

NRSD Finance Subcommittee Overarching Goals 2015-2016

Detailed Activities & Goals

Status as of May 11, 2016, Summary added for June 7 2016.

- Goals Date: Oct 28, 2015 (Incorporating Sept 28 & Oct 21, 2015 revisions)

1. Collaboration and development of budget process with NRSD Administration, with an annual and long term perspective.

Activities	Goal Timing	Status: May 11, 2016	Summary
Document the budget process, internal to NRSD Administration, and with the School Committee.	August, September 2015 and ongoing	<ul style="list-style-type: none"> • Interviewed Supt. Michael Wood, developed, revised and circulated schematic budget process diagram. (Aug & Sept 2015) 	Completed.
Review budget process and revise as appropriate, in consultation with the School Committee and the Administration.	Ongoing, from September 2015	<ul style="list-style-type: none"> • No new documentation on process produced/revised since September 2015 • Recommendation proposal for process calendar, for FY 2018 planned for late May 2016 School Committee meeting. (5/11/2016) • Further process proposals may be forthcoming by the SC as a whole after MASBO report is received in May 2016. (5/11/16) 	Partial completion.

2. Report to School Committee in the form of Interim reports and recommendations.

Activities	Goal Timing	Status: May 11, 2016	Summary
Share documents describing budget process	August & September 2015, & ongoing	<ul style="list-style-type: none"> • NRSD Budget Process diagram (ver 3) (Sept. 23 2015) 	Completed.
Review Preliminary Revenue report for FY 2017	September & October 2015	<ul style="list-style-type: none"> • Revised Review of NRSD Preliminary FY 2017 Revenue, and E&D and School Choice Funds (November 18, 2015) 	Completed
Review Preliminary Expenditures for major categories of Expenditures for FY 2017	October 2015 through January 2016	<ul style="list-style-type: none"> • Three reports in November and December 2015 • Reported to SC Preliminary Personnel Budget FY 2017 (November 23, 2015) • Reported to SC Survey of Selected Preliminary Estimated FY 2017 Expenditures (December 16, 2015) • Reported to SC Preliminary survey of Fiscal Year 2017 NRSD Budget, compared to FY 2016 Budget (December 16 2015) 	Completed
Report on consolidated proposed Budget FY 17 as presented by the Administration	January & February 2016	<ul style="list-style-type: none"> • Administration proposal reported out January & February 2016, with SC deliberation through March 2016. The Finance Subcommittee did not make a recommendation. 	No longer applicable.

<p>Additional reports as requested or needed</p>	<p>As needed or requested</p>	<ul style="list-style-type: none"> • An initial report on gross activity for revolving funds for the last two years and the year to date for FY 2016 was received in March and April. Greater detail is desired. • Preliminary reports from the Administration to estimate the year end balances in accounts are anticipated in late May and early June • Requested detailed reports from the Administration on enterprise activities such as food services and after school programs are anticipated.. 	<p>Partial completion. Defer.</p>
--	-------------------------------	--	---------------------------------------

3. Work toward understanding components of Income, Expenditure, Liabilities and Assets of the NRSD.

Activities	Goal Timing	Status: May 11, 2016	Summary
Document budget process in goal one.	August, September & October 2015	<ul style="list-style-type: none"> • Chart - Sept 2015. Revisions desirable. • Additional documentation desirable. • Revisions in light of likely process for FY 2018 desirable 	Completed.
Review Projected and Past Revenue, and related income for revolving or other funds with balances	September & October 2015	<ul style="list-style-type: none"> • Preliminary estimate survey of FY 2017 occurred during October and November 2015. 	Completed.
Review Projected and Past Expenditures <ul style="list-style-type: none"> - Contracted Services & Equipment - Personnel: Teachers, Non-Teachers, Administration - Personnel: Benefits - Out of District: Choice, Charter, Special Education expenditures - Utilities - Sped Transportation - Bus Contract - Additional categories, as the 	October, November & December 2015	<ul style="list-style-type: none"> • Accomplished in summary or overview depth for FY 2017 (Fall of 2015). • Desirable to have deeper review and understanding of most operational areas. 	Completed.

Subcommittee may consider			
Review Capital & Facilities expenditures: Projected and Past activity	December 2015	<ul style="list-style-type: none"> • Not reviewed in detail by the Subcommittee. The 5-year report came after the formal administration budget was presented in February 2016, without review by the Finance Subcommittee. The FY 2017 Budget does detail the FY 2017 activity. 	Defer.
Review Expenditures from program & location, and other perspectives	To be determined	<ul style="list-style-type: none"> • In general, not done for the FY 2017 budget, for lack of subcommittee time. • Desirable to take up and review for the FY 2018 budget process 	Defer.

<p>Miscellaneous: Review financial liabilities and funding plans for them:</p> <ul style="list-style-type: none"> - Other Post Employment Benefits (OPEB) - Bonds - Other Liabilities, as the Subcommittee may consider <p>Review long-term funding processes:</p> <ul style="list-style-type: none"> - Bonds, - Stabilization Funds 	To be determined	<ul style="list-style-type: none"> • In general this area was not taken up by the Finance Subcommittee this year for lack of time, and desirable to do so in the coming year. 	Defer.
<p>Draft review, narrative, or other commentary or explanatory material about the final-form proposed FY 2017 Budget</p>	January 2016	<ul style="list-style-type: none"> • Drafted by Assistant Superintendent George King. First review by SC in Jan 2016, Revisions and further review occurred during the SC budget process, and concluded after Budget and Town Meeting approval. 	Completed.
<p>Review need for budget-vs.-actual reports in relation to Warrants, and other fiscal cycles of NRSD</p>	To be determined Jan 2016	<ul style="list-style-type: none"> • This topic area was not taken up as an actionable proposal this year. • It is desirable to undertake this in FY 2017 School Committee Year. 	Defer.
<p>Review budget and commitments in relation to a multi-year perspective. Examples:</p> <ul style="list-style-type: none"> - Contracts with bargaining units - services & 	To be determined	<ul style="list-style-type: none"> • This area was not taken up as an actionable proposal this year. • It is desirable to undertake this in the planning for FY 2018. 	Defer.

<p>equipment contracts</p> <ul style="list-style-type: none"> - new programs - ongoing programs - Member Town finances and tax levy status 			
<p>Incorporate a review of Member Town financial positions and tax levy status as part of the budget process.</p>	<p>To be determined Jan & Feb 2016</p>	<ul style="list-style-type: none"> • Preliminary information about the three towns' finances was compiled. It is desirable for future years that a presentation to the entire SC about town finances and trends be undertaken to inform school committee members more fully. 	<p>Defer.</p>

4. Develop communications process to inform about NRSD Finances, to member town leadership and the member town communities, and to be informed about about Member town finances.

Activities	Goal Timing	Status: May 11, 2016	Summary
Produce and revise documents and reports suitable for wide dissemination. See Goals 2 & 3 above.	To be Determined	<ul style="list-style-type: none"> • The FY 2017 Budget book with narrative and appendices accomplishes desired improvement in communications materials. • Additional topics for publication, though desired, were not explored or deliberated upon. 	Completed.
Consider, in collaboration with School Committee and Administration, the form and variety of meetings that will be most effective during the budget development process.	To be Determined	<ul style="list-style-type: none"> • Not taken up by the SC as of May 11, 2016, but desirable to have continuing discussion and consensus on the topic. • It is desirable to discuss at the SC level and have consensus on process for post-approval FY 2017 discussions with town finance committees, selectmen, and town administrators. 	Defer.