

Horseheads Central School District Strategic Planning

Task Force Charges/Critical Issues



Building People and Organizations



Financial Planning & Development

Work In Process

04.02.09

Task Force Final Report: Section A DRAFT

Task Force:	Date:	Facilitator(s):
Financial Planning & Development	04.02.09	Mike Stuart

Members:	Patty Sotero, Betsy Scanlon
Charge:	<p>The Financial Planning and Development Task Force will review the financial health of the District with emphasis on:</p> <ul style="list-style-type: none">• the District's policies and procedures• per pupil expenditures• operating costs• comparisons with other Districts <p>so as to maximize the District's resources to ensure student achievement in accordance with State and federal regulations.</p>

Internal Analysis (Strengths and Weaknesses):

External Analysis (Opportunities and Threats):

Our Critical Issues (Include All):

1. What state and federal regulations determine District financial operations? (Source: New York State Education Law)
2. What are the Board policies that regulate finances (Sources: BOE policies)
3. What kinds of issues have an impact on the District's budget (i.e. tax rate, expenditure per pupil, tax levy, state aid)?
4. Is there a way to sustain and/or expand our successful programs given the District's finances, economic condition, and state and federal regulations? (Source: CES)
5. How can we ensure that budgetary decisions are directly related to the District's mission (District Mission, Vision and Beliefs)
6. What additional revenues are available that may lesson the burden on local taxpayers? (CES)
7. Are there non-instructional items that can be either made more efficient or eliminated that will have a positive effect on the budget?
8. What efforts have been made to date to cut expenses and eliminate waste? (Source: District Cost Saving Practices)
9. How do energy costs (fuel, heating) impact the budget? (Source: District Budget)
10. Is it possible to reduce energy costs throughout the District?(Source: Energy Efficiency Study)
11. How could the establishment of an educational foundation impact school finances?
12. How does the District's per pupil cost compare with surrounding Districts? Blue Ribbon Districts? (Source: District Property Tax Report Card)
13. Have we properly aligned our expenses with our priorities and our needs?
14. In what ways are the changing economic variables and demographic patterns going to impact us? (Seversky studies)
15. What are the most reasonable ways to realize cost savings?
16. Are there proper checks and balances in place to ensure a positive result on District financial audits? (Source: BOE Policies)
17. Are we receiving our appropriate share of assistance and resource support as compared with other Districts? (Source: District Property Tax Report Card)
18. How much of our expenses do we control and who has authority or control over those expenses?
19. Do we have the appropriate levels of staffing, with appropriate skills and competencies so as to effectively manage the financial operations of the District?
20. How much of our District resources do we use to provide services to students with special needs? Is there any way to reduce these costs?
21. How can financial issues be presented to the community so that they are aware of our efforts and the limitations placed upon the District by law and Regulations?