

Regional School Unit #19
****DRAFT** Improvement Plan**DRAFT****
October 3, 2016

1. Financial policy/procedure/practice improvements (in progress, short term goal)

A. Employ a budget process to Prevent Financial Problems

- a. Employ a realistic approach for projecting costs that reflects current practices and levels of programming (began in FY17 budget process)
- b. Involve administrators/directors in the budget development and deployment process (began in FY17 budget process)
- c. identify expenses/efficiencies that have the potential to reduce expenses without impacting student programs
 1. Examining copier contract to push copies to copiers not printers.
 2. Reducing garbage contract (FY 17 budget)
- d. Educate the board and public to the needs of the district
 1. Question and answer meeting prior to district budget meeting 8/16
- e. Provide the board and public with sufficient information to make informed decisions
- f. Present financial information in as easily readable and understandable format as is possible
 1. New format for budget 8/16
- g. Work with member communities to insure the receipt of local assessment payments to RSU #19 by the 10th day of each month in order to meet cash flow demands
 1. Business manager implemented this FY 16, reviewed in 9/16, has been beneficial for revenue on hand for paying bills

B. Review spending practices (short term goal)

- a. Develop and incorporate a spending plan that aligns with projected cash flow

C. Improve credit (short term goal)

- a. Create a plan to pay off current debt resulting from previous years overspending
- b. Commitment to the spending plan by Board, district administrators and staff
- c. Work with vendors to set up a payment plan
 1. Worked with the district's vendors owed the largest balances to set an amount to pay every two weeks (or monthly) to bring the accounts current. Successful with the largest vendors.
- d. Communicate our intentions to vendors

D. Audit (in progress)

- a. The district hired RKO, a top notch school/government auditing firm, in FY15

- b. Continue to work with the auditors to instill best practices district-wide

E. Review employee contracts/agreements (short/long term goal)

- a. Compare contracts/agreements with contracts/agreements from the region and State
 - 1. Beginning with transportation contract 10/16
- b. Clean up ambiguous and outdated language
 - 1. Beginning with transportation contract 10/16
- c. Work to eliminate unnecessary, outdated language resulting in unsound, inefficient and costly practices
- d. Ensure that the current legal obligations/requirements are addressed (such as ACA requirements)

2. General (short/longer term goal)

- a. Run the business operations of the school district like a business
 - 1. Identifying areas where this is possible in practice (work agreements, bid process, purchasing)
- b. Retain engaged and responsible leadership
- c. The business manager will work with the superintendent and policy committee to update the financial policies of the district (Policy meeting 9/27/16)
- d. The business manager will develop an accounting manual for use district-wide (completion is dependent on work with the policy committee (see above))

3. Other (Longer term goals)

- a. Comprehensive review of programs
 - 1. Review of in district supply and food run, cut to reflect lower use 2nd and 3rd weeks of month 9/16
- b. Researching revenues to offset the expenditures
 - 1. Athletics, music and drama 16-17
- c. Reducing physical liabilities in year one (building)
 - 1. Portable at Nokomis removal process underway 9/16
- d. Review combining positions in 3-4 years
- e. Comprehensive plan for buildings and grounds
- f. Market the district – return students to the district
- g. Solicit ideas from town leaders on district improvements/keep communication open
 - 1. Two sets of meetings with the town managers and select people 8/16 and 9/16