the average cost to process an invoice. Current Condition: $11.57	**Identify if goal is required based on state or federal requirements, or other guidelines**	None

3 Year Performance Goal
By June 30, 2027, cost per Inovice will be within 20% of the national median (between $7 and $11 per invoice).

Annual Performance Goals	
Annual Performance Goal Year 1 (2025-26)	By June 30, 2026, reduce cost by 10%, from $11.57 to $10.41
Annual Performance Goal Year 2 (2026-27)	By June 30, 2027, reduce cost by 10%, from $10.41 to $9.37
Annual Performance Goal Year 3 (2027-28)	By June 30, 2028, reduce cost by 10%, from $9.37 to $8.43

Strategic Plan Strategies	
Strategic Plan Strategies- PRIMARY	
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	

Action Steps

Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Compare APS cost per invoice data to national average to determine its status.	ongoing	Finance department	Finance Director will monitor implementation and provide updates to Business Officer during 1:1 meetings.
Research cost effective measures to reduce the cost per invoice processed and implement at least 1 cost effective measure to reduce cost per invoice.	ongoing	Finance department	
Increase the utilization of the P-Card program.	ongoing	Finance department	
Review staffing models within FMS and consider a range of options to positively impact invoice volume.	ongoing	Finance department	

Progress Monitoring

Strategic Plan - Measures -		**Strategic Plan - Key**	

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To determine if goal was achieved		**Performance Indicators**	
Evidence of Progress toward Annual Goal (MOY)		**Results of Progress toward Annual Goal (EOY)**	
Costs Per Invoice.		Costs Per Invoice.	

Goal #4	**Budget - Budgeted Revenue to Actual Revenue Received**		
Strategic Plan Goal Area	Operational Excellence		
Strategic Plan Performance Objectives			
Baseline Data	FY25 - UPDATE Total budgeted revenue in the adopted budget, divided by total actual district operating revenue. This measure assesses efficiency in spending against the initially adopted general fund revenue budget. A high percentage nearing 100% indicates efficient utilization of appropriated resources. A low percentage or a percentage significantly exceeding 100% indicates major variance from the final approved budget and signifies that the budget was inaccurate, misaligned with the actual needs of the division, significantly impacted by unforeseen factors, and/or potentially mismanaged. Current Condition: 99.4% Target: 95%	**Identify if goal is required based on state or federal requirements, or other guidelines**	None
3 Year Performance Goal			
By June 30, 2028, maintain budgeted revenue to actual revenue at 98% or above			
Annual Performance Goals			
Annual Performance Goal Year 1 (2025-26)	By June 30, 2026, maintain budgeted revenue to actual revenue at 98% or above		
Annual Performance Goal Year 2 (2026-27)	By June 30, 2027, maintain budgeted revenue to actual revenue at 98% or above		
Annual Performance Goal Year 3 (2027-28)	By June 30, 2028, maintain budgeted revenue to actual revenue at 98% or above		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY			

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Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	

Action Steps

Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Review history of budget revenue to actual revenue received and identify lessons learned and key takeaways	Sept-March	Budget Director	Budget Director will monitor implementation and provide updates to Business Officer during 1:1 meetings.
Share quarterly updates to Departments and Principals with YTD utilization rates and Yr vs. Yr	March-June	Budget Director	
Identify departments and schools with lowest budget utilization rates and provide targeted support	March-June	Budget Director	
Monthly review of budget utilization rates across all Depts. and schools	Sept-March	Budget Director	

Progress Monitoring

Strategic Plan - Measures - To determine if goal was achieved		Strategic Plan - Key Performance Indicators	

Evidence of Progress toward Annual Goal (MOY)	Results of Progress toward Annual Goal (EOY)
Budget revenue to actual revenue received.	Budget revenue to actual revenue received.