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Goal 2: APS will maintain a transparent, sound and responsible financial plan that advances student achievement, supports family and community engagement and provides a safe and supportive climate for learning and working

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Goal Champion: Don Moya

Action Plan 1.0 – Develop a centralized, balanced budget while supporting the district’s goal areas (Student Achievement, Parent Community Involvement and School Environment)

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
1.1 [G 1-AP 1.0:AS 1.1, 1.9,1.11, 1.12, 1.15; G1-AP 2.0: AS 2.1, 2.2,2.3, 2.4, 2.11, 2.14; G1-AP 3.0:AS 3.2, 3.3, 3.4, 3.6, 3.7] [G3-AP1.0:AS 1.1, 1.3, 1.5, 1.6, 1.7; AP2: AS 2.2, 2.3, 2.4, 2.6, ; AP 3.0: AS3.1, 3.4; AP:4.0: AS 4.2; AP 5.0: AS 5.2; AP 6.0: AS 6.1, 6.2, 6.3; AP 10.0: AP 10.4, 10.5, 10.6; AP 11.0: AS 11.1, 11.2, 11.3, 11.4] [G4-AP 2.0:AS 2.9, 2.10; AP 3.0 AS 3.9, 3.9] Prepare five-year “Strategic Look Ahead”	Ruben Hendrickson	Model from Council of the Great City Schools (CGCS)	November 1, 2012	-Plan completed and presented to superintendent and board -Done
1.2 Update six-year expenditures and revenues trending	Ruben Hendrickson	FY12 actuals and FY13 budget information	August 15, 2012	-“Strategic Look Ahead” slides updated and completed -Done
1.3 [G 1-AP 1.0:AS 1.1, 1.9,1.11, 1.12, 1.15; G1-AP 2.0: AS 2.1, 2.2,2.3, 2.4, 2.11, 2.14; G1-AP 3:AS 3.2, 3.3, 3.4, 3.6, 3.7] [G3-AP1.0:AS 1.1, 1.3, 1.5, 1.6, 1.7; AP2:	Ruben Hendrickson	Sustainability Study: Programmatic Issues Common Core Enrollment Charter Schools	Summer/Fall 2013	-Environmental scan completed and reviewed with chief financial officer and superintendent -In progress for FY15 Planning.

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<p>AS 2.2, 2.3, 2.4, 2.6, ; AP 3: AS3.1, 3.4; AP:4.0: AS 4.2; AP 5.0: AS 5.2; AP 6.0: AS 6.1, 6.2, 6.3; AP 10.0: AP 10.4, 10.5, 10.6; AP 11.0: AS 11.1, 11.2, 11.3, 11.4] [G4-AP 2.0:AS 2.9, 2.10; AP 3.0 AS 3.9, 3.9]</p> <p>Create an environmental scan document, identifying financial risks and opportunities for the district</p>		<p>Legislative Actions Economic Trends Facility Capacity Fixed Cost Trends</p>		
<p>1.4 [G 1-AP 1.0:AS 1.1, 1.9,1.11, 1.12, 1.15; G1-AP 2.0: AS 2.1, 2.2,2.3, 2.4, 2.11, 2.14; G1-AP 3:AS 3.2, 3.3, 3.4, 3.6, 3.7] [G3-AP1.0:AS 1.1, 1.3, 1.5, 1.6, 1.7; AP2: AS 2.2, 2.3, 2.4, 2.6, ; AP 3: AS3.1, 3.4; AP:4.0: AS 4.2; AP 5.0: AS 5.2; AP 6.0: AS 6.1, 6.2, 6.3; AP 10.0: AP 10.4, 10.5, 10.6; AP 11.0: AS 11.1, 11.2, 11.3, 11.4] [G4-AP 2.0:AS 2.9, 2.10; AP 3.0 AS 3.9, 3.9]</p> <p>Model different five-year scenarios and then identify budget impacts</p>	Ruben Hendrickson	Sustainability Study	Summer/Fall 2013	-Modeling exercise results shared with chief financial officer and superintendent -In Progress
<p>1.5 [G 1-AP 1.0:AS 1.1, 1.9,1.11, 1.12, 1.15; G1-AP 2.0: AS 2.1, 2.2,2.3, 2.4, 2.11, 2.14; G1-AP 3:AS 3.2, 3.3, 3.4, 3.6, 3.7] [G3-AP1.0:AS 1.1, 1.3, 1.5, 1.6, 1.7; AP2: AS 2.2, 2.3, 2.4, 2.6, ; AP 3: AS3.1, 3.4; AP:4.0: AS 4.2; AP 5.0: AS 5.2; AP 6.0: AS 6.1, 6.2, 6.3; AP 10.0: AP 10.4, 10.5,</p>	Ruben Hendrickson		December 1, 2012	-Budget recommendations completed and presented to superintendent and board -Done

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<p>10.6; AP 11.0: AS 11.1, 11.2, 11.3, 11.4] [G4-AP 2.0:AS 2.9, 2.10; AP 3.0 AS 3.9, 3.9] Prepare FY14 Budget Look Ahead</p>				
<p>1.6 [G 1-AP 1.0: AS 1.1, 1.9,1.11, 1.12, 1.15; G1-AP2.0: AS 2.1, 2.2,2.3, 2.4, 2.11, 2.14; G1-AP 3.0:AS 3.2, 3.3, 3.4, 3.6, 3.7] [G3-AP1.0:AS 1.1, 1.3, 1.5, 1.6, 1.7; AP2: AS 2.2, 2.3, 2.4, 2.6, ; AP 3: AS3.1, 3.4; AP:4.0: AS 4.2; AP 5.0: AS 5.2; AP 6.0: AS 6.1, 6.2, 6.3; AP 10.0: AP 10.4, 10.5, 10.6; AP 11.0: AS 11.1, 11.2, 11.3, 11.4] [G4-AP 2.0:AS 2.9, 2.10; AP 3.0 AS 3.9, 3.9] Gather input from superintendent and the board from the five-year strategic look ahead Incorporate any strategic decisions into the FY15 budget assumptions</p>	Ruben Hendrickson	Feedback from superintendent and the board	Fall 2013	-Input received and incorporated into the budget assumptions - In Progress
<p>1.7 Develop a preliminary FY14 strategic budget based on revenue assumptions published by the state Continue to refine this estimate as the state budget evolves during the</p>	Ruben Hendrickson	Revenue assumptions and legislative proposal assumptions from the Legislative Finance Committee (LFC) and the Public Education Department (PED)	January 15, 2013	-Initial FY14 budget assumptions and impacts are shared with leadership and the board and published - Done

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Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
legislative session				
1.8 Form budget task force and budget liaison teams	Ruben Hendrickson , Don Moya	Training materials and rooms to conduct training and meetings List of volunteer employees and/or community participants PEAPS and Albuquerque Interfaith	February 15, 2013	-Teams formed and meetings under way -Done
1.9 Present a proposal of targeted budget increases and decreases to the leadership team and the board for approval	Ruben Hendrickson, Don Moya	Inputs from leadership and the board	March 15, 2013	-Targeted program cuts and/or increases identified and incorporated into budget call communications -Done
1.10 Issue budget call to principals and department managers. Ensure Lawson Budgeting and Planning Module (LBP) is loaded with all budget information	Ruben Hendrickson	LBP is up and running and is loaded with all assumptions and targeted spending levels	March 22, 2013	-Budget call is initiated. All principals and department managers have budget templates and training in hand -Done
1.11 Review with the board and publish FY14 budget	Ruben Hendrickson, Don Moya	All inputs received from principals and managers Budget is finalized and presentation is prepared	May 1, 2013	-Present FY14 budget to the Finance Committee and then the board -Done

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Action Plan 2.0 – Provide a timely annual independent audit with minimal findings

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
2.1 Let RFP	Tami Coleman	Procurement assistance	March 1, 2012	-RFP on street - Done
2.2 Award recommendation to Office of the State Auditor	Don Moya	Audit committee cooperation and collaboration	May 1, 2012	-Submitted - Done
2.3 Contract in place with independent firm	Tami Coleman	Procurement assistance	June 1, 2012 (follows approval by State Auditor’s Office (SAO))	- Done - Process will begin when new RFP is required, on or before March 1, 2015
2.4 Entrance conference- schedule monthly meetings and exit conference	Tami Coleman, Don Moya	Audit committee cooperation and collaboration	July 1, 2013	-Meeting held - Entrance conference scheduled for June 18, 2013
2.5 Follow up on Plan Year audit finding corrective action plans	Tami Coleman	Cooperation of other departments and charters. Audit Action Plan to be submitted as necessary.	Update at entrance conference audit committee meetings	-Findings are not repeated - Ongoing
2.6 Exit Conference	Tami Coleman, Don Moya	Audit committee cooperation and collaboration	October 25, 2013	-Meeting held
2.7 Audit submitted on time	Tami Coleman, Don Moya	Auditor collaboration	November 15, 2013	-Deadline met

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Action Plan 3.0 – Establish and maintain a treasury management program that prudently and strategically leverages district fund balances in accordance with Board Policy D.02 Investments

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
3.1 Adherence to Investment Policy Liquidity Baseline	Don Moya	Collaboration with RBC Capital Markets	Ongoing	-“Quarterly Report” to board
3.2 Performance of the district’s investment portfolio	Don Moya	ROI weighted average – need to establish a benchmark – RBC Capital Markets	October 2012	-A liquidity baseline for the Insurance Reserve Fund was established
3.3 Review of Insurance Reserve fund balances to determine if sufficient funds are available to offset annual incremental increases	Don Moya	General Ledger staff Employee Benefits staff Willis RBC Capital Markets	Activity Suspended	-Legislation was sponsored by Senator Keller during the 2013 Legislative Session that would allow school districts to avail themselves to government backed agencies as well as treasuries; legislation was vetoed by Governor Martinez; currently all of APS’ fund balances are in savings accounts earning .8 percent
3.4 Review the amount of reserves spent for unbudgeted items	Don Moya and Ruben Hendrickson	Budget staff – review expenditure data	Ongoing – Annually	-Annual Operating Budget - Done

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Action Plan 4.0 – Establish and maintain a system for position management

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
4.1 Develop proof of concept position management reports	Ruben Hendrickson, Director of Business Systems	Continued assistance from Kristin Albrecht (Lawson) Possibly a cost of \$10K for additional report writing resources from Lawson	February 2013	-Position management reports that are accurate -Preliminary reports done -Rollout to be scheduled
4.2 Develop a user interface solution in 9.X environment	Paul Romero	IT/Business Systems support to develop desktop delivery	July 2013	-Smart Office will provide the interface solution for Position Management
4.3 Roll out “smart office” solution to principals/HR/staffing/Budget Office/administrative managers	Ruben Hendrickson, Director of Business Systems	“Change Management” team will provide technical support and training	July 2013	-Successful deployment of Position Management on all desktops -HR/Finance/Admin. Managers trained July 2013 -School Site Staff trained September 2013
4.4 Develop a sustaining process for implementing Position Management at APS, i.e., monthly review cycles, actions to ensure compliance to budgeted FTE levels, process for making corrections or cleaning up positions that are inaccurately coded	Partnership: Andi Trybus, Ruben Hendrickson Don Moya, Director of Business Systems	HR/Budget Office/staffing need to meet to establish a new, sustaining process Meetings to start in September to develop this new sustaining process	October 2013 Ongoing	-Meetings will be held in early Fall 2013 and a process is developed by October 2013 - Not done/still need to deploy
4.5 Implement a sustaining process for Position Management	Ruben Hendrickson, Andi Trybus, Teresa Scott	Target population trained on how to access reports, interpret information, and take appropriate actions to ensure compliance with budgeted FTE levels	February 2013	-Implementation of the new, sustaining process - Not done -New target completion date of February, 2013

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Action Plan 5.0 – Continue to leverage and maintain a stable financial information management system

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
5.1 Complete Lawson upgrade to version 9.0.1	Director of Business Systems	Annual software licenses, budget for annual cloud hosting fees	July 2, 2012	-Lawson version 9.0.1 is usable without problems by employees who are required to use it in the commission of their work responsibilities
5.2 Continuous quality improvements to Lawson Financial System	Director of Business Systems, Matt Gurule, financial directors, financial staff	Budget to license modules (if not already owned), budget to contract with system integrator to configure, implement, and test modules	5.2 Ongoing	5.2 Ongoing activity
5.3 Implement Grant Management Module			5.3 July 2013	5.3 All grants managed through Grant Management Module
5.4 Implement Smart Office			5.4 July 2013	5.4 Staff trained and using Smart Office
5.5 Turn on Navigation Panes			5.5 July 2012	5.5 Navigation Panes on - Done
5.6 Continuous quality improvements to financial system- "Timesheet Automation"	Director of Business Systems, Business System staff, Lawson staff	APS already owns Time Automation functions within the employee self-serve module. Budget for contract with system integrator to ensure APS configures, implements, and tests the Timesheet Automation functions and trains staff in its use	TBD	-Automated timesheets will be available for all APS staff use. -Update: Elimination of employee self-serve module will require a different approach
5.7 Begin planning for upgrade to Lawson v10	Director of Business Systems, Don Moya, finance directors,	Staff time and Lawson staff support to begin planning for upgrading to Lawson v10 (Lawson v9.x.x.) is no longer	July 2, 2014	-Initial upgrade planning document is completed -Budget for upgrade identified

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	Business System staff	supported after November 2011		
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Action Plan 6.0 – Maintain an aligned and reconciled Capital Master Plan

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
6.1 Outline clear process flow diagrams of financial plans and cash flow bi-annual revenue level updates	Partnership: Don Moya, Brad Winter, Karen Alarid, Kizito Wijenje	Continued coordination of relevant staff from Finance, FD&C, IT, M&O, Instructional, etc., and using these as primary resources Planning consultant	April 2012 Ongoing	-Create/publish and update a strategic financial plan and process flow to support the board-approved Capital Master Plan - Done
6.2 Quarterly Board of Education updates on progress of the Capital Master Plan (CPM) and revenue levels	Don Moya, Kizito Wijenje	Capital Fiscal Services (CFS), Facilities Design & Construction (FD&C), Maintenance and Operations (M&O)	Post on website Ongoing	-Board feedback on Capital Master Plan progress after every update
6.3 Capital Master Plan updates to the Capital Master Plan Review Committee	Don Moya, Kizito Wijenje	Planning consultant	Ongoing	-Convene Capital Master Plan Review Committee (CPMRC) for change of scope approvals -Capital Master Plan project updates and strategy development sessions (five in 2014, five in 2016)
6.4 Develop a policy and procedural directive regarding the Capital Master Plan review committee including memberships	Kizito Wijenje			-Updated published procedural directive - Not done

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Action Plan 7.0 – Complete a district-wide capital maintenance needs assessment plan (including Information Technology Department)

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
7.1 Carry out a Capital Master Plan New Strategy Maintenance Assessment (includes IT)	Kizito Wijenje, John Dufay, Paul Romero	Coordination of relevant staff from Capital Master Plan, Maintenance and Operations (M&O) and Technology (IT) Planning consultant	October 2012	-A new up-to-date Capital Master Plan maintenance strategy that will finalize details for the February 2013 SB-9 Election -Support the board- approved Capital Master Plan - Done
7.2 Capital Master Plan that incorporates Title IX requirements in Physical Education Facility Standards	Kizito Wijenje, Kenny Barreras, Andi Trybus	Time of Capital Master Plan Staff Time of APS Athletics Department HR/EO coordination on Office of Civil Rights Resolution agreement Capital Fiscal Services (CFS), Facilities Design & Construction (FD&C), Maintenance and Operations (M&O)Review	May 2012	-Clear indication of Title IX gender equivalency within APS Physical Education Facility Standards -Draft Ready - May have financial implications depending on how implemented - Not done -Title IX equity requirements are being incorporated into the Capital Master Plan new facility and renovated facility standards Awaiting final report from federal Office of Civil Rights

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Action Plan 8.0 – Pass February 2013 Mill Levy election

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
8.1 Prepare and recommend a ballot question to the superintendent to recommend to Board of Education for ratification	Don Moya, Brad Winter, Kizito Wijenje, Brenda Yager	Time from Executive Election Committee, legal consultant and Bond Consultant	November 2012	-BOE adoption of the adaptation of ballot question for February 2013 2-Mill Levy SB-9 Election - Done
8.2 Carry out a focused coordinated campaign to ensure passage of February 2013 2-Mill Levy SB-9 Election	Kizito Wijenje, Don Moya, Brad Winter, Brenda Yager, Monica Armenta	Time from Executive Election Committee, legal consultant and Bond Consultant YES! For our children’s future bond passage committee	April 2012 to February 2013	-Passage of the February 2013 2-Mill Levy SB-9 Election - Done
8.3 Present a detailed election strategy calendar and plan to leadership	Kizito Wijenje, Don Moya, Brenda Yager		May 2012	-Election strategy plan and calendar - Done
8.4 Bond Rating presentations to rating agencies to ensure high district rating	Don Moya, Tami Coleman, Kizito Wijenje, Ruben Hendrickson	Legal consultant Bond consultant	Ongoing prior to any bond sales	-Maintain and surpass current APS bond rating

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Action Plan 9.0 – Ensure timely, appropriate and legal expenditures of district grant funds [G1-AP 1.0: AS 1.4, 1.11, 1.12, 1.14, 1, 15; AP2.0: AS2.9, 2.14; G3: AP 8.0: AS 8.1; G4: AP 3.0: AS 3.4]

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
9.1 Eliminate obstacles to grant processing and ensure that funds are accessible to schools and departments as quickly as possible	Teresa Scott	PED approval	Yearly on July 1, ongoing	-PED-approved grant budget uploads will be tracked by program and dollar volume percentage to ensure availability to schools and departments by July 1, 2013 -Reported Key Performance Indicators (KPI) value will reflect a processing time for grants received during the school year at or below the mean KPI value of 30 days which is the PED's time allowed to approve/deny requests
9.2 Monitor expenditure rates to minimize the amount of grant funds reverted to funding agencies	Teresa Scott	Inclusion on board Finance Committee agenda	Quarterly and ongoing	-Expenditure rates will be reported quarterly to board Finance Committee. -Grant management personnel will communicate as needed with project managers to ensure efficient expenditure -Reported KPI value will reflect an expenditure efficiency rate for grants at or above the mean KPI value of 54.83 percent. This is currently being presented to the Finance Committee in the overall district report
9.3 Monitor Federal Time & Effort (Time	Teresa Scott	Assistance from associate	Ongoing	-98 percent of all Time and Effort

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Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
and Effort) reporting to ensure that the related audit finding is not repeated		superintendents and chief academic officer		reports collected by July 1, 2012 for all 384 employees partially paid from federal grant funds and all 683 employees fully paid from federal grant funds. (figures current as of February 1, 2012) -Implementation of the Grant Management Module will increase this accuracy -A pilot of six grants through this module will begin by July 31, 2013 -Full implementation will occur on July 1, 2014
9.4 Monitor Federal Carl Perkins inventory to ensure that the related audit finding is not repeated	Teresa Scott	Assistance from Career and Technical Education (CTE) Department and Asset Management	Ongoing, August 2013	-100 percent of all CTE equipment is accounted for by July 1, 2012 -This process takes place yearly during the external audit
9.5 implement Grant Management Module in Lawson	Teresa Scott	Assistance from Payroll, Human Resources and Accounts Payable	Pilot program with six grants by July31, 2013. Remaining grants by July 1, 2014	-Beginning testing phase on June 24, 2013

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Action Plan 10.0 – Ensure timely and accurate payment of all district obligations

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
10.1 Develop baseline data on invoice aging	Mark Heckart, Patricia Leal	Aging report	July 1, 2012	-Baseline date analyzed by the Accounts Payable (AP) director and manager to determine level of improvement needed -AP director and manager to meet monthly to monitor invoice aging -Reported KPI value will reflect a payment processing time at or below the mean KPI value of 21 days -Last year’s average was 27 days and this year’s average is 26 days -Currently running a monthly report to identify PO lines with received goods or services but no invoice applied so technicians can contact vendors for invoice copies and a report to identify PO lines with an invoice applied but no receiver from the school or department so technicians can contact the school or department for a receiver to try and speed the payment process
10.2 Review and purge vendor file to ensure payments to approved vendors only	Tami Coleman, Mark Heckart	Vendor Approval Committee	Ongoing	-Vendor Approval Committee meets weekly to approve vendor requests, ensure that non-approved vendors are inactivated

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				and 100 percent of IRS 1099s are distributed correctly -Reported KPI value will reflect only approved vendors -Committee continues to meet weekly and review new vendor setup requests and issues with non-approved vendors
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Action Plan 11.0 – Track and reduce the Procurement Administrative Lead (PALT; length of time between the issuance of a Lawson purchase order and approval by APS Procurement) to expedite the delivery of goods and services to schools and the departments that support schools

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
11.1 Utilize quarterly reports to identify the length of time (in days) between purchase order generation (Lawson) and approval by procurement department	Mark Heckart	Generation of report by Business Systems	Quarterly	-Report on file. Last report shows 55 percent approved in one day, over 82 percent in five days and over 95 percent of all purchase orders generated were approved within ten days
11.2 Analyze report for patterns and/or common issues and formulate strategies to shorten approval timeline, by buyer	Mark Heckart	Time for analysis by procurement leadership and involvement of staff to initiate process changes as needed	Quarterly	-Conclusion report on file -Although last data is positive, report will continue to be run quarterly and analyzed to ensure continued positive results
11.3 Complete the section on the Council of Great City Schools Survey and compare with like sized school districts	Mark Heckart	Time to complete survey and comparison analysis. Involve other CGCS districts for issue solution (as needed)	Yearly	-CGCS yearly Survey completed and comparison report on file - Done for 2012

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Action Plan 12.0 – Identify unauthorized purchases in order to minimize the potential for audit findings

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
12.1 Utilize reports generated quarterly to identify purchase orders generated after the invoice date	Mark Heckart	Generation of report by Business Systems	Quarterly	-Report is completed and there are no violations to report
12.2 Compile violations by APS location	Mark Heckart	Time for compilation	Quarterly	-Done, but none to report
12.3 Notify locations and internal audit of violation(s)	Mark Heckart	Email system and time for notification process	Quarterly	-Not needed at this time
12.4 Training to ensure no future violation(s)	Mark Heckart	Time	Quarterly	-Not needed until violations are realized
12.5 Suspension of requisition input ability for repeat offenders	Mark Heckart	Business Systems	Quarterly	-File maintained of locations and individuals with continued issues but this has not been needed yet

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Action Plan 13.0 – Provide improved asset management reporting to align with APS procedural directive, state code, state auditor’s rule and the needs of the district Capital Fiscal Services (CFS) department

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
13.1 Implement Notice of Departmental/ School assets by location that are missing greater than two years for removal from asset management system	Director of Capital Fiscal Services (CFS)	Updated database after annual audits by location and CFS Asset Management Staff	APS BOE Approved April 18, 2012 NMOSA Approved August 20, 2012 APS BOE Approved May 22, 2013 Awaiting NMOSA Approval	-Submission to chief financial officer of first missing list for removal from APS asset management system and additional lists as information becomes available
13.2 Develop method for tracking chattel assets owned by APS	Director of Capital Fiscal Services, FD&C – S. War, Karen Alarid, James Blank	Work with FD&C staff to provide location information on portable buildings throughout the district. Records for establishing asset value	October 31, 2012	-Memorandum from CFS director through executive director of Accounting to chief financial officer of completion of task - Completed -A detailed listing of APS portables was prepared June 2012, and in March 2013, the independent auditors, Clifton Larson Allen, LLP agreed with APS’s proposal to value portables using average acquisition cost and to remove portables from the inventory using this average cost method as portables are sold or otherwise disposed of
13.3 Reduce lead time of issuance of bar codes for assets of \$1,000 and computers after purchased	Director of Capital Fiscal Services,	Review of existing processes in CFS, review of state auditor requirements, review of Generally Accepted	Estimated May 2014	-Memorandum from CFS director through executive director of Accounting to chief financial officer of completion of task

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	Tami Coleman, James Blank	Accounting Principles (GAAP)		Status: In Process -FY2012 computer refresh program included the application of bar-codes by vendors prior to shipment -The FY2013 refresh involves the application of barcodes by the IT Department prior to distribution of computers to individual sites -CFS is partnering with Business Systems to improve CFS processes to allow distribution of barcodes for assets ordered by individual sites soon after receipt of those assets at the schools and other sites -CFS will work collaboratively with the Fixed Assets Inventory Study Committee to integrate the schools and other sites in the new processes (Date of completion: May 2014 estimated)
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Action Plan 14.0 – Solve the calendar issue whereby 9-month employees receive a check too early in the year and are in an overpaid status for a period of time at the beginning of the year (PR and HR departments)

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
14.1 Successfully implement Lawson 9.0 including CW (Contract Management). This upgrade contains functionality critical to the success of this change	Lynn Harris		July 1, 2012	-Successful transition to new system - Done
14.2 Collaborate with leadership and unions on solution/decision Options include: Change to 27 paychecks every seventh year Convert to 24 semi-monthly paychecks Pay 9-month employees over 10-month period rather than 12-, and 10-month employees over 11 months	Don Moya, Tami Coleman	Time at meetings	July 1, 2012	-Negotiated agreements will each contain language for the chosen solution (One solution for all groups of employees) Option A chosen-adjustments will occur three times over a 15-year period
14.3 Test during SY 2012-2013	Debbie Dunahoo, Rebecca Rendon	Testing environment	January 1, 2013	-Written acknowledgement that all systems have been tested and successful implementation is highly probable -Planned and tested with Lawson consultant
14.4 Implement change	Debbie Dunahoo, Rebecca Rendon		July 1, 2013	-Successful implementation - 2013/2014 FY implementation for all employees on a "less than 12 month" contract

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Action Plan 15.0 – Centralize activity fund processing (General Ledger Department)

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
15.1 Decision to centralize activity funds is made	Don Moya	Need decision from leadership, consensus from board.	July 1, 2013	-MOU
15.2 Determine if Lawson’s new Activity Fund Module will meet needs of district	Director of Business Systems, Tami Coleman, David McCarty	Demonstration of Lawson’s new module.	January 1 -31, 2014	-Demonstration scheduled and held - Demo not available yet
15.3 Determine if other systems exist that may fit the need	Director of Business Systems, David McCarty		February, 2014	-Schedule demonstrations of other systems if necessary
15.4 Choose system and purchase system	Director of Business Systems, David McCarty, Tami Coleman	Funding	March 31, 2014	-Signed contract and purchase order
15.5 Implement system	Director of Business Systems, David McCarty, Tami Coleman		TBA depending on IT’s resources	-Successful implementation with all activity fund transactions processed centrally

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Action Plan 16.0 – Activate electronic vendor payment processing in Lawson (Accounts Payable Department)

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
16.1 Determine system capabilities	Mark Heckart, Patricia Leal, Matt Gurule	Time in Business Systems schedule	June 2013	-Capabilities have been determined by APS and Wells Fargo and are acceptable for the process
16.2 Collaborate with banking partners to plan	Mark Heckart, Patricia Leal, Matt Gurule, Irene Johnson	Business Systems resources	Ongoing	-This plan has been determined and agreed on and is in the final stages of implementation
16.3 Implement change	Mark Heckart, Patricia Leal, Matt Gurule, Irene Johnson	Accounts Payable, Business Systems and Wells Fargo	TBD	-As many vendor payments as possible will be made electronically and revenue credits realized by APS

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Action Plan 17.0 Enhance Capital Master Plan revenue streams by coordinating with Public School Facilities Authority and maximizing state matches

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
17.1 Educate and inform PSCOC on the nuances and complexities of APS priority Capital Master Plan versus state NMCI that is derived from a Public School Facilities Authority (PSFA) Facilities Master Plan (FMP) (versus Capital Master Plan), enabling APS to seamlessly take advantage of qualifying project state matching capital funds every year	Kizito Wijenje, Don Moya Partners: Brad Winter, Karen Alarid, Carrie Menapace, Public School Facilities Authority, Public School Capital Outlay Council (PSCOC)		Recurring	-Seamless application for qualifying APS Capital Master Plan project matching funds every year
17.2 Identify qualifying suitable approved and funded Capital Master Plan projects to apply for matching state funds	Kizito Wijenje		By August of the year prior to applying for funding	-Successful award of at least \$15 million in state-matching funds for APS Capital Master Plan projects every year
17.3 Coordinate Capital Master Plan project cash-flow to facilitate taking advantage of state matches	Kizito Wijenje, Tami Coleman		Ongoing	-Seamless application for qualifying APS Capital Master Plan project matching funds every year
17.4 Use extra revenue to accelerate approved/ranked unfunded capital	Don Moya, Brad Winter, Paul		Ongoing	-Accelerated Capital Master Plan schedule, providing a head start on

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<p>Master Plan Priorities</p>	<p>Romero, Kizito Wijenje, Tami Coleman, Facilities Design & Construction (FD&C), Maintenance and Operations (M&O)</p>			<p>design and IT for the next Capital Master Plan (saving the district money and providing more goodwill from the community thus more likely to support next ballot)</p>
<p>17.5 Coordinate direct legislative appropriations to fund identified assessed Capital Master Plan priorities at schools or district as a whole</p>	<p>Carrie Menapace, Don Moya, Capital Fiscal Services, Capital Master Plan, Facilities Design & Construction (FD&C), Maintenance and Operations (M&O) Technology (IT) Principals</p>	<p>Upgrade of web-based legislative appropriations tool</p>	<p>Web tool updated and in place by October Legislative priorities entered by December</p>	<p>-Maximum amount of legislative appropriations all directed to fund identified assessed Capital Master Plan priorities at schools and district</p>

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Action Plan 18.0 Assessment and determination of Priorities for 2016 – 22 Capital Master Plan

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
18.1 Technical analysis and assessment of new APS Capital Master Plan strategy	Kizito Wijenje, Don Moya Partners: Brad Winter (COO), Paul Romero (CIO), Shelly Green (CAO), Facilities Design & Construction (FD&C), Maintenance and Operations (M&O), Budget	Capital Master Plan Staff Budget Staff Planning Consultant	May 2015	-A new Capital Master Plan strategy assessment/prioritization that will: <ul style="list-style-type: none"> • Provide well specified parameters for the February 2016 HB-33/General Obligation Bond Election • Derive a financially sustainable Capital Master Plan strategy
18.2 Technical Analysis (financial, economic and demographic) that will base future capital decisions by the district on long-term sustainability/viability (see action step 1.6)	Don Moya, Ruben Hendrickson, Kizito Wijenje	Capital Master Plan Staff Budget Staff	October 2013?	-A set of long-term capital policy recommendations to leadership based on a technical cost benefit analysis
18.3 A comprehensive standardization of all APS facility plans such that they merge with the utilization tool and GIS	Kizito Wijenje	Capital Master Plan Staff Planning consultant	October 2013	-Standardized fire escape plans and general floor for all district schools and facilities accessible electronically by APS Police

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database				Department - Updated biannually by Capital Master Plan staff
18.4 Technical derivation of matrix to determine the following; -How many dollars (line item) of long-term resources are needed for every dollar of capital square footage constructed -How many dollars (line item) of long-term resources are needed for every dollar of IT hardware/software purchased	Don Moya, Ruben Hendrickson, Kizito Wijenje Partners; Paul Romero (CIO), Brad Winter (COO), Facilities Design & Construction (FD&C), Maintenance and Operations (M&O), Carrie Menapace		May 2015	-Specific line items in new Capital Master Plan that will address long term obligations created by approved project construction/purchases -Flexibility in current mill levy legislatively-approved uses so as to address recurring obligations

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Action Plan 19.0 – Pass February 2016 bond and mill levy election (on completion of action plan 18)

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
19.1 Prepare and recommend a ballot question to the superintendent to recommend to Board of Education for ratification	Don Moya, Brad Winter, Kizito Wijenje, Brenda Yager	Citizens Capital Master Plan Committee Time from Executive Election Committee, legal consultant and bond consultant	November 2015	-BOE adoption of adaptation of ballot question for February 2016 General Obligations Bond and HB33 Mill Levy Election
19.2 Carry out a focused coordinated campaign to ensure passage for February 2016 General Obligations Bond and HB33 Mill Levy Election	Kizito Wijenje, Don Moya, Brad Winter, Brenda Yager, Monica Armenta	Time from Executive Election Committee, legal consultant and bond consultant YES! For Our Children’s Committee - future bond passage and marketing consultant	April 2012 to February 2013	-Passage of the February 2016 General Obligations Bond and HB33 Mill Levy Election
19.3 Present a detailed election strategy calendar and plan to leadership	Kizito Wijenje, Don Moya, Brenda Yager		May 2015	-Election strategy plan and calendar
19.4 Bond rating presentations to rating agencies to ensure high district rating	Don Moya, Tami Coleman, Kizito Wijenje, Ruben Hendrickson	Legal consultant Bond consultant	Ongoing prior to any bond sales	-Maintain and surpass current APS bond rating

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Action Plan 20.0 – Establish and maintain revenue-generating business enterprises to increase efficiency in provision of services to schools and also generate revenue to acquire more teachers/educational assistants and also enhance district instructional programs

Action Steps	Lead	Required Resources	Date of Completion	Evidence of Completion
<p>20.1 Turn the APS print shop into a revenue generating ‘Graphics Enterprise Services’ (GES):</p> <p>All printing and copying as per the APS Print Management Program not undertaken on site will be sourced to the APS Graphics Enterprise Services</p> <p>APS graphic design will be undertaken and standardized by APS Graphics Enterprise Services</p> <p>All profits accrued will be utilized to enhance operational funding levels at the schools and district programs</p> <p>Implementation of APS Print Management Program and procedural directives including GES ‘competitive right of first refusal’</p>	<p>Don Moya, Karin Tarter, Kizito Wijenje</p>	<p>Appropriate Staffing of GES</p> <p>Digitizing of all mass printing/copying at GES</p>	<p>GES and APS Print Management Program have been formulated and implemented - final steps of initial implementation will be Fall 2013</p>	<p>-Modernization and standardization of all aspects of copying, printing and graphic design at APS</p> <p>-Generation of profits accrued that can be utilized to enhance operational funding levels at the schools and district programs</p>
<p>20.2 Create a revenue generating ‘Charter School Business Management’ (CSBM) enterprise that will contract</p>	<p>Don Moya, Tami Coleman</p>	<p>Appropriate Staffing of CSBM Department</p>	<p>Initial setup of enterprise fund is in</p>	<p>-APS will be providing financial services to charter schools</p>

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with APS authorized charter schools for financial services		Training on APTA Fund Financial System.	place Programs will start with 21 st Century Charter school Additional charter schools will be added as capacity allows. Fee to charter schools will be based on Final Approved Budget- SEG.	
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