

Frank J. Bolaños, Member

SUBJECT: BUSINESS GUIDELINES & EXPECTATIONS

**COMMITTEE: LEGISLATIVE RELATIONS, POLICY DEVELOPMENT AND
PERSONNEL SERVICES**

The primary business of Miami-Dade County Public Schools is to provide quality educational services to the citizens of this county. Adopting a series of business guidelines and expectations for financial decisions and budgetary practices will benefit the School Board when conducting strategic planning or when carrying out its annual budget process. In other words, it will facilitate the provision of quality educational services.

The District is developing a five-year Strategic Plan which will define the alignment of operations toward effectively meeting the goals expressed within the Plan. The Strategic Plan also contains performance measures which will be used to generate 'report card' progress towards expressed goals. Ultimately, an Annual Business Plan will be developed using the progress reports to align the upcoming year's budget and to address shortfalls cited in the report card.

A step that will greatly facilitate the development of the Annual Business Plan and, more importantly, involve all interested parties in understanding the framework of how District business decisions are made, would be the adoption by the Board of a set of Business Guidelines.

The proposed guidelines (attached) are modeled after those used in local municipalities and were re-crafted for a large urban school district with the assistance of Chief Financial Officer Ed Marquez and his office.

**ACTION PROPOSED BY
FRANK J. BOLAÑOS:**

That The School Board of Miami Dade County, Florida discuss the proposed business guidelines and direct the Superintendent to:

1. seek input from the District's labor unions as to desired changes to the proposed guidelines; and
2. make a recommendation to the Board on a set of business guidelines to adopt at the school Board meeting of February 11, 2004.

Proposed Business Guidelines

Miami-Dade County Public Schools (the 'District') belongs to its taxpayers, parents, and students – in all business matters; their benefit is the primary concern. The District's business is to provide educational services.

Expectations as to Planning

Long-term planning enables the optimum use of assets and the provision of quality services; therefore, the District shall conform its business and budgetary practices to its long-term strategic plan.

Expectation as to Services

The students of the District deserve the highest possible level of service consistent with the District's ability to maintain financial stability.

The District shall not undertake any services or procure any asset or service without the funding being predetermined.

If the District undertakes a service, it should be prepared to do it efficiently.

The District should not undertake any service that the private sector can do better unless there is a concern for student safety.

Standards of operating performance shall be no less than what is expected of the private sector.

Expectations as to Personnel

The best-qualified job applicant should always be selected competitively.

District employees should have the resources to do their jobs professionally and efficiently.

Integrity and honesty is expected from all employees and the organizational structure of the District should provide for appropriate internal controls over its business operations.

Expectations as to Other District Assets

The assets of the District shall be maintained in a business-like fashion utilizing the District's Strategic Plan.

Adequate cash reserves for contingencies, working capital, and other business needs will be established and maintained.