



**FINANCE COMMITTEE MEETING**  
**BOARD OF DIRECTORS**  
509 S. DUBUQUE STREET, IOWA CITY, IA 52240  
2ND FLOOR CONFERENCE ROOM  
FRIDAY, SEPTEMBER 9, 2011 @ 11 AM

**AGENDA**

- I. Approval of July 28, 2011 workshop minutes ([ENCLOSURE 1](#))
- II. External Audit Summary ([ENCLOSURE 2](#))
- III. IA Supreme Court Ruling on Property Tax: Implications for Budget ([ENCLOSURE 3](#))
- IV. Committee Charter ([ENCLOSURE 4](#))



# Iowa City Community School District

## Educational Services Center

Stephen F. Murley Superintendent of Schools

509 South Dubuque Street • Iowa City, IA 52240 • (319) 688-1000 • Fax (319) 688-1009 • [www.iccsd.k12.ia.us](http://www.iccsd.k12.ia.us)

### FINANCE COMMITTEE WORKSHOP

IOWA CITY COMMUNITY SCHOOL DISTRICT, COUNTY OF JOHNSON, STATE OF IOWA  
BACK OF THE BOARD ROOM 509 S. DUBUQUE STREET  
9:00 A.M., FRIDAY, JULY 28, 2011

MEMBERS PRESENT: Tuyet Dorau, Gayle Klouda, and Jan Leff

OTHERS PRESENT: Jim Hyatt, Superintendent Stephen Murley, Board Secretary, Paul Bobek

Chair Tuyet Dorau called the meeting to order at 9:08 A.M.

Chair Dorau noted the purpose for the meeting today is to understand the committee's function under Policy Governance and secondly to identify goals for the Finance Committee.

Jim Hyatt identified issues to discuss including efficiency which includes the Board's Legal oversight on the District's financials. How does the Superintendent demonstrate efficiency and how does the Board legislate efficiency. Finally, what is the Board's role in budget cutting?

The Finance Committee Charter was reviewed. Mr. Hyatt noted how to create a committee under Policy Governance by defining a committee in terms of its product and the Committee's purpose is to help the Board as a whole to fulfill the Board's job. Oversight, Education and Efficiency are three objectives of this Committee. The Finance Committee needs to establish expectations. The Board should be monitoring and receiving reports from Management. This role is to craft the report that management should be providing for the Board. Director Leff noted that community often times does not think the Board is performing its duty under the Policy Governance Model. This is the most important activity and would enable the whole Board to perform its function. Mr. Hyatt further noted that the Committee would not be making recommendations to the full Board. Mr. Hyatt further emphasized that each word in the Board's policy should be clearly defined in terms of policy, data and interpretation. In fulfilling the monetary function Mr. Hyatt noted that the committee should be giving the full Board more than one recommendation to force the Board to think about the options. If the Board does not prioritize the Ends, then the Superintendent may prioritize. Mr. Hyatt noted that in professional development to the Board, the Board should not be involved in operational activities. The cost benefit analysis is inherent in the worth element in Ends Policy where efficiency is the question of worth. When asked to compile a list of Districts that execute Policy Governance very well Mr. Hyatt noted that he is not aware of any. Committee then discussed the Superintendent authority at a \$100,000. Mr. Hyatt noted that this is micro management, but it is also allowable under Carver. The Committee discussed the Comprehensive Facility Plan and that the Superintendent's notification to the Board with justification as to how the capital project aligns with the Ends Policy. Mr. Hyatt recommended potential changes to the Charter including it would include a well educated Board in State Law and the District's Financial Operation. The Executive Director of Administrative Services would work with the Committee

to educate the Board. The audit committee function was also discussed and could be preformed through this audit committee. The United Way implemented best practices as a result of solving Sarbanes Oxley including a whistle blower and record retention provisions. It was also discussed that the Audit Committee would meet with the outside auditors without any management present. Defining the scope of the audit and reviewing the preliminary audit report would also serve as potential activities for this committee.

The Committee adjourned at 12:05 P.M.

Minutes prepared by Esme Davis



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## External Audit Summary

The following is a summary of findings from the last 7 years of external financial audits by McGladrey & Pullen. The Finance Committee will be meeting with the Administration to determine the status of each of these corrective action plans and will report back to the full board at a future meeting.

### Reportable Conditions in Internal Control (Significant Deficiencies in Internal Control 2007 – 2009 and in 2010 became Significant Deficiencies and Material Weaknesses)

Year	Finding	Recommendation	Corrective Action Plan
04-II-A 05-II-A 06-II-A 07-II-A 08-II-A 09-II-A 10-II-A	The District has improper segregation of duties over the payroll process.	We recommend that the human resources director reviews an edit report to ensure employee names and amounts are proper. The ability to change the master file should be restricted from those with access to enter payroll information into the system. Changes to the master file should be compared to the Board approved hires by an individual separate from the payroll function.	The District recognizes the importance of good internal controls and adequate segregation of duties. The District also recognizes the potential risks when an inadequate segregation of duties exists due primarily to the limited number of office personnel. The District will review its current responsibilities and reassign duties as considered feasible to mitigate the lack of segregation of duties.
04-II-B 05-II-B 06-II-B 07-II-B 08-II-B 09-II-B 10-II-B	The District has improper segregation of duties over the cash disbursement function.	We recommend the District reassign responsibilities so that no more than two of the following functions are performed by the same individual: posting to the general ledger, check signing access and performing the bank reconciliation. In addition, individuals with access to the bank information should not have access to the password for the check signatures or the signature plates. The bank statement and returned checks should be reviewed for valid vendors and proper endorsement by an individual other than the person responsible for cash disbursements.	The District recognizes the importance of good internal controls and adequate segregation of duties. The District also recognizes the potential risks when an inadequate segregation of duties exists due primarily to the limited number of office personnel. The District will review its current responsibilities and reassign duties as considered feasible to mitigate the lack of segregation of duties.



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## External Audit Summary

<p>04-II-C 05-II-C 06-II-C 07-II-C 08-II-C 09-II-C 10-II-C</p>	<p>The District has improper segregation of duties over the cash receipts and bank transfer functions.</p> <p>Note: “and bank transfer” was added beginning in 2009</p>	<p>We recommend that the receptionist receives all cash receipts and maintains a log daily. The receipts should be stamped at the time of receipt with a restrictive endorsement. As currently the process, an individual other than the one with access to post to the general ledger and performing the bank reconciliation responsibilities should make the weekly deposit. The log prepared at the time of the receipt and the deposit slip should be compared by the individual responsible for the bank reconciliation.</p>	<p>The District recognizes the importance of good internal controls and adequate segregation of duties. The District also recognizes the potential risks when an inadequate segregation of duties exists due primarily to the limited number of office personnel. The District will review its current responsibilities and reassign duties as considered feasible to mitigate the lack of segregation of duties.</p>
<p>04-II-D 05-II-D 06-II-D 07-II-D 08-II-D 09-II-D 10-II-D</p>	<p>The District does not have a formal policy for approving new vendors.</p>	<p>We recommend the District adopt a written policy for approving new vendors and limit access to create vendors to an individual separate from the cash disbursement function.</p>	<p>The District will review its policy for the approval of new vendors and review the process for the creation of new vendors within the current system. However, the District recognizes that many of the new vendors are the result of reimbursement to new employees, contractors related to capital projects previously approved by the Board of Directors and other contractual relationships.</p>
<p>04-II-E 05-II-E 06-II-E 07-II-E 08-II-E 09-II-E 10-II-E</p>	<p>The District has improper segregation of duties over student activity funds.</p>	<p>We recommend the District centralize the preparation of the bank reconciliation and remove check signing authority from the financial secretaries and limit check signing authority to the building principal.</p>	<p>The District recognizes the importance of good internal controls and adequate segregation of duties. The District also recognizes the potential risks when an inadequate segregation of duties exists due primarily to the limited number of office personnel. The District has requested new signature cards from the banks on all known District accounts and will limit the signing to board officials and building principals. The District will review the policies related to the bank reconciliation process for these accounts.</p>



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## External Audit Summary

### Reportable Conditions in Administering Federal Awards (Significant Deficiencies in Administering Federal Awards 2007-2010)

Year	Finding	Recommendation	Corrective Action Plan
04-III-A 05-III-A 06-III-A 08-III-A 09-III-D 10-III-A	<p>The District does not have a system in place to support the allocation of split funded employees.</p> <p>The District does not have documentation to support the allocation of split funded employee payroll cost as required by OMB A-87</p>	<p>We recommend that the District implement a system to track employees' time by activity. Based on OMB Circular A-S7, the employees should submit a signed time study by activity on a monthly basis. If a budget or estimate is determined before the services are performed, comparisons of actual costs to budgeted distributions based on monthly time studies should be done on at least a quarterly basis to substantiate the percentages charged to the grants.</p>	<p>The District will implement the use of time studies for all employees whose payroll costs are partially funded by federal programs. The first time studies will be available in December 2004 and will be reviewed and compared to the budgeted allocations to determine whether any adjustments to the payroll costs are necessary.</p>
04-III-B 05-III-B 06-III-B 07-III-A 09-III-C 10-III-B	<p>The District does not have a system in place to ensure employees fully funded by federal programs sign a semiannual certification.</p> <p>The District did not obtain semi-annual certifications for employees fully funded by a federal program as required by OMB A-87</p>	<p>We recommend that the District implement a system to obtain semi-annual certifications for personnel funded 100% by a federal award.</p>	<p>The District will obtain certifications on a semi-annual basis for personnel funded 100% by federal awards.</p>



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## External Audit Summary

05-III-C 06-III-C	The District does not have an adequate system in place for monitoring the subrecipient's activities to provide reasonable assurance that the subrecipient is administering Federal awards in compliance with Federal requirements.	We recommend the District gain an understanding of the subrecipient's controls in place for meeting all requirements of the grant agreement. In addition, we recommend supporting detailed documentation of payroll expenditures should be requested by the District before reimbursement to the subrecipient. The District should review the documentation to support that the subrecipient is meeting the eligibility and reporting requirements. The District should consider obtaining a copy of any on-site visit reports or any audit reports performed in accordance with OMB Circular A-133 from the subrecipient and ensure that any findings are being corrected by the subrecipient. The District should also consider performing site visits to the subrecipients to review financial and programmatic records and observe operations.	The District recognizes the importance of monitoring the subrecipient's activities. The District will make reasonable attempts to obtain the supporting documentation, copies of audit reports and make site visits to review the subrecipient's operations.
05-III-D	The District did not provide federal award information and compliance requirements to subrecipients.	We recommend the district formally communicate to the subrecipient that the funding is federal, as well as indicating the Federal awarding agency and the appropriate CFDA number	The District will make their communication to the subrecipients of federal funding in formal written documents which includes the Federal awarding agency and the appropriate CFDA number.
05-III-E	The District did not maintain school eligibility documentation.	We recommend the District retain documentation from the Grant Wood AEA database of students eligible for the free and reduced lunch program.	The District's documentation for free and reduced lunch students used for the selection of schools was misplaced in error. The appropriate documentation exists for previous and succeeding years to support the District's policies and procedures.
07-III-B	The District's system for capturing federal expenditures for the 2006 schedule of federal awards and data collection form was inadequate.	We recommend the District implement controls to prepare and report a complete and accurate schedule of expenditures of federal awards.	The District identified and communicated the federal award in question to McGladrey & Pullen during planning meetings on May 23, 2005 and May 31, 2006. The federal award was also included in revenue reports provided during audit fieldwork. The District will submit a corrected data collection form as required.



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## External Audit Summary

### Instances of Noncompliance

Year	Finding	Recommendation	Corrective Action Plan
04-III-C 07-III-C	The District did not provide Title II funds to eligible nonpublic schools. In addition, unspent funds were not transferred to the Area Education Agency	We recommend the District contact the Area Education Agency when the District is unable to coordinate the spending of the funds with the non public school.	The District will continue to review and monitor the expenditures for federal programs where equitable services and benefits are due to eligible private school children. The District will coordinate with the Area Education Agency for the spending of these funds.
09-III-B	The District did not ensure vendors used to purchase food were not suspended or debarred.	We recommend the District implement procedures to ensure vendors are not suspended or debarred from receiving federal funds prior to purchasing goods or services.	The District will coordinate with the Director of Food Service to establish a review and monitoring process for purchasing of goods and services for the Nutrition Fund. The District has completed a review of the vendors providing goods and services to date during the year ended June 30,2010 and found no vendors that have been suspended or debarred.
09-III-E	The District did not comply with the procurement, suspension and debarment requirements of the grant.	We recommend the District implement procedures to ensure vendors are not suspended or debarred from receiving federal funds prior to purchasing goods or services.	This award was a federal earmark award for which a sole source vendor (Houghton Mifflin Company) was provided. A subsequent review of the vendor does not indicate any noncompliance with suspension or debarment.



## External Audit Summary

### Other Findings Related to Required Statutory Reporting

Year	Finding	Recommendation	Corrective Action Plan
04-IV-A 06-IV-H	The District exceeded the maximum deposit amounts stated in the Board resolution.	The maximum deposit amounts should be reviewed and increased appropriately.	The District will review its maximum deposit amounts on a more periodic basis and adjust as necessary.
04-IV-B	Disbursements exceeded the amended certified budget amounts in the support service and noninstructional programs.	The certified budget should be amended in accordance with Chapter 24.9 of the Code of Iowa.	The District monitors their budget on a regular basis and makes the necessary amendments in May in accordance with Chapter 24.9 of the Code of Iowa. Those amounts that exceeded the budget amounts for the year ended June 30, 2004 were due to the accrual of certain expenditures subsequent to the budget amendment deadline.
04-IV-G	The salaries and benefits payable were not properly documented in the Board minutes.	All expenditures should be approved by the Board with sufficient documentation maintained to evidence proper approval.	The salary and benefits disbursement was omitted from approval by the Board of Directors in error. The District will have these disbursements approved at a November meeting.
04-IV-G	The District does not receive Certification of Publication related to notice of Board meetings and does not keep detail minutes of closed sessions.	The District should obtain appropriate documentation.	The District will review the required publication and implement procedures to comply with requirement.
04-IV-H	The District does not keep adequate documentation supporting the number of open enrollment and total residential students.	The District should update and maintain proper documentation on file supporting the number of students reported in the certified enrollment.	The District will review its current documentation related to enrollment information and make the necessary adjustments to update and maintain the proper documentation for the number of students reported in the certified enrollment.



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## External Audit Summary

04-IV-J	The District made adjustments to the trial balances subsequent to submission of the CAR.	We recommend the District contact the Iowa Department of Education for disposition of these adjustments.	The District has contacted the Iowa Department of Education concerning adjustments to the CAR. The Department of Education has indicated that amendments will not be allowed and these adjustments must be shown as changes to the beginning fund balance on the CAR for the year ending June 30, 2005.
06-IV-A 07-IV-A	Expenditures for the year exceeded the amended certified budget amounts in the support services function. (similar to 04-IV-B)	The certified budget should have been amended in accordance with Chapter 24.9 of the Code of Iowa before expenditures were allowed to exceed the budget.	Future budgets will be amended in sufficient amounts to ensure the certified budget is not exceeded.
06-IV-J 07-IV-J	The Capital Projects Fund had a deficit fund balance as of June 30, 2006.	The District should continue to investigate alternatives to eliminate this deficit in order to return this account to a sound financial condition.	The District has incurred a deficit in connection with completions of the capital projects identified in the February 2003 Referendum. The District plans to eliminate this deficit by requesting modified allowable growth from the School Budget Review Committee (SBRC) and then make a transfer from the General Fund to the Capital Projects Fund.
07-IV-F	The documentation of approval of Athletic and Nutrition expenditures are not published in the board minutes.	Iowa Code section 279.35 requires publication of the schedule of the bills allowed, which shall include a list of claims allowed. We recommend the District publish the approval of Nutrition and Athletic expenditures in the board minutes.	The District's Board receives a packet of all expenditures. However; approval for athletic and nutrition weren't reported in the minutes. The District has implemented a procedure to include the approval of these expenditures in the board minutes in September 2007.
07-IV-H	The District exceeded the maximum deposit amounts stated in the Board resolution.	The maximum deposit amounts should be reviewed and increased appropriately.	The District approves maximum deposit amounts at levels appropriate for prudent business practice. On both dates cited above, the amounts noted above exceeded the maximum deposit amount when using the highest balance during anyone day during the month; however, the maximum amounts were not exceeded on one specific day. The timing of certain receipts (after weekend or holiday dates) and the transfer of invested funds for payroll expenditures resulted in the large balances. The District executed the proper transactions in accordance with its investment policy when the property tax receipts were available. In addition, the deposits were in interest bearing accounts during the time periods mentioned.



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## External Audit Summary

07-IV-K	The actual amount of transfer from the General Fund to the Student Activity Fund was higher than the amount budgeted. The change in dollar amount was not subsequently approved.	We recommend any transfers exceeded the original amount budgeted be subsequently reviewed and approved by the Board.	The transfer amount was estimated during the budgetary process in April 2006; however, the final expenditures were determined in June 2007. The District will continue to review and monitor the budgetary amounts and the transfer process.
08-IV-B	It was noted one disbursement for employee reimbursement was made to a District employee in which the expenditure did not meet the requirements for being for public purpose as defined in the Attorney General's opinion dated April 25, 1979.	We recommend the District strengthen the controls over employee reimbursements and require documentation of public purpose from the employee in order to ensure the reimbursement has met the requirements of public purpose.	The District will reduce to writing a formal employee reimbursement policy which will address the public purpose nature requirement of every expenditure. This policy will prohibit any reimbursement for alcohol and will provide maximum limits on tip reimbursements. The District does prohibit alcoholic reimbursements, but this policy has not been reduced to writing.
10-IV-G	The District's supporting documentation did not agree to Project Easier and Certified Enrollment (PEACE) submitted to the Iowa Department of Education.	The District should ensure that their system reconciles to the PEACE system number of students reported as certified enrollment. The Iowa Department of Management and Iowa Department of Education should be notified of the variances.	The District will contact the Iowa Department of Education and Iowa Department of Management notifying them of the above changes. The District will continue to monitor supporting information and reconciliation of data submitted to the Iowa Department of Education.

## Andy Johnson

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**Subject:** FW: wed. meeting in North Liberty

**From:** Bill Greazel  
**Sent:** Monday, August 22, 2011 1:39 PM  
**To:** Andy Johnson  
**Subject:** wed. meeting in North Liberty

I will try to make it to the meeting. Here is a calculation of co-op conversion potential impact. Almost all is in Coralville.

Total Value of all commercial apartments in Johnson County (excluding the City of Iowa City) \$81,120,439

Residential Rollback .485299

Potential taxable value of above properties via Cooperative Housing - 499A Iowa Code \$39,367,668

Valuation loss from cooperative changes \$41,752,771

County General Fund 0.0035

Tax dollar 'loss' \$146,134.70

William T. Greazel  
Johnson County Assessor  
913 South Dubuque St.  
Iowa City, IA 52240  
319 530 6831 (mobil)  
319 356 6078 (office)  
<http://www.johnson-county.com/dept/jc-assessor.asp?id=2680>

## IOWA CITY COOPERATIVE APARTMENTS

### Tax Loss If All Apartments Converted to Coops And Were Classified Residential

TAXING BODY	TOTAL TAXABLE VALUE OF APARTMENTS AS COMMERCIAL	RESIDENTIAL ROLLBACK PERCENTAGE	TOTAL TAXABLE VALUE OF APARTMENTS AS RESIDENTIAL CO-OPS	TAXABLE VALUE DIFFERENCE	TAX LEVY (\$ PER THOUSAND)	ESTIMATED TAX LOSS
IOWA CITY	\$360,258,230	48.5299%	\$174,832,959	\$185,425,271	0.01784150	\$3,308,265
IOWA CITY SCHOOLS	\$360,258,230	48.5299%	\$174,832,959	\$185,425,271	0.01459055	\$2,705,457
JOHNSON COUNTY	\$360,258,230	48.5299%	\$174,832,959	\$185,425,271	0.00698984	\$1,296,093
KIRKWOOD	\$360,258,230	48.5299%	\$174,832,959	\$185,425,271	0.00099870	\$185,184
IOWA CITY ASSESSOR	\$360,258,230	48.5299%	\$174,832,959	\$185,425,271	0.00024632	\$45,674
AG EXTENSION COUNCIL	\$360,258,230	48.5299%	\$174,832,959	\$185,425,271	0.00008358	\$15,498
STATE OF IOWA	\$360,258,230	48.5299%	\$174,832,959	\$185,425,271	0.00000320	\$593
TOTAL					0.04075369	\$7,556,764



*Coralville*

*60 M*

*North Liberty*

*10 M*

<b>Taxing Body</b>	<b>Total Taxable value of apt as commercial</b>	<b>residential rollback %</b>	<b>total taxable value of apt as co-op</b>	<b>taxable value difference</b>	<b>tax levy (\$ per thousand)</b>	<b>etimated tax loss</b>
Iowa City	\$ 360,258,230.00	48.5299%	\$ 174,832,958.76	\$ 185,425,271.24	0.01459055	\$ 2,705,456.69
Coralville	\$ 60,000,000.00	48.5299%	\$ 29,117,940.00	\$ 30,882,060.00	0.01459055	\$ 450,586.24
North Liberty	\$ 10,000,000.00	48.5299%	\$ 4,852,990.00	\$ 5,147,010.00	0.01459055	\$ 75,097.71
Johnson County	\$ 81,120,439.00	48.5299%	\$ 39,367,667.93	\$ 41,752,771.07	0.01459055	\$ 609,195.89
<b>Total Loss</b>						<b>\$ 3,840,336.53</b>

## Charter for ICCSD Audit and Finance Committee

### PURPOSE:

The purpose of the ICCSD Finance Committee is to provide the Board with pertinent information and recommendations regarding the Board's monitoring of district financial and budgetary issues, and the Board's fiduciary role in the scope and conduct of audits of district finances.

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**Deleted:** oversight of budgetary issues

### ACCOUNTABILITY:

JVH Note: I have set forth below the standard Policy Governance policy set describing Board Committee Principles. This section forms part of the Board's Governance Process section of its Policy Manual and usually precedes the section describing the Board's actual committees, such as Audit. The ICCSD Board may wish to consider for adoption and inclusion in its manual these committee principles as they cover the point raised in the first sentence of this Accountability paragraph and several other points as well. The remaining language in the above paragraph actually describes *limits* on the Finance Committee's authority and would be better dealt with below.

**Deleted:** The committee will be accountable to the Board of Directors.

**Deleted:** Although the committee will be expected to perform the duties as outlined in the responsibilities, all Board financial decisions must be reviewed in regularly scheduled Board meetings and approved by the Board. The committee will not act to help or advise the staff or to conflict with authority delegated to the Superintendent by the Board.

### COMMITTEE JOB PRODUCTS:

#### 1. Audit

- a) Recommendations to the full Board on the choice of independent auditor.
- b) In concert with the district auditor, specification of the scope of any audit to be conducted. With respect to the annual audit, such specification of scope to be determined by no later than [Insert date] each year.
- c) Report and recommendations to the full Board based upon the committee's review of the results of the audit with the independent auditor. With respect to the annual audit, such report to be provided to the full Board by no later than [Insert date] each year.

#### 2. Monitoring of Budget/Financial Planning and Actual Financial Condition

- a) Policy considerations, implications and drafts regarding the Board's financial and budgetary policies.
- b) Assistance to the full Board regarding the Board's monitoring function, e.g., understanding financial concepts and applications, reasonability considerations, etc.

#### 3. Board and Community Education

- a) Ensuring that the full Board has whatever additional education, awareness, training and information it requires to adequately fulfill its financial oversight function.
- b) Recommendations to the full Board regarding the knowledge and awareness of its ownership and the general public regarding district financial conditions and financial decisions.

### AUTHORITY AND LIMITS:

1. To incur no more than \$[Insert amount] direct charges and use no more than \_\_\_ hours of staff time per annum.

2. The Committee has no authority to make financial decisions on its own. All financial and audit decisions required to be made by the Board must be reviewed in regularly scheduled Board meetings and approved by the Board. The Committee will not act to help or advise the staff or to conflict with authority delegated to the Superintendent by the Board.

[VH Note: I believe I have covered each point in the Responsibilities section below and rewritten them as job products vs. means and processes. This enables the full Board to hold the committee more fully accountable for producing results rather than engaging in activity. I recommend deleting the Responsibilities section.

**PROCESS:**

**Membership:**

[Note: If this is really a standing committee, there is no need to renew it annually.] The committee will consist of two to three Board members. The Superintendent will appoint from the administrative staff an ex officio member of the committee.

**Meetings:**

The committee will establish its meeting schedule. [Note: Suggest deleting. Let the job products above dictate what it is to produce rather than stipulate how it produces them.]

**Duration:**

The committee will be a standing Board committee.

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: BOARD COMMITTEE PR**

Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to CEO.

Accordingly:

1. Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have direct dealings with current staff operations.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and

**Deleted: RESPONSIBILITIES**

- ¶  
1. ¶  
To lead the process for continuously reviewing the district's financial condition and processes. ¶
- ¶  
2. ¶  
To assist the Board in becoming adequately trained and informed regarding district financial issues. ¶
- ¶  
3. ¶  
To assist the Board in its role of providing financial oversight. ¶
- ¶  
4. ¶  
To assist the Board in providing information to the public regarding the district's financial condition and financial decisions. ¶

**Deleted:** The committee will be renewed in the fall of each year

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authority will be carefully stated in order not to conflict with authority delegated to the CEO.

3. Board committees cannot exercise authority over staff. Because the CEO works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.

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4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.

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5. Committees will be used sparingly and ordinarily in an *ad hoc* capacity.

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6. This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the CEO.

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