



CHARTER SCHOOL
FINANCIAL EDUCATION

101

Understand Your Non-Academic Responsibilities

CSBM
CHARTER SCHOOL
BUSINESS MANAGEMENT

experience. expertise. execution.

Understand Your Non-Academic Responsibilities



FINANCE

Budgeting
Accounting & Financial Management
Financial Reporting & Forecasting
Capital Finance Strategy & Planning
Human Resources
Payroll
Compliance
Audit/Tax Preparation

OPERATIONS

Student Records/Database
Student Enrollment
Food Services
Transportation
Technology
School Programs
Facilities
Scheduling and Planning
Operations Team Management

Recommended Responsibilities of a Finance Leadership Team

(Chief Financial Officer, Director of Finance, Controller)



HUMAN RESOURCES	
Oversee the administration related to new employees including W-4s, I-9s, HR Manual, hire letters, direct deposit and garnishment management	
Select and manage relationships with vendors/brokers and enroll/withdraw staff members for benefits including insurance (health, dental, vision, long-term/short-term disability and/or life), retirement plans and COBRA	
Select and manage relationships with and obtain/compare multiple quotes from vendors/brokers for CMO and school-wide insurance policies (umbrella, property, liability, directors and officers, student accident, worker's compensation, disability and unemployment)	
Manage contingency planning for long-term and coordinate succession planning	
Oversee administration of annual staff survey and attempt highest completion rate as possible and compile statistics for charter renewal	
Work with paid and pro bono legal counsel for employment/benefits matters to remain compliant with federal, state, local and authorizer's regulations	
COMPLIANCE	
Develop and maintain intimate knowledge of all academic & financial requirements per charter authorizer and manages compliance related to Board of Trustees and charter renewal	
Manage all compliance responsibilities including Titles I-V, teacher certification, safety, fire drill coordination, health, fingerprinting, software compliance, student lottery and annual sexual harassment seminar	

PAYROLL	
Manage all payroll responsibilities including relationship with payroll vendor, electronic payroll processing, W-2 and 1099 distribution, time sheet management, posting payroll expenses in accounting system, filing of related documents using CSBM Binder/e-Binder System	
Create and maintain system to track days off (vacation, sick, personal, jury duty, bereavement, excused absences for professional development) and research ways to automate tracking and communicate to staff members	
Support leadership team with staff member pay scale determination at CMO and/or school(s)	
Create organizational structure, salary/bonus (if applicable) rubric with leadership team	
Implement and upgrade payroll software and time tracking software (if applicable)	
BUDGET	
Manage annual budget process reflecting vision, mission and charter of school(s) and/or CMO; repeat until balanced and approved by leadership team and Board of Trustees	
Create multi-year budgets to predict sustainability of critical decisions for initial and renewal charter applications, Board of Trustees, authorizers and funders as needed	
Develop and maintain intimate knowledge of revenue streams, related cash flows and restrictions (if/when applicable)	

ACCOUNTING & FINANCIAL MANAGEMENT	
Establish, document, enforce & follow internal controls in Financial Policies & Procedures Manual (FPPM)	
Recommend which bank accounts should be opened or closed and why	
Implement/upgrade accounting software	
Oversee the posting of revenues, bank deposits, expenses, payments in accounting system in accordance with GAAP and ensure all related support documentation is filed in CSBM's Binder/e-Binder System	
Complete bank reconciliations, handle treasury management to maximize interest income and manage expense reimbursement process	
Close books and reconcile accounts monthly; enter closing journal entries as needed	
FINANCIAL REPORTING & FORECASTING	
Manage monthly, quarterly and annual fiscal reporting to all constituents including authorizer and Board of Trustees	
Track budget vs. actual enrollment for general education, special education and ELL students as it changes and impacts the finances	
Complete all federal, state, local, foundation and/or corporate grant administration/reporting	
Ensure revenues, expenses and assets related to restricted funding are tracked through the accounting system	
Develop forecasts, extrapolating where possible and gathering leadership team's input of which line items may be under/over budget to predict surplus or deficit on both accrual and cash basis	

AUDIT/TAX PREPARATION	
Obtain list of/meet with auditors experienced with charter schools and discuss which one(s) to select with leadership team and finance committee of Board	
Manage annual financial audit and tax/990 filings with auditors	
Close books for fiscal year and prepare all requested audit schedules, analyses and support documentation	
Provide auditors with all additional open items to complete financial statements and 990s; confirm extensions are filed if/when necessary	
Facilitate meeting between finance committee, management, qualified consultants (when applicable) and auditors to ensure transparency regarding audit results	
Prepare plan for and implement all remedies for recommendations by auditors in management letter that accompany audited financial statements	
CAPITAL FINANCE STRATEGY & PLANNING	
Raise capital to scale network and/or school(s), including new and existing facilities	
Manage expenses and comply with required covenants and restrictions tied to secured funds	
Identify and mitigate financial risks	
Negotiate with vendors, brokers, investors, banks and other sources of capital, services and products when possible	

Fill in initials of person responsible in each box ↑

Recommended Responsibilities of a Finance Support Team

(Business Manager, Accountant, Bookkeeper, Associate, Analyst)



HUMAN RESOURCES	
Handle the administration related to new employees including W-4s, I-9s, HR Manual, hire letters, direct deposit and garnishment management	
Liaise and follow up with vendors/brokers to enroll/withdraw staff members in/from benefits including insurance (health, dental, vision, long-term/short-term disability and/or life), retirement plans and COBRA	
Liaise and follow up with vendors/brokers for CMO and/or school-wide insurance policies (umbrella, property, liability, directors and officers, student accident, worker's compensation, disability and unemployment)	
Provide input with contingency planning as requested for succession planning	
Administer annual Staff Survey and attempt highest completion rate as possible and file all surveys for charter renewal purposes	
COMPLIANCE	
Understand financial requirements per charter authorizer and support compliance duties related to Board of Trustees and charter renewal	
Support with completion of compliance responsibilities including Titles I-V, teacher certification, safety, fire drill coordination, health, fingerprinting, software compliance, student lottery and annual sexual harassment seminar as requested	

Fill in initials of person responsible in each box ↑

PAYROLL	
Administer payroll with payroll vendor, process W-2s and 1099s, manage time sheets, post payroll expenses in accounting system and file related documents using CSBM Binder/e-Binder System	
Track all days off (vacation, sick, personal, jury duty, bereavement, excused absences for professional development) using system established by finance leader(s)	
Support the implementation/upgrade of payroll software and time tracking software (if applicable)	
Support the implementation/upgrade of payroll software and time tracking software (if applicable)	
BUDGET	
Provide input with annual and multi-year budgets as requested	
Understand revenue streams, related cash flows and restrictions (if/when applicable)	

ACCOUNTING & FINANCIAL MANAGEMENT	
Follow internal controls in Financial Policies & Procedures Manual (FPPM)	
Know which bank accounts are open or being closed and why	
Support with the implementation/upgrade of accounting software	
Post revenues, bank deposits, expenses, payments in accounting system in accordance with GAAP and file all related support documentation in CSBM's Binder/e-Binder System	
File completed bank reconciliations, record interest income and support expense reimbursement process	
Support with the monthly close and related account reconciliation	
FINANCIAL REPORTING & FORECASTING	
Support with the monthly, quarterly and annual fiscal reporting to all constituents including Charter Authorizer and Board of Trustees	
Support with the tracking of budget vs. actual enrollment for general education, special education and ELL students as it changes and impacts the finances	
Supports with the completion of all federal, state, local, foundation and/or corporate grant administration/reporting	
Track revenues, expenses and assets related to restricted funding through the accounting system	
Support with the development of forecasts, extrapolating where possible and gathering leadership team's input of which line items may be under/over budget to predict surplus or deficit on both accrual and cash basis	

AUDIT/TAX PREPARATION	
Build relationship with auditors selected by the CMO and/or school(s)	
Support with tasks related to the annual financial audit and tax/990 filings with auditors	
Support with closing the books for fiscal year and preparation of all requested audit schedules, analyses and support documentation	
Support with providing auditors all additional open items to complete financial statements and 990s	
Support with implementation of all remedies for recommendations by auditors in management letter that accompany audited financial statements	
CAPITAL FINANCE STRATEGY & PLANNING	
Support with managing expenses and complying with required covenants and restrictions tied to secured funds	
Support with mitigating financial risks identified	
Identify possible areas to negotiate with vendors, brokers, investors, banks and other sources of capital, services and products when possible	

Recommended Responsibilities of an Operations Leadership Team

(Chief Operating Officer, Director of Operations,
Operations Manager)



STUDENT RECORDS/DATABASE		TECHNOLOGY		FACILITIES		PURCHASING & LOGISTICS		OPERATIONS TEAM MANAGEMENT	
Select and manage database used, in addition to regulatory required student database. Implement usage policies and train appropriate staff on various systems. Manage relationship with database vendor to ensure full utilization and implementation of features and updates.		Develop and manage meal invoicing and collections, in collaboration with finance team/vendor		In collaboration with academic team, execute a school-wide process of late passes, bathroom passes and any other authorized student movement within building (Nurse, Library, Principal, etc.)		Oversees and approves the purchase and tracking of all supplies, materials and assets		Nurse	
Develop, document and implement student record audit process to verify student information is accurate, organized and filed as required by law		Develop and manage meal distribution/tracking and lunch period staffing with support from food vendor and operations support team		Select school uniform vendors and manage relationship		Oversees the tracking of classroom and school-wide libraries		Manage nurse to ensure effective health services, administration of hearing/ sight exams, immunization compliance and physicals	
Develop, document and train staff on collection and filing of student records process		Report meal counts to appropriate state authorities for meal reimbursements and develop process to communicate/transfer related information to finance team		Administer annual parent survey, including setting completion goals and data storage for charter renewal		Sets up procedures related to returning supplies, materials and assets purchased in error or damaged in transit		Operations Assistant(s)	
Develop, document and implement process for academic data entry by teachers for report cards in collaboration with academic leadership team		Ensure school or vendor compliance with health standards, as it pertains to food services		Ensure appropriate translation services are in place for parent programs, paper notices, report cards, progress reports and newsletters		Sets up procedures related to shipping/receiving responsibilities including UPS, FedEx, Messenger Services and Postage Meter (if applicable)		Support administrative duties (photocopying, covering front desk, nurse duties, covering teachers who need to use the restroom)	
STUDENT ENROLLMENT		TRANSPORTATION		SCHEDULING & PLANNING		CUSTODIAN/FACILITIES MANAGER		SECURITY GUARD(S)	
Develop, document and execute a strategic marketing plan for student recruitment, including outreach ads, community partnerships and tours and external presentations for interested families/organizations		Collaborate with tech vendor on technology responsibilities including computers, servers/cloud, back-up solution, software, E-Rate application / administration, and related Help Desk issues		Manage facility team and/or custodian(s), ensure compliance of all building regulations and fire safety drills and ensure school-wide facilities processes are communicated and documented		Ensure building facilities are well-maintained and functioning and minor building maintenance and repairs		Ensure safety of students and staff and security of building	
Ensure operations support team is accountable for ensuring student enrollment targets are met		Collaborate with tech vendor to support leveraging technology implementation in classrooms and tech lab (computers, SMART Boards) for student assessment and targeted instruction		Manage facility move, if applicable (furniture, books, supplies, records, technology network, computers, copy machines, other assets, phone system)		Security Guard(s)		Receptionist	
Ensure operations support team manages and tracks student waiting list according to State law		Collaborate with tech vendor to manage phone system (owned vs. leased), telephones (land lines and mobile), and internet connectivity (DSL, T1)		Support long-term planning of room use in facility		Answers phones, handles emergencies that arise, contacts parents/guardian as needed		Bus Monitor(s)	
Develop, document and execute new student lottery process in compliance with law and followed by an impartial party (auditor/Board Member)		SCHOOL PROGRAMS		Ensure all school-wide operations processes are documented and updated annually, in collaboration with operations support team, to reflect current org structure		Ensures students are safe, abide by bus rules and assist the driver, as needed			
Train and ensure operations support team submits student transfer/withdrawal paperwork to and/or from student's former or current school in a timely fashion		Develop, execute, train and assist operations support team on the student transportation plan for arrival, dismissal and field trips							
FOOD SERVICES		Manage school bus vendor including requesting annual service, cancellations and managing all grievances							
Oversee school nutrition program, including managing staff and vendor (if applicable)		Develop a process and train operations support team on efficiently managing daily transportation changes focusing on communication and safety							
Develop and train operations support team to ensure parents fill out lunch forms to determine price status for meals, in collaboration with finance team for related funding streams (Title I, E-Rate)									

Fill in initials of person responsible in each box ↑

Recommended Responsibilities of an Operations Support Team

(Office Manager, Administrative Assistants)



STUDENT RECORDS	
Maintain and update student information in the areas of academics, personal contact info, health and emergency info, and parental permission, using state-required database and school database (if applicable)	
Ensure content of student information is accurate and is organized and filed as required by State law	
Collect and file student records	
Support academic data entry by teachers for report cards	
Manage/track attendance and lateness of students	
STUDENT ENROLLMENT	
Support student recruiting process including outreach and tours for parents	
Maintain student waiting list according to State law; receives and organizes applications	
Assist to ensure new student lottery is run in compliance with law, works with Operations Director to document process followed by an impartial party (auditor/Board Member)	
Transmits student transfer/withdrawal paperwork to and/or from student's former or current school	
RECRUITING	
Register and prepare team for job fairs, assist to schedule candidate phone and in-person interviews	
Assist in scheduling school tours for candidates	
Assist in posting job descriptions or data-entry into automated cloud-based HR platforms	

FOOD SERVICES	
Manage school nutrition program, including managing staff and vendor (if applicable) for breakfast, lunch, and/or snack	
Ensure parents fill out forms to determine Free, Reduced or Full Priced Status for meals and communicates percentages to Business Leader for related funding streams (Title I, E-Rate)	
Produces meal invoices and collects payment from parents (decide if time spent is worthwhile)	
Ensures meal distribution/tracking and oversees rotating staff members in cafeteria with support of leadership team	
Reports meal counts to appropriate state authorities for reimbursement for meals and communicates/transfers related information to Business Leader	
Ensures compliance with health standards, as it pertains to food services	
TRANSPORTATION	
Manage student transportation via bus and other modes of transportation for arrival, dismissal and field trips	
Ensures student transportation schedule is aligned with school calendar	
Manages daily mode changes for students whose usual mode of transportation is different from usual	
Coordinates process of late passes, bathroom passes and any other authorized student movement within building (Nurse, Library, Principal, etc.)	

FACILITIES	
Communicate quick building needs to facility team, maintain employee mailboxes, room signs, hallway passes and emergency exit signage	
Assist in tracking facility needs (lighting, repairs in rooms, clean up of bodily fluids)	
MARKETING	
Order school and recruitment promotional materials, such as banners, giveaways and school-wide collateral	
Oversee printing and distribution of student and family handbooks annually	
Manage business card production through vendor	
SCHOOL PROGRAMS	
Coordinate with after school team or vendor, if applicable, to ensure operational systems are aligned with the school's processes of CMO and/or school(s)	
Develop field trip protocol in collaboration with academic staff, transportation vendor, school food and the school nurse	
Coordinate sales of uniforms and school t-shirts (decide if school will resell uniforms)	
Administer annual parent survey and attempt highest completion rate as possible, compiles statistics and files all surveys (important for charter renewal)	
Select appropriate communication platforms to distribute weekly memos, news and alerts to parents from leadership team	

SCHEDULING & PLANNING	
Schedule and coordinates coverage/substitutes, tracks sick leave, vacation and personal days, in collaboration with finance team	
Serve as back-up to administer weekly staff communication for new information and upcoming events	
Collaborate with operations team to inform custodian, security guard, school food staff and others support staff of school-wide events and program changes	
PURCHASING & LOGISTICS	
Purchases and tracks all supplies, materials and assets	
Supports and tracks classroom and school-wide libraries	
Handles logistics related to returning supplies, materials and assets purchased in error or damaged in transit	
Handles all shipping/receiving responsibilities including UPS, FedEx, Messenger Service and Postage Meter (if applicable)	

Fill in initials of person responsible in each box ↑

Recommended Responsibilities of a Development Leader

(Director of Development, Development Manager)



GOAL SETTING/PLANNING	
Determines annual and long-term funding needs for the network and/or school(s) with the leadership team and Board of Trustees	
Sets annual development goals in collaboration with the leadership team and Board of Trustees	
Develops an annual tactical development plan in line with the annual budget and strategic plan	
Develops an annual development calendar	
Continually monitors plan and calendar to meet goals and adjust as needed	
EVENT PLANNING	
Collaborates with the Board and leadership team to conceptualize event(s), establish goals, and creates planning committee	
Determines date, location, budget and ticket pricing	
Develops and maintains an event workplan to organize, prioritize and assign all event-related tasks	
Coordinates the efforts of the event planning committee	
Completes all required committee debriefs, acknowledgements, reports, etc.	
INDIVIDUAL GIVING	
Identifies potential major donors and develops personalized strategy for each	
Cultivates, solicits and stewards major donors and major donor prospects	
Generates targeted annual appeal lists through donor and prospect lists and Board/staff contact lists	
Designs and writes compelling appeal materials and manages the mailing process	
Tracks appeal results and generates comparative reports	
Develops and implements acknowledgment and stewardship strategies for all individual donors	
COMMUNICATIONS	
Develops a school communications strategy to promote visibility and donor engagement	
Maintains an active social media presence	
Provides website content for the network and/or school(s)	
Prepares regularly occurring newsletters, blogs and/or reports	
INSTITUTIONAL GIVING	
Prepares all required letters, proposals, budgets and applications for requests submitted to foundations, corporations and government agencies	
Researches and maintains an active list of foundation and corporate prospects	
Arranges and attends site visits and meetings with foundation and corporate representatives and government officials	
Provides timely narrative and financial reports for institutional donors	
BOARD RELATIONS	
Meets regularly with Trustees to discuss their participation in development efforts	
Assists the development committee chair with preparations for monthly Board meetings	
Maintains current contact lists for each Trustee	
Provides support and materials for Trustees with personal solicitations to contacts	
ANNUAL REPORT	
Reviews posted Annual Report procedures and convey information required to school leader and operations team	
Drafts narrative responses in collaboration with instructional leaders	
Coordinates efforts to gather data and complete all required financial, HR and operations forms	
REPORTING/ADMIN	
Maintains the donor database	
Prepares monthly reports for the Board of Trustees and leadership team	
Supports the school's finance team with financial management of contributed income	
MARKETING	
Manage marketing vendor or materials and update external marketing content	
Manage website design and content through consultant	

Fill in initials of person responsible in each box ↑