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## FISCAL MANAGEMENT GOALS

The quantity and quality of learning programs are directly dependent on the effective, efficient management of allocated funds. It follows that achievement of the school system's purposes can best be achieved through excellent fiscal management.

As trustee of local, state, and federal funds allocated for use in public education, the Committee will fulfill its responsibility to see that these funds are used wisely for achievement of the purposes to which they are allocated.

Recognizing this, it is essential that the school system take specific action to make sure education remains central and that fiscal matters are ancillary and contribute to the educational program. This concept will be incorporated into Committee operations and into all aspects of school system management and operation.

In the school system's fiscal management, it is the Committee's intent:

1. To engage in thorough advance planning, with staff and community involvement, in order to develop budgets and to guide expenditures so as to achieve the greatest educational returns and the greatest contributions to the educational program in relation to dollars expended.
2. To establish levels of funding that will provide high quality education for the students.
3. To use the best available techniques for budget development and management.
4. To provide timely and appropriate information to all staff with fiscal management responsibilities.
5. To establish maximum efficiency procedures for accounting, reporting, business, purchasing and delivery, payroll, payment of vendors and contractors, and all other areas of fiscal management.

The fiscal year of the school system corresponds to that of the town, July 1 through June 30.

Established by law

Approved: December 20, 2018

Reviewed: December 20, 2018

Revised: December 20, 2018

## CANTON SCHOOL COMMITTEE BUDGET MANAGEMENT POLICY

### OBJECTIVE

The objective of this Budget Management Policy is to establish the appropriate levels of authority, responsibility and accountability for the development and implementation of the School Department budget, and the spending execution of Town Meeting appropriated funds. This budget is intended to be a comprehensive statement of programs, priorities, costs and performance. The budget will include a set of strategic objectives the budget is intended to support, such to include: staffing/class sizes, instruction/curriculum, classroom technology, maintenance of facilities, and Special Education. The budget will also include a comprehensive five year Capital Expenditure Budget.

### POLICY

The Superintendent will be responsible for submitting a comprehensive budget, including a set of supporting strategies, objectives and Capital Expenditure Budget, to the School Committee as adopted by the School Committee's annual budget calendar. The budget will contain the Superintendent's curriculum, programs staffing, and spending priorities and recommendations for the ensuing fiscal year. Direct participation in the budget development process by the School Councils, Assistant Superintendent, Business Administrator, School Committee, Director of Student Services, building principals, department heads and other administrators who have spending authority will ensure the interests of all school department constituencies will be considered.

All school department budgeted expenditures will be identified with a specific individual who has the greatest degree of control over the incurrence of said expenditure.

The following essential components are necessary in order to ensure that an effective budget management policy is in place.

1. Establishment of a budget calendar, which must be approved by the School Committee.
2. The Superintendent through his/her delegated designee(s) will be responsible for disseminating budget preparation guidelines to all administrators who are responsible for budgeting building salary and expenditure budgets.
3. Coordinators with functional responsibility for various school or system-wide programs conducted in various schools will be required to furnish program spending recommendations to the building Principal and school council for review, endorsement and inclusion in the budget when appropriate.
5. Other supervisory personnel involved in functional activities that affect the operation of a building must submit spending recommendations to the building Principal and school council for review, endorsement and inclusion in the budget when appropriate.
6. Schedule presentations to the School Committee by the building principals and school councils, and administrators with spending authority to the School Committee before the Central Administration undertakes their detailed review, and presents their recommendations to the Committee and public.

**File: DAB**

7. The role of the School Committee will be to approve the overall budget based on the recommendations of the Superintendent and its own assessment of the educational needs of the town and the available fiscal resources.
8. Each administrator who has budget responsibility will be held accountable for the cost/budget performance for those expenses under his/her area of responsibility.
9. Monthly cost performance reports will be furnished to those administrators with budgetary responsibility.
10. Quarterly Financial Report with exception spending reporting will be furnished to the School Committee.
11. Develop a Five Year Strategic Planning process which includes people, curriculum and instruction, technology, facilities planning and capital spending.
12. Development of an "educationally sound budget" for the Canton Public Schools - not the state mandated number. Our foundation budget would be based on our perceived needs consistent with the strategic objectives outlined above.

Approved: December 20, 2018

Reviewed: December 20, 2018

Revised: December 20, 2018

## ANNUAL BUDGET

The annual budget is the financial expression of the educational goals and programs of the school department.

The budget then is more than just a financial instrument and requires on the part of the School Committee, the staff, and the community orderly and cooperative effort to ensure sound fiscal practices for achieving the educational goals and objectives of the school system.

Public school budgeting is regulated and controlled by legislation, state regulations, and local School Committee requirements. The operating budget for the school system will be prepared and presented in line with state policy and will be developed and refined in accordance with these same requirements.

The Superintendent will serve as budget officer but he/she may delegate portions of this responsibility to members of his/her staff, as he/she deems appropriate. The three general areas of responsibility for the Superintendent as budget officer will be budget preparation, budget presentation, and budget administration.

The school department budget is the instrument by which the financial resources of the town are allocated to the many educational programs, and as such, is an important expression of educational policy available to the School Committee. Therefore, in the preparation of the budget for presentation to the Annual Town Meeting, all members of the school department should be encouraged to participate as needed.

- a. The initial role of the School Committee shall be to set guidelines as to overall amount of the budget as best it can determine from the recommendations of the Superintendent and its own assessment of the educational needs of the town and the available fiscal resources.
- b. The Superintendent and his/her staff shall prepare the budget in such form as to accurately show the proposed allocation of resources among those school programs in such form as set out by the Superintendent or as directed by the School Committee under the guidelines adopted by the Department of Education.
- c. The budget shall provide meaningful comparisons to the previous year's budget, including, but not limited to, previous amounts budgeted, actual expenditures (or projected expenditures), school enrollment, and other valid considerations.
- d. Prior to final approval, the School Committee shall consider the budget in sufficient detail to ensure sound fiscal and educational guidelines are met. If any item is approved contrary to the recommendation of the Superintendent, pertinent details shall be included in the minutes.
- e. Additional funds may be obligated only if voted by the School Committee, contingent upon subsequent approval by a special town meeting or approval by the finance committee of a reserve fund transfer.

LEGAL REFS.: M.G.L. 71:34; 71:37, 71:38N; 71:59, 603 CMR 10.00

Approved: December 20, 2018

Reviewed: December 20, 2018

Revised: December 20, 2018

**File: DBC**

## **BUDGET DEADLINES AND SCHEDULES**

Preparation of the annual budget will be scheduled in stages throughout the school year with attention to certain deadlines established by law and charter.

The calendar year for budget preparation will be determined by calculating backwards from the final adoption date which is the annual town meeting,. Dependent on the date thus set, the following will be scheduled:

Two weeks or more before the annual town meeting –

Publication of the budget for the meeting, by the Selectmen

Not less than 30 days before the annual town meeting –

Finance committee holds a public hearing on its proposed recommendations for the articles in the budget to be published as above.

Whatever dates assigned the above, the final date for the submission of the budget to the Selectmen will be arranged cooperatively with the School Committee and finance committee. The Selectmen have authority to impose a date as early as December 31.

In reaching its decision on the budget amount that it will submit to the Selectmen, the School Committee will also observe the statutory requirement of holding a public hearing on the proposed budget not less than seven days after the notice for this hearing has been published in a local newspaper.

Established by law and charter

LEGAL REFS.:       M.G.L. 71:38N  
                           Town Charter (See local reference)

Approved: December 20, 2018

Reviewed: December 20, 2018

Revised: December 20, 2018

## BUDGET PLANNING

The major portion of income for the operation of the public schools is derived from local property taxes, and the School Committee will attempt to protect the valid interest of the taxpayers. However, the first priority in the development of an annual budget will be the educational welfare of the children in our schools.

Budget decisions reflect the attitude and philosophy of those charged with the responsibility for educational decision-making. Therefore, a sound budget development process must be established to ensure that the annual operating budget accurately reflects this school system's goals and objectives.

In the budget planning process for the school system, the School Committee will strive to:

1. Engage in thorough advance planning, with staff and community involvement, in order to develop budgets and guide expenditures in a manner that will achieve the greatest educational returns and contributions to the educational program in relation to dollars expended.
2. Establish levels of funding that will provide high quality education for all our students.
3. Use the best available techniques for budget development and management.

The Superintendent will have overall responsibility for budget preparation, including the construction of, and adherence to, a budget calendar.

Approved: December 20, 2018

Reviewed: December 20, 2018

Revised: December 20, 2018

**File: DBJ**

## **BUDGET TRANSFER AUTHORITY**

In keeping with the need for periodic reconciliation of the school department's budget, the School Committee will consider requests for transfers of funds as they are recommended by the Superintendent.

The Committee wishes to be kept abreast of the need for these adjustments so that it may act promptly and expedite financial record keeping for the school system.

All funds in the general account not expended or encumbered by the close of the fiscal year will be returned to the town.

Approved: December 20, 2018

Reviewed: December 20, 2018

Revised: December 20, 2018

**File: DD**

## **FUNDING PROPOSALS AND APPLICATIONS**

The School Committee will encourage the administration to seek and secure all possible sources of state, federal, and other special funds that will enhance the educational opportunities for the children in its public schools.

The Superintendent will keep informed of all possible funds available to the school system under the various state and federal programs, and in what manner these funds can best be used in the school system.

The Superintendent will be responsible for seeking out and coordinating the development of proposals for all specially funded projects and for submitting the proposals to the Committee for approval.

The Superintendent/designee is authorized to sign all reports for these projects and will be responsible for the proper expenditure of funds received for such projects.

LEGAL REF.:           M.G.L.44:53A; 71:49A; 71:37A, 71:71E; 71:47  
                          P.L. 874 Impact Aid  
                          Board of Education 603 CMR 32:00; 34:00

Approved: December 20, 2018  
Reviewed: December 20, 2018  
Revised: December 20, 2018

**File: DGA**

## **AUTHORIZED SIGNATURES**

The School Committee will receive a bi-weekly list of payroll entries in accordance with the salaries and salary schedules approved by the School Committee. The bi-weekly payroll will be certified as correct and signed as approved for payment by the Chairman of the School Committee (or designee).

The School Committee will receive periodic lists of bills for payment from school department funds. The Bill Schedule will be certified as correct and signed as approved for payment by no less than three members of the School Committee.

The town treasurer, who also serves as the school department treasurer, signs all checks drawn against school department funds. No other signature is valid.

LEGAL REF.:           M.G.L. 41:52; 41:41,41:56; 71:49A

Approved:

Reviewed:

Revised:

**File: DH****BONDED EMPLOYEES AND OFFICERS**

Each employee of the school system who is assigned the responsibility of receiving and dispensing school funds will be bonded individually or covered by a blanket bond. The town will pay the cost of the bond.

LEGAL REFS.: M.G.L. 40:5

Approved: December 20, 2018

Reviewed: December 20, 2018

Revised: December 20, 2018

## **FISCAL ACCOUNTING, FINANCIAL REPORTS AND STATEMENTS**

The Superintendent will be ultimately responsible for receiving and properly accounting for all funds of the school system.

The accounting system used will conform with state requirements and with good accounting practices, providing for the appropriate separation of accounts, funds, and special monies.

The School Committee will receive periodic financial statements from the Superintendent or designee showing the financial condition of the school department. Such other financial statements as may be determined necessary by either the Committee or the administration will be presented as found desirable.

1. A chart or print-out displaying the latest balance in each account of current school budget and any encumbrances against the account.
  - a. A summary of the operations and salary accounts by schools and services with the proper sub-totals and totals. This summary should include all and every account in the school system.
  - b. Any pertinent and relevant data financial facts the Committee should know such as unexpected or emergency expenses, one time large expenditures.
2. Monthly changes in salary accounts due to sabbaticals, maternity leaves, dismissal, resignation, staff additions, new hires.
3. A list of all accounts which are expected to exceed the appropriation.
  - a. The reasons for the cost over-run.
  - b. The under-expended account which may be used to pay for the over-run.
4. A roster which includes all personnel in the system by name department, salary, etc. will be provided to the Secretary of the School Committee upon request.

It is the responsibility of the Superintendent to alert the School Committee immediately to any circumstances that might cause a budget deficit.

LEGAL REF.: M.G.L. 41:59; 603 CMR 10:00

Approved: January 17, 2019

Reviewed: January 17, 2019

Revised:

File: DIBA

## POLICY REGARDING STUDENT ACTIVITY ACCOUNTS

### GENERAL INFORMATION

#### STUDENT ACTIVITY ACCOUNTS

A student activity account shall be used for monies raised by student organizations and which will be expended by those organizations for their benefit. Monies deposited to a student activity account are governed by the provisions of Section 47 of Chapter 71 of the General Laws of Massachusetts, as amended by MGL Chapter 66 of the Acts of 1996 (copy enclosed). Monies governed by any other laws which specify other ways in which the money must be handled cannot be deposited to a student activity account. This account is the responsibility of the school Principal, according to the statute. It is the direct responsibility of the Principal to insure that the statute, School Committee policies, and the administrative procedures are fully adhered to in all aspects of operating student activity accounts.

#### AGENCY ACCOUNTS VS CHECKING ACCOUNTS

Under MGL Chapter 66 of the Acts of 1996, the School Committee shall vote to authorize the Town Treasurer to establish an interest bearing bank account, hereinafter referred to as the "*Student Activity Agency Account*" for each school for "the purpose of conducting student activities." All monies collected through student activities must be deposited to this account.

Under MGL Chapter 66 of the Acts of 1996, the School Committee shall vote to authorize the Town Treasurer to establish a "*Student Activity Checking Account*" for each school to be operated and controlled by the School Principal. This account may be used for expenditures only in accordance with School Committee policy and funds received for student activities may not be deposited directly into such account. The funds to establish such a checking account must come from the agency account specified above, as must all monies to periodically replenish the checking account.

The School Committee shall vote to set a maximum balance that may be on deposit in the Principal's *Student Activity Checking Account* as follows:

High School	\$15,000
Galvin Middle School	\$ 10,000
Elementary School	\$ 5,000

To the extent that the funds are available in the *Student Activity Agency Account*, funds up to the maximum balance set by the School Committee shall be transferred from the *Student Activity Agency Account* through the warrant process to initially fund the *Student Activity Checking Account*.

Periodically, to the extent the funds are available in the *Student Activity Agency Account*, the Town Treasurer shall reimburse the *Student Checking Activity Account*, through the warrant process, to restore the limit set by the School Committee.

Approved:

Reviewed:

Revised:

**File: DIE**

## **AUDITS**

An audit of the school department's accounts should be conducted annually. In addition, the Committee may request a private audit of the school system's accounts at its discretion.

The Committee will consider recommendations made by the auditor for maintaining an efficient system for recording and safeguarding the school department's assets.

Approved: January 17, 2019

Reviewed: January 17, 2019

Revised:

**File: DJ/DJA**

## **PURCHASING & PURCHASING AUTHORITY**

The School Committee declares its intention to purchase competitively without prejudice and to seek maximum educational value for every dollar expended.

The acquisition of materials, equipment and services will be centralized in the Superintendent's office of the school system.

The Superintendent/designee will serve as purchasing agent. He/she will develop and administer the purchasing program for the schools in keeping with legal requirements and with the adopted school budget.

Authority for the purchase of materials, equipment, supplies, and services is extended to the Superintendent through the detailed listing of such items compiled as part of the budget-making process.

Subject to the provisions of section 103 of Chapter 41, to the extent permitted by charter of local by law, a Chief Procurement Officer (CPO) may delegate his/her powers and duties in accordance with this section to an employee of the school department. This delegation shall be in writing, be signed by the CPO and state the activity or function authorized and the duration of the delegation.

The purchase of items and services on such lists requires no further Committee approval except when by law or Committee policy the purchases or services must be put to bid.

No person shall contract by bill on behalf of the School Committee unless it shall have been authorized and the order has been given on the prescribed purchases order form signed by the Chief Procurement Officer.

LEGAL REFS.: M.G.L. 7:22A; 7:22B; 40, Section 4; 71:49A; Chapter 30B: 1-19

Approved: January 17, 2019

Reviewed: January 17, 2019

Revised:

**File: DJE**

## **BIDDING REQUIREMENTS**

All purchases of materials and equipment and all contracts for construction or maintenance in amounts exceeding \$50,000 will be based upon competitive bidding in accordance with MGL, Chapter 30B, Chapter 30, Section 39M and Chapter 149.

An effort will be made to procure multiple bids for all purchases in excess of \$50,000. When recommending acceptance of a bid, the Superintendent will inform the School Committee, whenever possible, of the competitive price of a reasonable substitute for the item specified.

When bidding procedures are used, bids will be advertised appropriately. Suppliers will be invited to have their names placed on mailing lists to receive invitations to bid. When specifications are prepared, they will be mailed to all merchants and firms who have indicated an interest in bidding.

All bids will be submitted in sealed envelopes, addressed to the Superintendent and plainly marked with the name of the bid and the time of the bid opening. Bids will be opened in public at the time specified, and all bidders will be invited to be present.

The Committee reserves the right to reject any or all bids and to accept the bid that appears to be in the best interest of the school system. The Committee reserves the right to waive any informality in, or reject, any or all bids or any part of any bid. Any bid maybe withdrawn prior to the scheduled time for the opening of the bids. Any bid received after the time and date specified will not be considered. All bids will remain firm for a period of 30 days after opening.

The bidder to whom an award is made may be required to enter into a written contract with the school system.

LEGAL REFS.: M.G.L. 7:22A; 7:22B; 30B; Chapter 149

CROSS REF.: DJA, Purchasing Authority

Approved: January 17, 2019

Reviewed: January 17, 2019

Revised: January 17, 2019

**File: DK**

## **PAYMENT PROCEDURES**

All claims for payment from school department funds will be processed in accordance with regulations developed by the Superintendent. Payment will be authorized against invoices properly supported by approved purchase orders, with properly submitted vouchers, or in accordance with salaries and salary schedules approved by the School Committee.

As an operating procedure, the Committee will receive monthly lists of bills for payment from school department funds. The lists will be certified as correct and approved for payment by the School Committee and then forwarded to the city auditor for processing and subsequent payment by the town treasurer. Actual invoices, statements, and vouchers will be available for inspection by the School Committee.

The Superintendent will be responsible for assuring that budget allocations are observed and that total expenditures do not exceed the amount allocated in the budget for all items.

The school building administrators will be responsible for observing budget allocations in their respective schools.

LEGAL REFS.: M.G.L. 41:41; 41:52 41:56

Approved: January 17, 2019

Reviewed: January 17, 2019

Revised: January 17, 2019

File: DKC

## EXPENSE REIMBURSEMENTS

Personnel and school department officials who incur expenses in carrying out their authorized duties will be reimbursed by the school department upon submission of a properly completed and approved voucher and any supporting receipts required by the Superintendent or designee.

When official travel by a personally owned vehicle is authorized, mileage payment will generally be made at the rate currently approved by the Town of Canton.

### 1. Out-of-State Travel Requests

All out-of-state travel requests shall be submitted through the Superintendent to the School Committee for review and approval, at least thirty (30) days prior to the intended departure date, with the appropriate recommendations of the applicant's immediate supervisor. In the case of the Superintendent, the School Committee will review such requests directly. In emergency situations, the Superintendent shall take action as required and notify the School Committee of the action taken.

### 2. Request for Reimbursement for Authorized Out-of-State Travel

Request for reimbursement for authorized out-of-state travel shall be completed upon the presentation of receipts to back up expenses incurred, as well as a written statement summarizing the purpose and outcome of the trip.

### 3. Trip Reports

Requests for reimbursement of in-state travel expenses shall be accompanied by a trip report, explaining the purpose of the trip, place visited, personnel contacted, and significant findings. The report should be addressed to the traveler's immediate supervisor, with a copy to the Superintendent. Expense reports or requests for reimbursement will not be approved by the School Committee without an appropriate trip report.

LEGAL REFS.: M.G.L. 40:5; 44:58

Procedures and guidelines for reimbursement, based on the Town of Canton Policy, Town of Canton Policy Number: VI – 120 Subject: Travel Expense Reimbursement Policy, are available in the current Employee Forms folder on the CPS website.

Approved:

Reviewed: May 24, 2018

Revised: May 24, 2018

**File: DM**

## **CASH IN SCHOOL BUILDINGS**

Monies collected by school employees and by student treasurers shall be handled with good and prudent business procedures. All monies collected shall be reflected in appropriate receipts, and thereafter shall be properly accounted for, and directed without delay to the proper location of deposit.

In no case shall monies be left overnight in schools, except in safes provided for safekeeping of valuables. All schools shall provide, whenever possible, for making bank deposits or appropriate provisions with the District Business Office after regular banking hours in order to avoid leaving money in school overnight.

Approved: January 17, 2019

Reviewed: January 17, 2019

Revised:

**File: DN**

## **DISPOSITION OF SURPLUS EQUIPMENT/BOOKS**

It is understood that from time to time the Canton School Department will need to dispose of miscellaneous equipment; old textbooks and other items in accordance with the guidelines of Chapter 30B and the following procedures and guidelines shall apply:

1. The administrator shall list surplus items on the form on the reverse of this document, and shall forward the same to the Superintendent of Schools.
2. The Superintendent of Schools shall forward the list to all other administrators and other town department heads (where applicable) to ascertain whether the items can be used at another school/town site.
3. After step 2, the Superintendent shall forward the list of remaining items if any to the School Committee to be declared as surplus.
4. The Superintendent shall make a recommendation to the School Committee as to disposition of such surplus items and disposition options may include:
  - a. Offer for sale of high bidder (required if valued at \$500 or higher)
  - b. Give away to non-profit agency or others
  - c. Disposal
  - d. Other
5. All disposition of surplus school items will be done with full disclosure to taxpayers of the town.
6. Any profits from the disposition of surplus school items shall be used to reduce operating cost for the School Department.

LEGAL REF.: M.G.L. Chapter 30B

Approved: January 17, 2019

Reviewed: January 17, 2019

Revised: January 17, 2019