



Dr. Linda Florence, Superintendent

FISCAL RESPONSIBILITY Goals & Action Plan 2016-2017

Target Area: FISCAL RESPONSIBILITY

Sound Financial Plan Goal:

- Maintain a transparent, sound, and responsible financial plan that focuses resources to the classroom and advances student achievement, supports family/community involvement, and promotes school safety

| FISCAL RESPONSIBILITY: SOUND FINANCIAL PLAN | | | | |
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| Action (Steps to Accomplish Goal) | Evidence of Implementation | Evidence of Impact (Outcomes) | Resources/ Budget Impact | Person Responsible |
| Continually Review Internal Controls and Implement Changes where Needed | Updated listing of internal control steps for all aspects of finance and building processes and training schedule. On-site Staff Training | Uniform practices implemented amongst DO and buildings evidenced by a comprehensive process manual and training schedule. Internal Audit Reports | Time | Building Administrators Director of Finance & Team CFO/COO Superintendent |
| Continue Review of Existing Contracts for Terms, Effective Dates and Compliance with Adopted Budget and to Procurement Law | Complete Bid / Procurement files together with all documentation for all purchases meeting threshold requirements. | District-wide active capital project list for management communication and budget monitoring Clean Audit Report on Procurement | Time Legal Fees for Contract Review | Director of Operations Director of Finance CFO/COO Superintendent |
| Work with Resource Committees and Workgroups to further develop District standards | Meeting Minutes from: <ul style="list-style-type: none"> • Technology Committee • Facilities Committee • Projects Team • Safety Committee | Updated and Approved Technology Plan Updated IT Network Design Standards & Specifications Updated Facilities Use Policy & Preventative Maintenance Plan Updated and Approved Equipment List for District-wide Use | Time Meeting Supplies Facility Inspection Services | Safety Officer Nutrition Coordinator Transportation Coordinator Technology Coordinator Facilities Administrator Director of Operations CFO/COO Superintendent |



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| Action (Steps to Accomplish Goal) | Evidence of Implementation | Evidence of Impact (Outcomes) | Resources/ Budget Impact | Person Responsible |
| Implement Formalized District Procurement Process in Compliance with Oregon Procurement Law and Ethics Guidelines Complete approval process for CM/GC procurement alternatives for bond construction projects as an option | Detailed purchasing policy followed uniformly by authorized staff with Centralized procurement activities. Staff meeting training notes and attendance sign in sheets. Board Meeting minutes from Local Contract Review Board actions | Purchasing Policy Bid File Checklists Standardized Bid & Quote Forms Findings of Fact and decisions on CM/GC method of construction procurement where appropriate | Time Staff Professional Development Training on Procurement Law Training Materials Bond Budget | Director of Finance & Team Director of Operations CFO/COO Superintendent |
| Implement P Card Program | P Card Program Established Guidelines Training Certifications for Staff | P Cards Issued Reduction in Personal and ASB Reimbursement Transactions | Time | Finance Team Director of Finance CFO/COO Superintendent |
| Implement Time Clock Plus Electronic Time Card System | Electronic Time Card Program Established Guidelines Training Session Sign In Sheets | Time Clock Plus System in Use Reduction in Payroll Staff & Supervisor Time – No Longer Hand Writing and Signing and Coding Each Employee Time Card | Time Training Materials | Finance Team Director of Finance CFO/COO Superintendent |
| Produce Award Winning Budget | Refined Budget Process and Public Communication within the Document Application to GFOA for Distinguished Budget Award | GFOA Distinguished Budget Award | Time Budget Meeting Supplies | Finance Team Director of Finance CFO/COO Superintendent |
| Produce Award Winning Financial Report (CAFR) | Refined Audit and Reporting Process and Public Communication within the Document Application to GFOA for Certificate of Achievement for Excellence in Financial | Certificate of Achievement for Excellence in Financial Reporting | Time Document Prep Supplies | Finance Team Director of Finance CFO/COO Superintendent |



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| Action (Steps to Accomplish Goal) | Evidence of Implementation | Evidence of Impact (Outcomes) | Resources/ Budget Impact | Person Responsible |
| | Reporting | | | |
| Updated Review of District Debt Status | Updated debt listing with amortization dates and borrowing plans for capital improvements including the new bond. | Combined debt service schedule with fixed cost expense forecast. | Time | Director of Finance CFO/COO Superintendent |



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Safe School Environment Goal:

- Provide a safe school environment and a supportive climate for learning and working that maximizes student achievement

| FISCAL RESPONSIBILITY: SAFE SCHOOL ENVIRONMENT | | | | |
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| Action (Steps to Accomplish Goal) | Evidence of Implementation | Evidence of Impact (Outcomes) | Resources/ Budget Impact | Person Responsible |
| Appoint & Operate District Safety Committee for 2016-17 | Agendas Safety Committee Minutes | Standardized Safety Protocol Handbook Standardized Safety Forms | Time | Safety Committee Safety Officer Director of Operations CFO/COO Superintendent |
| Establish Training Program for Building Safety Committees | Agendas Training Schedule Safety Committee Minutes | Completed Training Certificates from SAIF Insurance Provider for Committee Members | Time SAIF Insurance Training Safety Committee Hours | Safety Committee Director of Operations CFO/COO Superintendent |
| Enhance Facility Maintenance Work Order System and Reporting for Safety Priorities | Operating Manual for Facilities Staff Establishing Protocol for Safety Priorities | Safety Improvements at Every School Site | Time Facilities Maintenance & Safety Budgets | Safety Committee Facilities Administrator Director of Operations CFO/COO Superintendent |
| Adopt & Implement Healthy and Safe Schools Plan | Established Plans Reviewed by Board and Published for the Public and Reported to the Department of Education | Protocols, Testing Schedules, Results Data Communication Plan and Mitigation Plans for <ul style="list-style-type: none"> Lead in Drinking Water Radon Lead Paint Integrated Pest Management | Time Facilities Maintenance Budget | Safety Officer Facilities Administrator IT Coordinator Director of Operations CFO/COO Superintendent |
| Updated Assessment of Security Systems for remaining Secure Vestibule Sites | Procure Remaining Assessment Services for: <ul style="list-style-type: none"> Camera Hardware Camera Software Door Lock Hardware Door Lock Software | Assessment Finding Reports for <ul style="list-style-type: none"> Camera Hardware Camera Software Door Lock Hardware Door Lock Software | Time Secure Vestibule Budget | Safety Officer IT Coordinator Director of Operations CFO/COO Superintendent |



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| FISCAL RESPONSIBILITY: SAFE SCHOOL ENVIRONMENT | | | | |
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| Action (Steps to Accomplish Goal) | Evidence of Implementation | Evidence of Impact (Outcomes) | Resources/ Budget Impact | Person Responsible |
| Improvement Plan for Security Systems for remainder of non-replacement schools | Procure Improvements for: <ul style="list-style-type: none"> • Camera System Upgrades • Door System Upgrades | Completed System Upgrade Projects | Time Secure Vestibule Budget | Safety Officer IT Coordinator Director of Operations CFO/COO Superintendent |



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Long Range Facilities Plan Goal:

- Invest in and preserve school facilities and infrastructure; develop and implement a plan to ensure the long-term safety, accessibility, usability, and value of school facilities and infrastructure within budget limitations and in collaboration with the affected Municipalities

| FISCAL RESPONSIBILITY: LONG RANGE FACILITIES PLAN | | | | |
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| Action (Steps to Accomplish Goal) | Evidence of Implementation | Evidence of Impact (Outcomes) | Resources/ Budget Impact | Person Responsible |
| Update Facility Action Plan based on Adopted Facility Master Plan | Action Plan of Work to be Completed during the life of the plan in 5 year increments | 1-5 Year Capital Needs List Preventative Maintenance Standards | Facilities Budget | Facilities Administrator Director of Operations CFO/COO Superintendent |
| Annual Review of Adopted 2014 Facilities Master Plan for presence of potentially urgent, safety or health issues | Agenda and minutes List of maintenance items for each building Consolidated maintenance/capital projects plan | Budget for annual maintenance to be completed | General Fund Budget Nutrition Services Budget | Building Principals Facilities Administrator Director of Operations CFO/COO Superintendent |
| Continue Regular Communication with Municipal Entities to Review Master Plan and Future Zoning Needs | Agenda and minutes Submitted land use applications | Municipal Approvals Implementation Plan for Land Use Needs for Future Projects | Project Architect Capital Projects Budget Bond Program Budget | Facilities Administrator Director of Operations CFO/COO Superintendent |



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School Bond Construction Program Execution Goal:

- Continue the committee and public input work to inform on project status, gain jurisdictional approvals for use and construction, complete the procurement of construction contractors, commence construction, and continue the overall project plan on track for Fall 2018 completion

| FISCAL RESPONSIBILITY: SCHOOL BOND CONSTRUCTION PROGRAM EXECUTION | | | | |
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| Action (Steps to Accomplish Goal) | Evidence of Implementation | Evidence of Impact (Outcomes) | Resources/ Budget Impact | Person Responsible |
| Update Cash Flow Plan for Investment Accounts | Communication with Investment Firm and Project Management Team | 2016-17 Cash Flow Need Report | Time | Director of Finance CFO/COO Superintendent |
| Continue Citizen Oversight Committee Meetings | Meeting Agendas Meeting Minutes | Quarterly Reports to the Board Board Meeting Minutes | Time Meeting Supplies | Director of Finance Director of Operations CFO/COO Superintendent |
| Monitor Accounting Framework for Financial Tracking of Bond Expenditures | Bond Fund Budget Coding | Monthly Bond Expense Reports by Project and Location | Time | Director of Finance Director of Operations CFO/COO Superintendent |
| Prepare RFP and RFQ Documents for Consultant Work | RFP and Agreement Documents Approved by Legal Advertisement of RFP and RFQ | <ul style="list-style-type: none"> Abatement RFP Demolition RFP Recycling RFP Furniture, Fixtures & Equipment RFP Special Consultant RFP Selection | Time Bond Budget <ul style="list-style-type: none"> Legal fees Advertisement fees | CFO/COO Superintendent |
| Architectural Design Work | Finalized Design & Construction Drawings <ul style="list-style-type: none"> Secure Vestibules Phase II Fairview Troutdale Wilkes Reynolds High School | Design Development & Construction Drawings for Phase II Secure Vestibules, Elementary Schools and High School Expansion | Time Bond Budget <ul style="list-style-type: none"> Architect Fees Specialty Consultant Fees Jurisdiction review and permit fees | Impacted Building Principals Director of Operations CFO/COO Superintendent |



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| FISCAL RESPONSIBILITY: SCHOOL BOND CONSTRUCTION PROGRAM EXECUTION | | | | |
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| Action (Steps to Accomplish Goal) | Evidence of Implementation | Evidence of Impact (Outcomes) | Resources/ Budget Impact | Person Responsible |
| Complete Land Use Applications | Jurisdictional Applications <ul style="list-style-type: none"> Fairview Gresham Portland Troutdale | Conditional Use Permits Site Plan Review Notes Building Permits Supplemental Development Agreements where Required | Time Bond Budget <ul style="list-style-type: none"> Consultant time for applications and required studies Jurisdiction application and review fees | Director of Operations CFO/COO Superintendent |
| Complete Construction of Phase I Secure Vestibule Projects | Construction Documents Building Permits General Contractor Under Contract Pay Applications Processed | Construction Completion December 2016 at Reynolds Middle School, Sweetbriar Elementary School and Salish Ponds Elementary School | Time Bond Budget <ul style="list-style-type: none"> Architect Fees CM Fees Building Permit Fees Contractor Fees Specialty Consultant Fees (Inspection, Materials Testing, Commissioning) | Facilities Administrator IT Coordinator Impacted Building Principals Director of Finance Director of Operations CFO/COO Superintendent |
| Commence Construction of Phase II Secure Vestibule Projects | Construction Documents Building Permits General Contractor Under Contract Pay Applications Processed | Construction Commenced June 2017 at HB Lee and Walt Morey Middle Schools, Edgefield Campus Programs, and Alder, Davis, Glenfair, Hartley, Margaret Scott and Woodland Elementary Schools Completion for Fall 2017 | Time Bond Budget <ul style="list-style-type: none"> Architect Fees CM Fees Building Permit Fees Contractor Fees Specialty Consultant Fees (Inspection, Materials Testing, Commissioning) | Facilities Administrator IT Coordinator Impacted Building Principals Director of Finance Director of Operations CFO/COO Superintendent |
| Commence Construction of Replacement Elementary School Projects and Reynolds High School Additions & Renovation Projects | Construction Documents Building Permits General Contractor Under Contract Pay Applications Processed | Construction Commenced March 2017 at Reynolds High School and Fairview, Troutdale and Wilkes Elementary School Sites | Time Bond Budget <ul style="list-style-type: none"> Architect Fees CM Fees Building Permit Fees Contractor Fees Specialty Consultant Fees (Inspection, Materials Testing, Commissioning) | Facilities Administrator IT Coordinator Impacted Building Principals Director of Finance Director of Operations CFO/COO Superintendent |