

Goal #3

<p>RESOURCE GOAL: To protect the trust and confidence of our community and staff, we will make the best use of our resources as measured by resource indicators.</p>
<p>Leadership (Who is responsible?): Superintendent, Assistant Superintendent for Finance and Operations, Board of Education</p>

<i>Indicator/Strategy What do we need to do?</i>	<i>Timeline When will it be accomplished?</i>	<i>Dates of Review</i>	<i>Evidence: Measures/Checks/Products/Artifacts How will we know these are successful</i>	<i>Target</i>
<p>3.1 Utilize PMA budget forecasting models</p> <ul style="list-style-type: none"> ▪ Utilize Alio financial software enhanced reporting tools ▪ Implement budget oversight and analytical procedures ▪ Monitor five year forecast to achieve/improve trend analysis ▪ Implement budget development and monitoring procedures (building and central office administrators) 	<p>Annual</p> <p>Monthly</p> <p>Monthly</p> <p>Quarterly</p> <p>Monthly</p>	<p>Jan. to BOE</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ▪ Improved five-year forecast (PMA) ▪ Dashboard of financial indicators and enhanced monthly financial reports ▪ Reporting forms developed and implemented 	<p>1% variance (budget to actual - EOY)</p>
<p>3.2 Ensure optimal efficiency in all business operations</p> <ul style="list-style-type: none"> ▪ Rebid operational/maintenance services (i.e. print services, transportation, supplies) ▪ Utilize shared resources/services where possible ▪ Evaluate student-personnel ratios ▪ Evaluate food service program and formalize contractual agreements 	<p>Per bid cycle</p> <p>Ongoing</p> <p>Annual</p> <p>2010-2011</p>	<p>Three-year review</p> <p>Annual</p> <p>Annual</p> <p>Annual</p>	<ul style="list-style-type: none"> ▪ Developed cycle of services to be bid ▪ Evidence of consolidated services where appropriate ▪ Increased staff efficiencies ▪ Developed contract that benefits maximum number of students 	<p>Decreased operational costs</p>

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3.3 Communicate fiscal health to all stakeholders <ul style="list-style-type: none"> ▪ Communications published on financial health: website, Updates, Annual Report to Community, BOE Reports, specific publications ▪ Utilize Community Forums on financial matters ▪ Create and distribute financial comparability report to the community 	June, 2010 As needed July, 2010	Annual On-going Annual	<ul style="list-style-type: none"> ▪ Enhanced financial presence and reporting transparency on the website (i.e., monthly bills payable) ▪ Published Updates, Annual Reports, BOE Reports ▪ Documented agenda/press releases of Community Forums ▪ Published comparability report 	Staff and community confidence in financial reporting
3.4 Ascertain community resources necessary to meet student needs <ul style="list-style-type: none"> ▪ Revitalize the Community Finance Committee for input to district budget ▪ Consider developing a fund balance policy ▪ Determine and prioritize future school improvement projects and funding needs ▪ Create and maintain a budget where revenues exceed expenditures 	Jan. 2010 June, 2010 On-going September	Quarterly Annual Annual Annual	Successful tax rate increase vote <ul style="list-style-type: none"> ▪ Established Community Finance Committee ▪ Created policy ▪ Prioritized list of costs and strategic initiatives ▪ Proposed annual budget 	Maximized use of resources Balanced budget

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3.5 Generate new revenue streams <ul style="list-style-type: none"> ▪ Explore public-private partnerships/ventures ▪ Explore expanded pre-school programs ▪ Explore before/after school programs ▪ Explore creation of a community and staff volunteer grant writing team ▪ Explore capacity and need for operating tax rate increase 	On-going June, 2010 June, 2011 Fall, 2010 On-going	Annual Annual June, 2011 Fall, 2010 Annual	<ul style="list-style-type: none"> ▪ Established partnerships and/or feasibility reports ▪ Expanded preschool programs and/or feasibility reports ▪ Expanded before/after school programs and/or feasibility reports ▪ Created grant writing team and/or feasibility report ▪ Comprehensive financial report on financial and educational needs 	Increase revenue and/or services
3.6 Make optimal use of existing facilities <ul style="list-style-type: none"> ▪ Examine potential for alternative use of existing building space ▪ Continue to monitor enrollment trends to ensure optimal capacity and use of facilities ▪ Evaluate class size/sections in relation to enrollment trends 	On-going On-going	Annual Annual	<ul style="list-style-type: none"> ▪ Increased percentage of facility usage; analysis and feasibility reports ▪ Annual enrollment, financial, and demographic reports ▪ Annual class size report 	Maximized use of facilities and improved services
3.7 Strengthen human resources capacity <ul style="list-style-type: none"> ▪ Strive for competitive employee compensation and benchmarking ▪ Review human resource policies and procedures 	Spring, 2010 Spring, 2010	Per contract Three-year policy cycle	<ul style="list-style-type: none"> ▪ Lifetime earnings and wage comparison study ▪ Revised policies relating to leaves and FMLA requirements 	Staff retention and recruitment Accurate and consistency with leave approvals

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<p>3.8 Maintain excellent facilities, improvements, and operational controls</p> <ul style="list-style-type: none"> ▪ Review life-safety needs and related improvements ▪ Implement electronic energy management control systems ▪ Monitor need for future facility improvements 	<p>Annual</p> <p>On-going</p> <p>On-going</p>	<p>Three-year cycle</p> <p>On-going</p> <p>On-going</p>	<p>Updated life-safety and facility needs report</p> <p>Completed energy management report</p> <p>Completed facility study and/or report</p>	<p>Improved facilities and operations</p>