

# Division of Financial Responsibilities



FINANCIAL RESPONSIBILITIES	FINANCE TEAM	SCHOOL LEADERSHIP TEAM	FINANCE COMMITTEE	BOARD OF TRUSTEES
<b>Financial Policies &amp; Procedures Manual</b>	Establish, document, enforce & follow internal controls in manual	Understand, enforce & follow procedures	Review/provide feedback on manual	Vote upon approved manual and critical policies
<b>Opening and Closing of Bank Accounts</b>	Recommend which bank accounts should exist & why	Understand which bank accounts exist & why	Recommend opening/closure of bank accounts	Vote upon and record in board meeting minutes
<b>Selection of Independent Auditors</b>	Obtain list of/meet with auditors experienced with charter schools	Support finance team with review of auditors	Review/recommend auditors to board	Vote upon recommended auditors
<b>Knowledge of Sources of Revenue Streams / Drivers and Related Cash Flows</b>	Meet with existing schools and qualified consultants and review all available documentation and requirements from authorizer	Build intimate knowledge of drivers of revenues and related cash flows	Build intimate knowledge of revenue and related cash flows	Attend training by qualified consultants/finance leader and ask pertinent question
<b>General Education and SPED Student Enrollment Count</b>	Track budget vs. actuals for general education & SPED student enrollment as it changes	Communicate headcount to finance leader as it changes	Review headcount at every finance committee meeting	Review budget vs. actuals for enrollment and financial impact at every board meeting
<b>Annual/Multi-Year Budgets</b>	Create budgets reflecting school's vision; repeat until balanced	Support finance leader with creation of budgets	Review with school & finance leaders	Review and vote upon prior to end of fiscal year
<b>Annual Organizational Staff/Salary Structure</b>	Create structure, salary/bonus (if applicable) rubric with school leader	Create structure, salary/bonus (if applicable) rubric with finance leader	Review comparable data for and propose school leader compensation	Review and approve salary structure and school leader compensation
<b>Establishment and Annual Renewal of School-wide Insurance and Benefits Packages</b>	Obtain/compare multiple quotes for school-wide policies & benefits packages and confirm they are competitive & compliant	Review school-wide policies & benefits packages presented by school and finance leaders	Review school-wide policies & benefits packages presented by finance leader	Confirm if school is adequately insured and offering competitive/fairly priced benefits
<b>Financial Reporting including Accrual-Based and Cash-Based Projections</b>	Create monthly reports and develop forecasts with school leader's input of which line items may be under/over budget	Support completion of reports and forecasts prepared by finance leader	Review reports/projections prepared by school & finance leaders	Review key variances on a quarterly basis and discuss major variances in advance
<b>Audited Financial Statements</b>	Prepare for audit throughout the fiscal year & provide auditors w/ all requested schedules/analyses	Support preparation of highlights of statements with finance leader	Prepare key highlights of statements with school & finance leaders	Review key highlights prepared by finance committee
<b>Management Letter that accompanies Audited Financial Statements</b>	Prepare and implement all remedies for recommendations by auditors in management letter	Prepare & submit corrective action plan to authorizer; oversee implementation	Hold school & finance leaders accountable for implementation and ensure submission to authorizer	Review all observations & recommendations by auditors and responses by management and ensure submission
<b>Form 990 Tax Returns</b>	Provide auditors with all requested info to complete 990s; confirm extensions are filed if necessary	Review & sign off on 990s prior to submission by auditors	Review & sign off on 990s prior to submission by auditors	Review 990s after review by finance committee and prior to submission
<b>Charter Renewal Requirements per Authorizer</b>	Have intimate knowledge of all financial requirements per charter authorizer	Have intimate knowledge of all academic & financial requirements	Have intimate knowledge of all financial requirements	Have intimate knowledge of all academic & financial requirements