



# FINANCE WORKING GROUP

Chuck Haddaway

Board Work Session  
November 9, 2015

# AGENDA

- Update and Overview of Work Session – Member Haddaway
- Key Points of Financial And Strategic Focus – James Rose
- JCPS Continuous Improvement Cycle – Dena Dossett and Cordelia Hardin
- Budget Cycle Inputs and Impacts – Angie Moorin and Cordelia Hardin
- Foundation Viewpoint – Sam Corbett
- Board Member questions



# KEY POINTS OF FINANCIAL AND STRATEGIC FOCUS

James Rose

Board Work Session  
November 9, 2015

# OBJECTIVES

Identify the key points of financial and strategic focus

- Provide an overall vision for governance, communication, and accountability

Strategy  
Development

James

Initiative  
Development

Dena and  
Cordelia

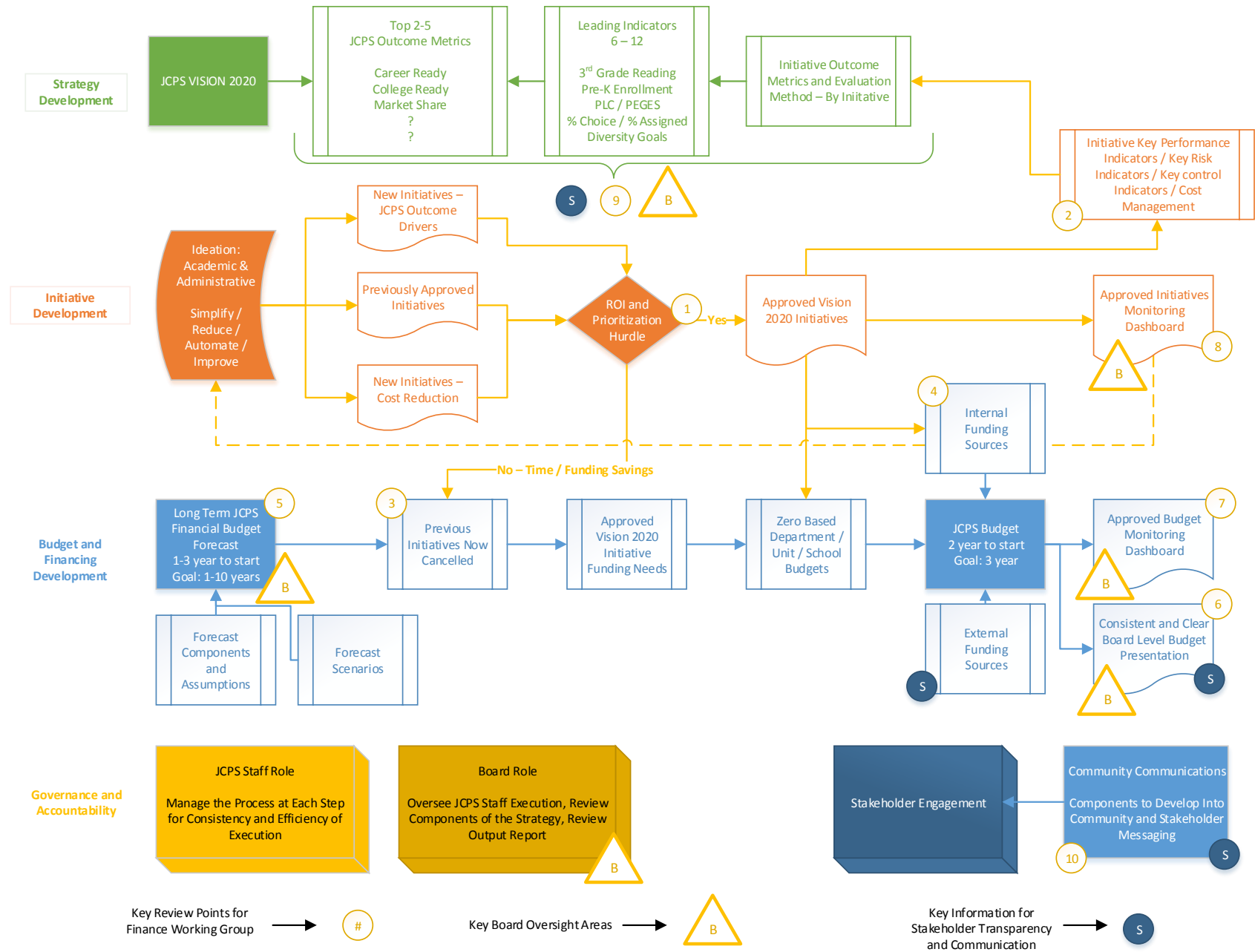
Budget and  
Financing  
Development

Angie and  
Cordelia

Governance and  
Accountability

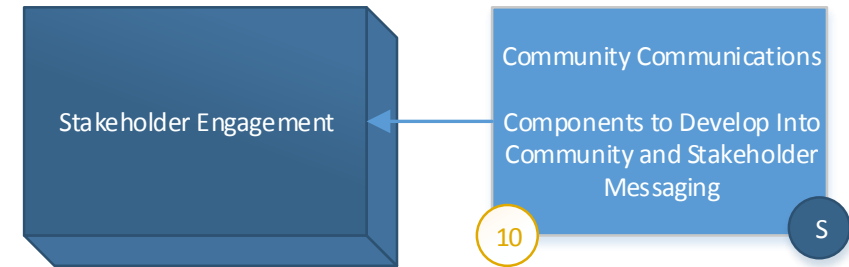
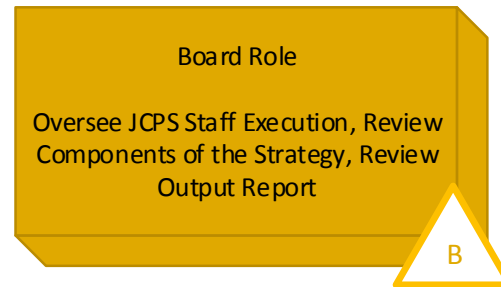
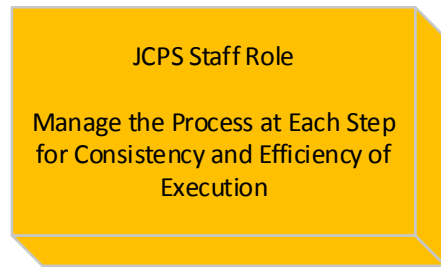
Sam

# KEY POINTS OF FINANCIAL AND STRATEGIC FOCUS



# GOVERNANCE AND ACCOUNTABILITY

## Governance and Accountability



Key Review Points for Finance Working Group



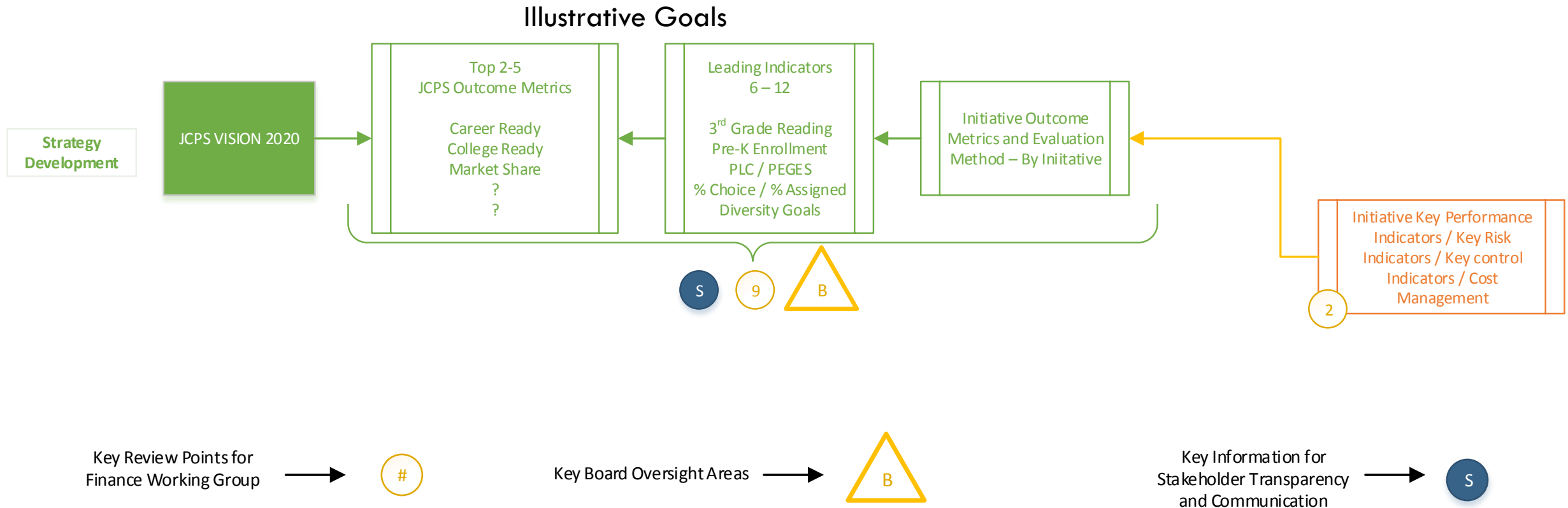
Key Board Oversight Areas



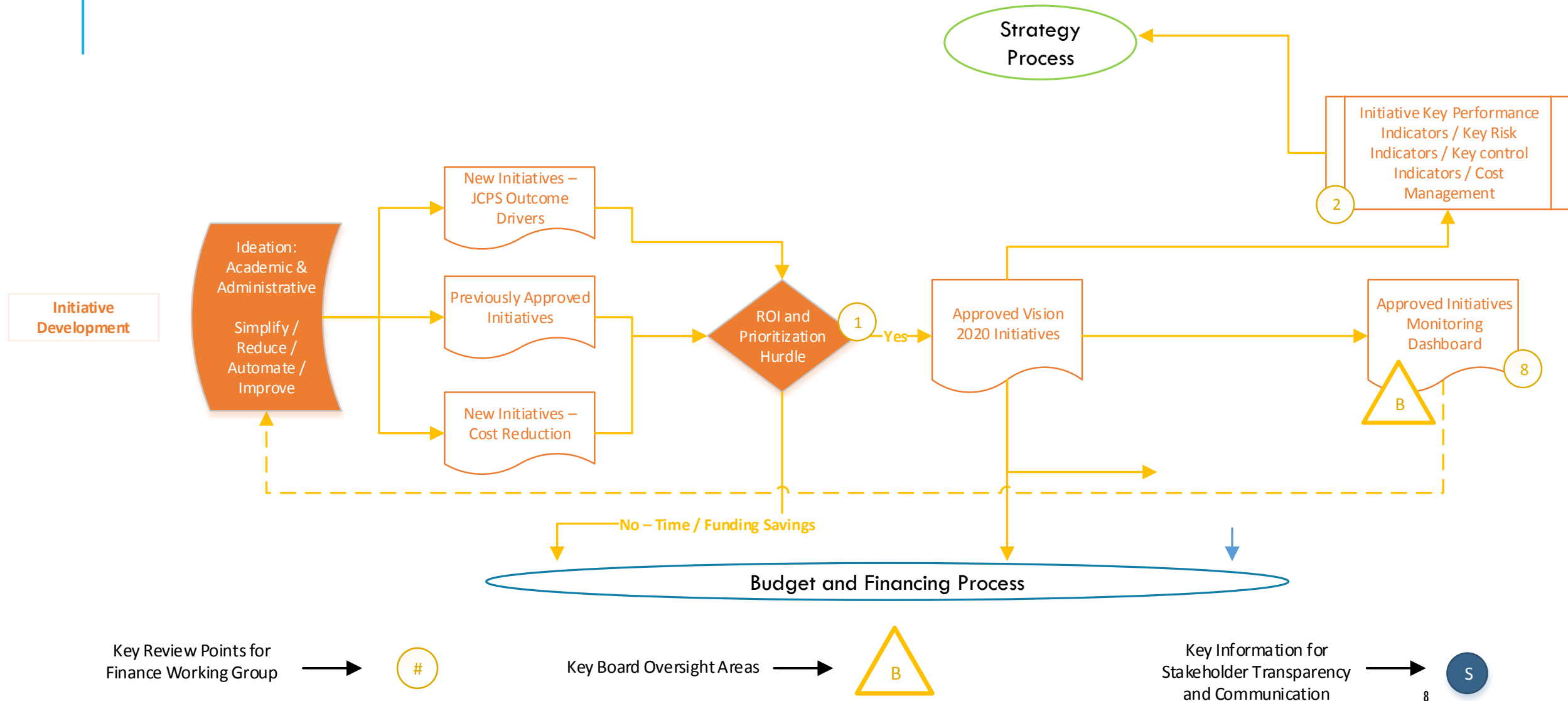
Key Information for Stakeholder Transparency and Communication



# STRATEGY DEVELOPMENT

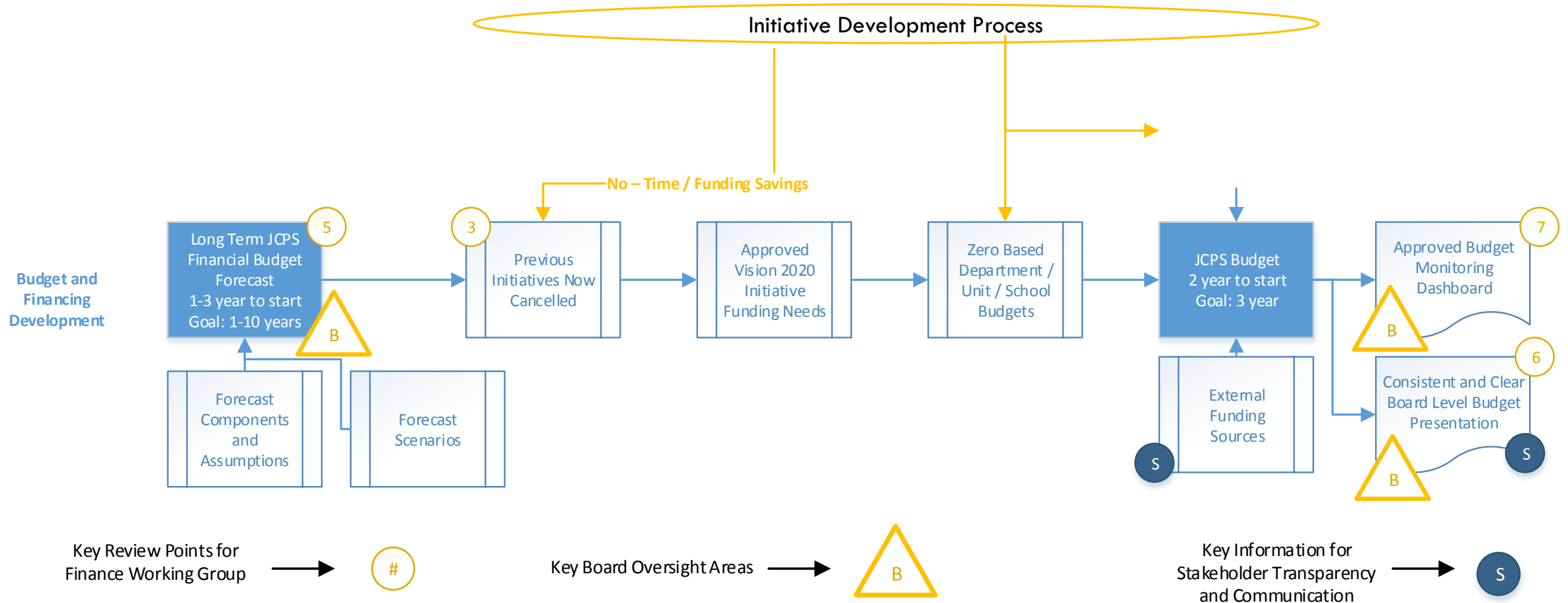


# INITIATIVE DEVELOPMENT

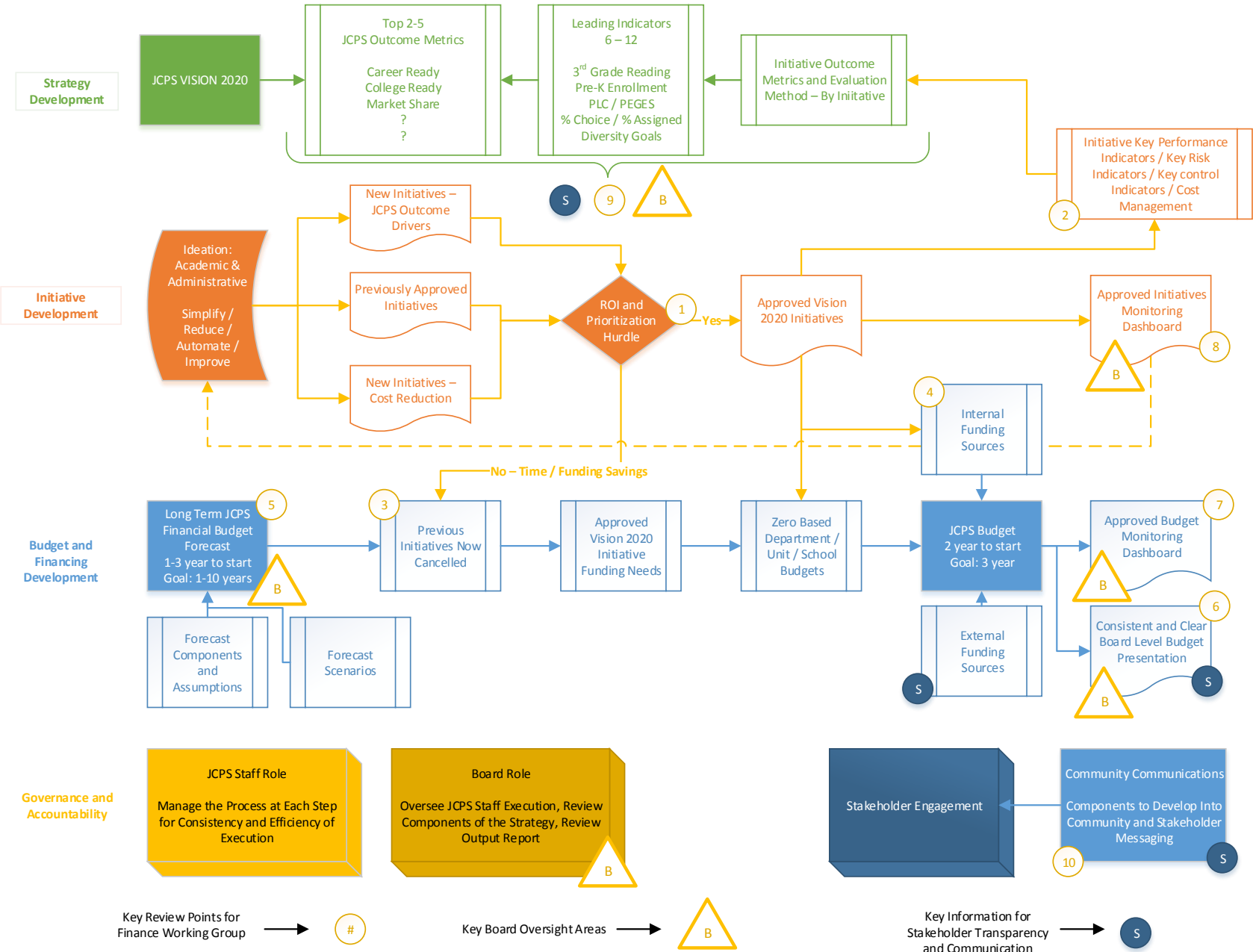




# BUDGET AND FINANCING DEVELOPMENT



# KEY POINTS OF FINANCIAL AND STRATEGIC FOCUS



## Finance Working Group Focus Areas

Maturity Scale		1 – Not Existent or Rudimentary	2 – Functional, Basic Adequacy	3 – Superior / Model Practice	
	Key Component	Expectations and Implications		Maturity	Comments and Known Plans
1	ROI and Prioritization Hurdle	A comprehensive listing of key initiatives is maintained and vetted each budget year against a set methodology and evaluation process for ensuring the initiative a) has a solid return in relation to the strategy goal and b) is appropriately prioritized versus funding constraints and resource availability.			
2	Initiatives have KPIs, KCIs, KRIs and cost tracking	Each initiative has established key performance indicators as well as key control and risk indicators as appropriate that help keep the effort on track to its goal. Cost accounting and tracking is maintained. Data is available for drill down into specific initiatives at Board working sessions.			
3	Initiatives are vetted and cancelled as appropriate	Initiatives that fail to meet outcomes and/or ROI hurdles are cancelled. Funding and resources are identified and transferred to new initiatives and/or retired.			
4	Internal funding sources are identified	Administrative cost containment initiatives are identified and tracked. Cost containment initiatives along with cancelation of prior initiatives provides internal funding sources.			
5	Long term financial plan is in place and transparent	Long term financial plan is developed with transparency around the assumptions and scenarios that are part of the model. Multiple scenarios (best target, negative assumptions, and positive assumptions) are provided to the Board so that they understand long term financial implications.			

## Finance Working Group Focus Areas

Maturity Scale			1 – Not Existent or Rudimentary	2 – Functional, Basic Adequacy	3 – Superior / Model Practice
	Key Component	Expectations and Implications	Maturity		Comments and Known Plans
6	Clear, consistent budget documents are provided to the Board	The Board receives budget documents that clearly show spending in relation to programmatic initiatives. Cost accounting is clear. MUNIS and Fund Accounting perspectives are appendixes, not focal point of presentation. Documents have consistent presentation – overall budget, then the specific area of review, then the funding components.			
7	Budget monitoring dashboard is reviewed with the Board	Ease of reference budget monitoring document is included in each Board meeting package with a 5-10 minute overview at each meeting.			
8	Initiatives dashboard is reviewed with the Board	Ease of reference dashboard is included in each Board meeting package with a 5-10 minute overview at each meeting.			
9	Initiatives drive leading indicators which drive JCPS Key Outcome Metrics	There is a transparent cause and effect linkage between initiatives, leading indicators, and key JCPS outcome metrics. Conversations about the data correlation are part of key Board working sessions. Data driven research supplemented with appropriate benchmarking drive initiative selection.			
10	Community and Stakeholder Communication is Clear and Consistent	Communication products are developed from the key governance documents including: Key Outcome Metrics, Leading Indicators, Initiative Outcomes; the Budget Presentation, External Funding Sources discussions (taxpayer and private donor). Messaging is clear, consistent, and proactive.			



Initiative  
Development

# JCPS CONTINUOUS IMPROVEMENT CYCLE

Dena Dossett and  
Cordelia Hardin

Board Work Session  
November 9, 2015

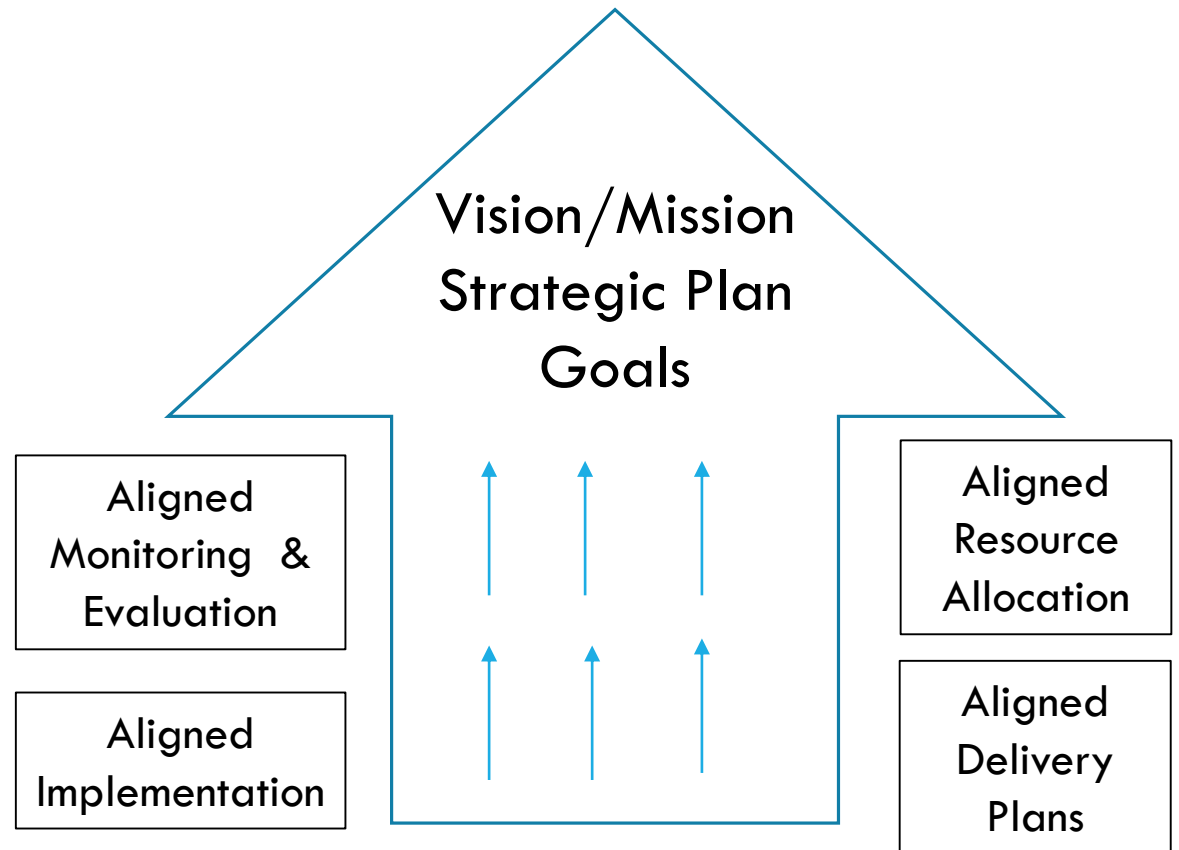
# CHALLENGE

Within guidance of the district's new strategic plan Vision 2020 - how do we make sure our resources are utilized efficiently and effectively to help students succeed?

# CONTINUOUS IMPROVEMENT — *MOVE FROM RANDOM TO STRATEGIC*



Random Acts of Improvement



Aligned Acts of Improvement

# THEORY OF ACTION

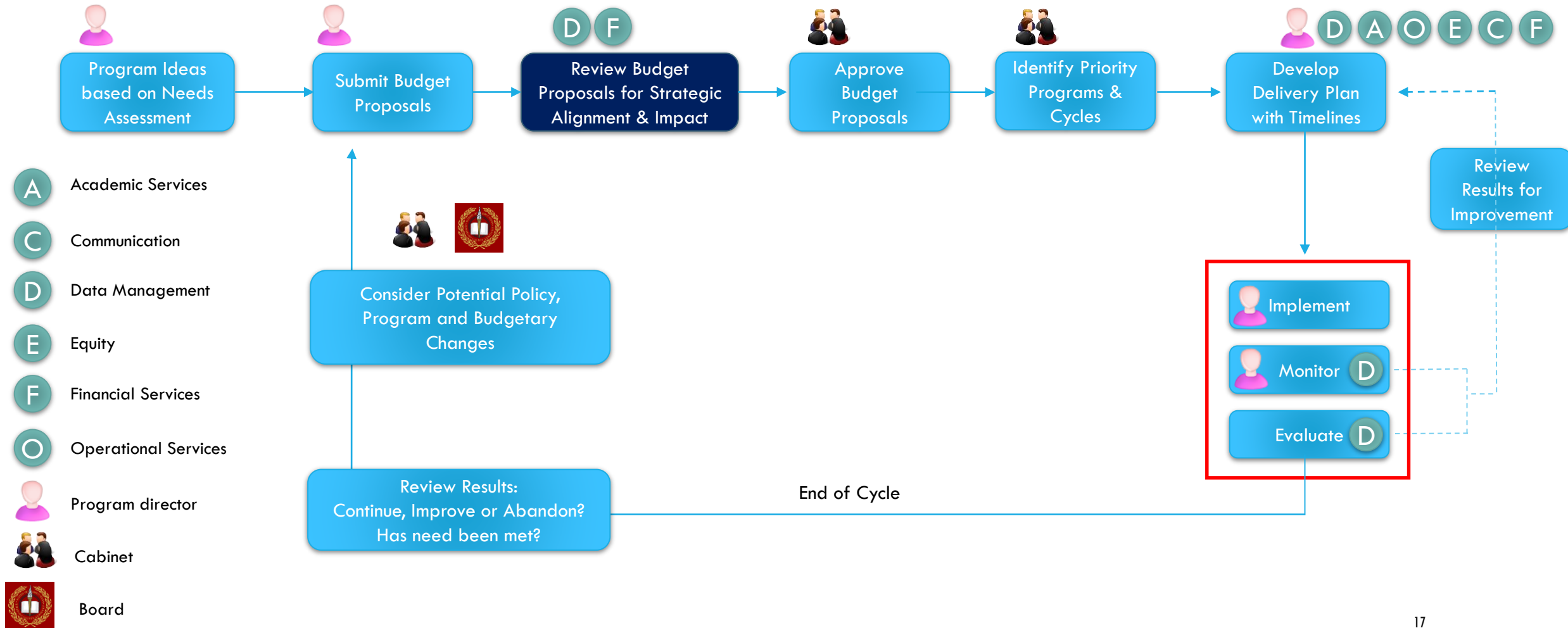
**If** we identify and prioritize our needs based on our strategic vision

- And we allocate resources for research based approaches/initiatives to address those needs
- And we implement those initiatives with fidelity
- And we monitor, adjust, and evaluate the impact of those initiatives in a strategic and programmatic way
- And we make financial, programmatic, and strategic decisions based on results

**Then** we can ensure that our resources are utilized efficiently and effectively to help students succeed



# IMPROVEMENT CYCLE



# BUDGET REQUEST SITE

- LINKAGE TO DISTRICT'S STRATEGIC PLAN
- IDENTIFIED TARGET POPULATIONS
- RESEARCH BASED
- SMART GOALS & IMPLEMENTATION PLAN
- IDENTIFIED FUNDING NEEDS

Section A: Program Description			
Program Title			
Is This Program Mandated by A Federal or State Policy/Regulation?	<input type="checkbox"/> Yes		
Program Type	<input type="radio"/> One year <input type="radio"/> Recurrent	Program Director	<input type="text"/>
Alignment with Strategic Plan 2015 Focus Areas	<input type="checkbox"/> Increased learning <input type="checkbox"/> Graduation and beyond <input type="checkbox"/> Stakeholder involvement/engagement <input type="checkbox"/> Safe, resourced, supported, and equipped schools		
Program Description			
Evidence Base			
Evaluation Results	Results from internal evaluations. For programs in the cycles, results will be updated here each year and program director and supervisor.		
Program SMART Goals			
Supporting Documents	<input type="button" value="Click here to attach a file"/> <input type="button" value="Click here to attach a file"/> <input type="button" value="Click here to attach a file"/>		

Section B: Budget Request			
STAFF BUDGET	Title	Quantity	Projected Cost
	Select...		\$0.00
	Add staff budget item		
		Total Staff Cost	\$0.00
Other Payroll Budget	Code	Projected Cost	
	Select...		
	Add other payroll budget item		
		Total Other Payroll Cost	\$0.00
OPERATIONAL BUDGET	Code	Projected Cost	
	Select...		
	Add operational budget item		
		Total Operational Cost	\$0.00
		Total Budget Request	\$0.00

Section C: Needs Assessment			
Target Population	Population Name	Estimated No. This Year	Estimated No. Next Year
	Select...		
Add target population			

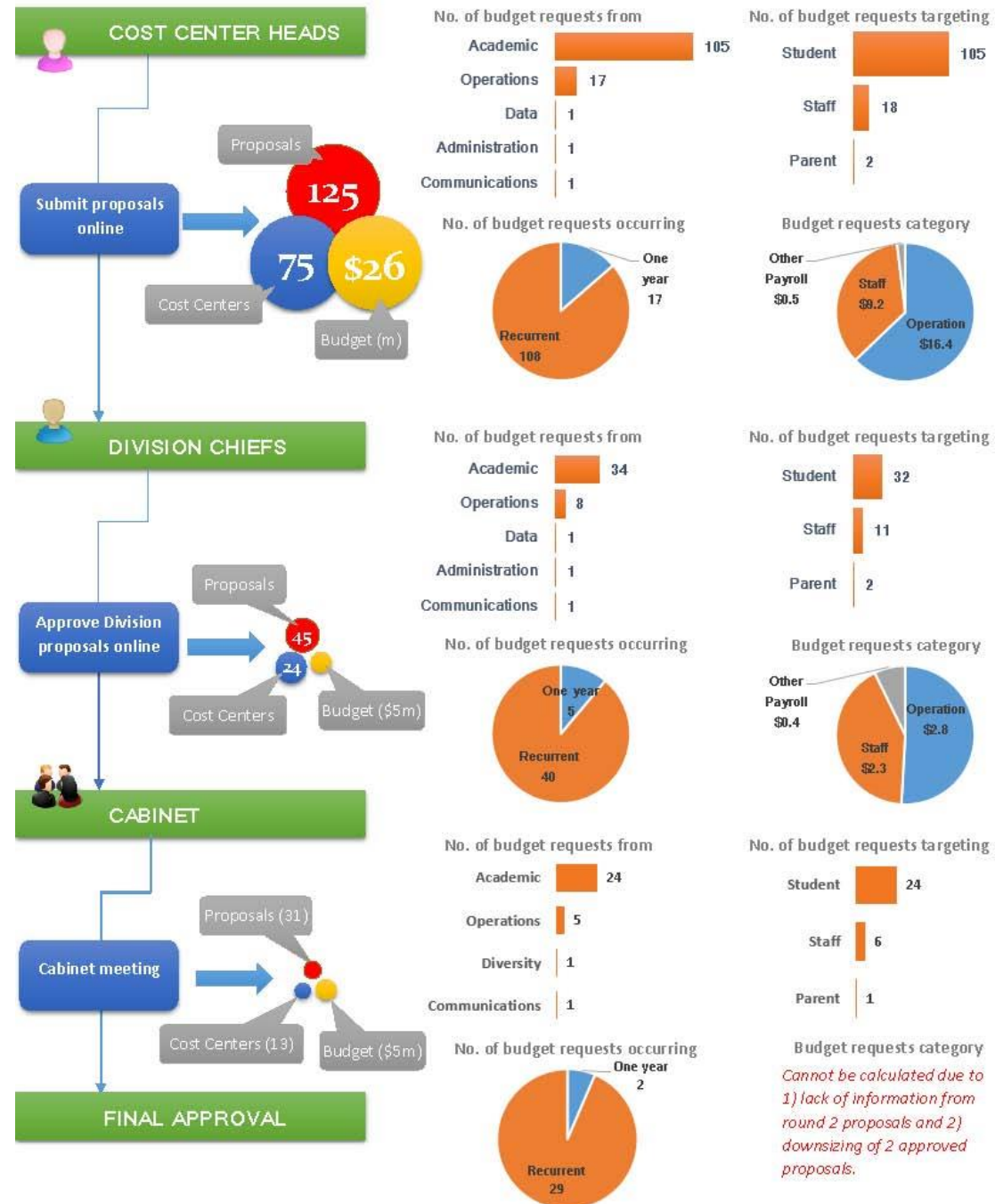
Section D: Target Outcomes	
Potential Barriers	Identify potential barriers and describe approaches to addressing them

Section E: Implementation & Management			
Implementation Area	What	When	Who
Select...	Program strategy		
	Progress monitoring (data collection, analysis, sharing)		
Add implementation area			

Save

Submit

# NEW BUDGET PROPOSALS 2015-16

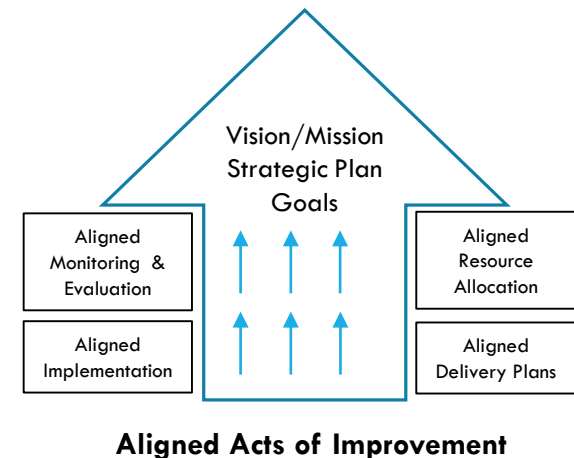


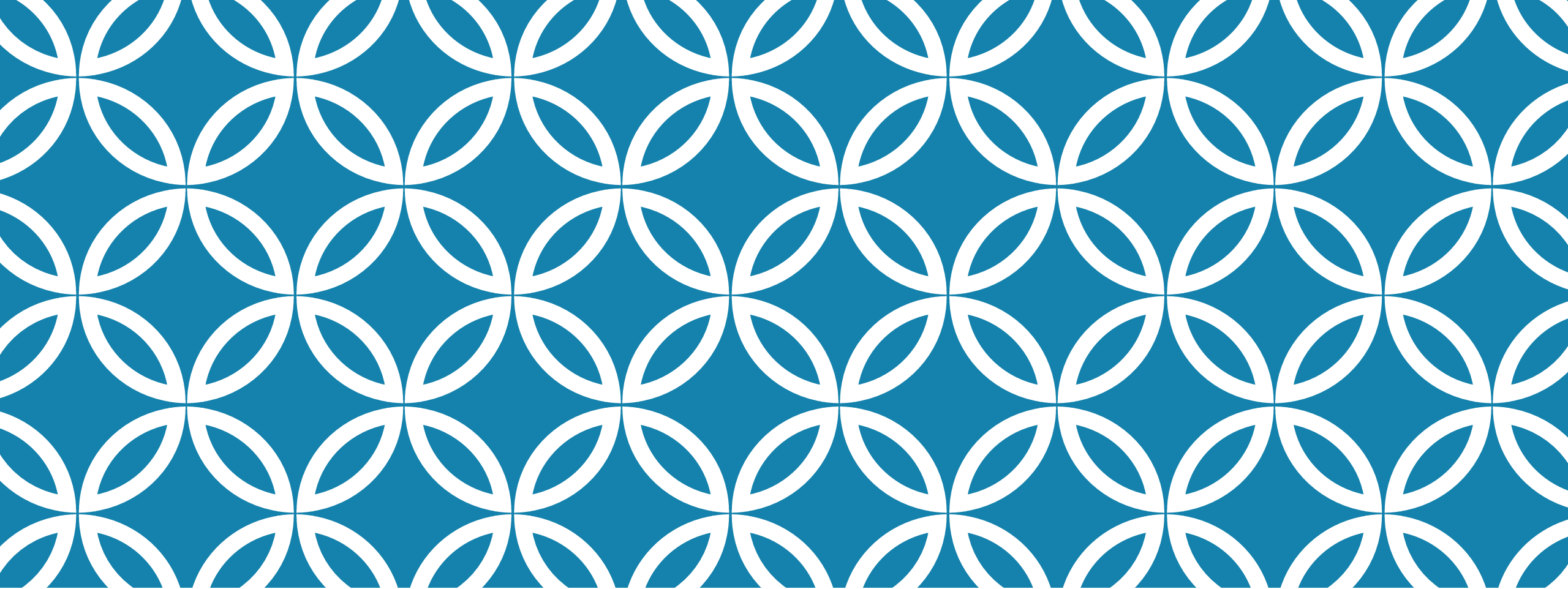
# NEW BUDGET PROCESS

- Provides a standardized way to gather comprehensive information about each new budget request
- Helps balance perspectives by integrating multiple viewpoints and reducing individual biases.
- Makes review process more efficient and streamlined to support the district leaders' decision making.
- Allows for tracking program implementation, outcomes, and spending for each new proposal.
- Over time, provides opportunity to examine some district strategies systematically and longitudinally.

# OVERALL WINS - BENEFITS

- Clearly align spending to strategic priorities
- Direct resources to what works
- Intentionally use data to inform financial, programmatic, and strategic decisions
- Improve efficiency by creating common standards of practice





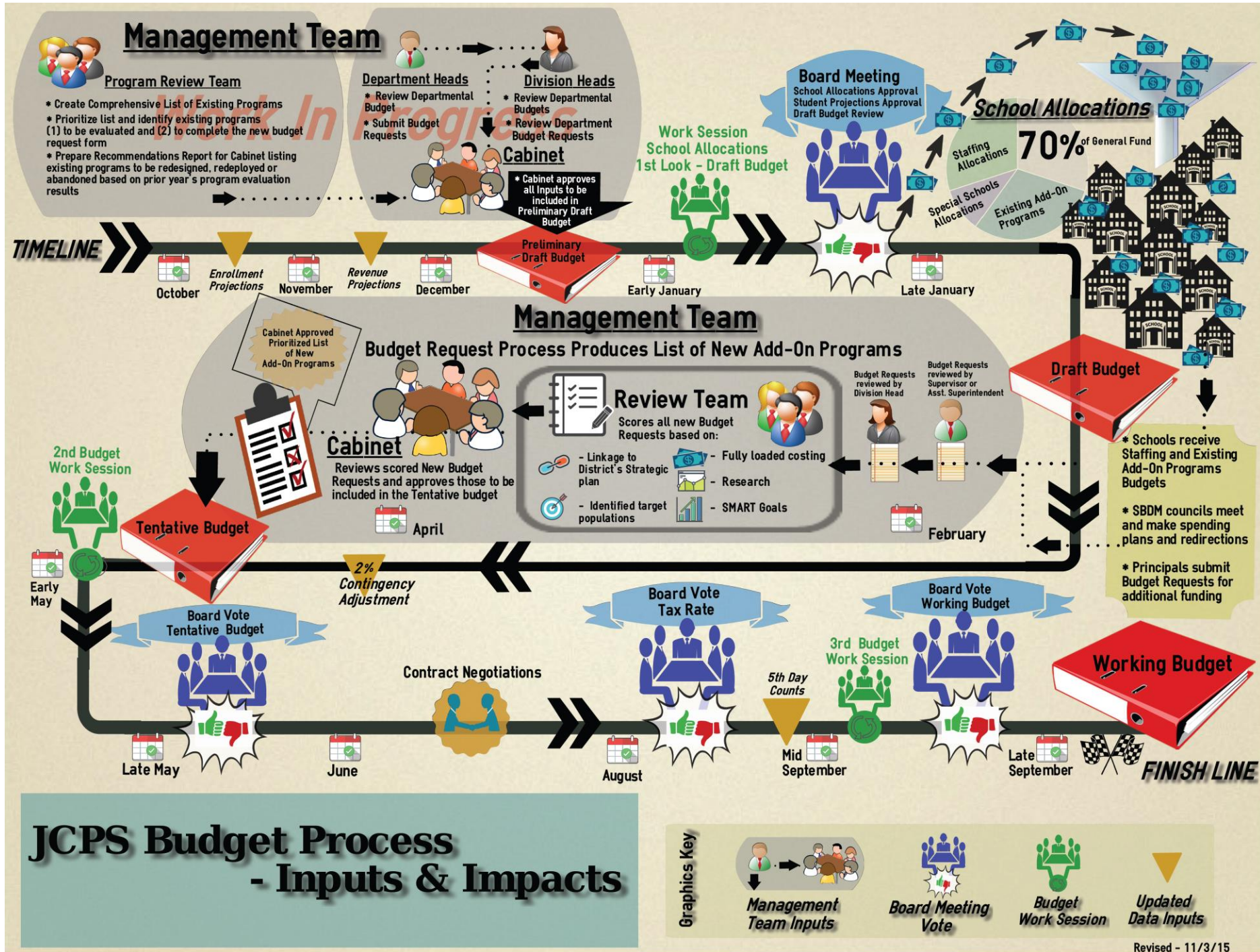
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# BUDGET CYCLE INPUTS AND IMPACTS

Angie Moorin and  
Cordelia Hardin

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Governance and  
Accountability

# FOUNDATION VIEWPOINT

Sam Corbett

Board Work Session  
November 9, 2015