

**OXFORD PUBLIC SCHOOLS  
SCHOOL BUSINESS OFFICE**



**FINANCIAL POLICIES & PROCEDURES MANUAL**

January 2019

## **What is the Financial Policy and Procedures Manual?**

This Financial Policies and Procedures Manual (the “Manual”) contains policies related to the accounting and financial operation of Oxford Public Schools (the “Schools”). The Manual is published through the School Business Office which is responsible for the accounting and financial operation and fiscal control of the Schools.

This Manual is not to be distributed without the prior approval of the School Business Manager or another appropriately authorized party within the Schools.

The Manual is directed to those School employees who have responsibility for the accounting and financial operation of the Schools and is intended to serve as a reference guide. The policies contained herein delineate responsibility, authority and accountability. It is the responsibility of School’s employees with accounting and financial responsibility to familiarize themselves with these policies in order to provide proper guidance to all School employees, tax payers and other School stakeholders. It is the responsibility of every School employee to follow stated policies.

The Manual does not supersede any official policy voted by the Oxford School Committee. Any reference to School policy refers to the policies of the School Business Office unless specifically identified as a School Committee policy.

## **How is the Manual organized?**

The Manual is divided into subject areas, each of which contains a group of related policies. For example, all policies related to purchasing can be found in section EXP: Expenditures.

Policy statements are sequenced by section and identified by a three-digit alpha code followed by two digit numeric code and another three digit numeric code. The first three digits identify the subject area, the second two digits identify the specific policy within the subject area and the final three digits identify the revision of the specific policy. For example, FIN01.001 is the first revision of the first specific policy in the subject area of Financial Reporting.

Each policy statement is presented in a standardized format. The initial issuance date indicates the date the policy became effective. Revisions to the policy are shown under revision date by month and year of change.

The School Business Manager should be consulted when an issue arises which is not addressed by the Manual.

## **Limitations on the Manual**

The Manual’s current version does not include specific policies and procedures for the operation of student activities funds or the preparation of the End of Year Financial Report to the Massachusetts Department of Elementary and Secondary Education (“DESE”). Future manuals shall address these areas.

## TABLE OF CONTENTS

	<u>Page</u>
<b>GENERAL PRACTICES</b>	
GEN01.001 – General Accounting Policy	4
GEN02.000 – General Ethics and Conflict of Interest Policy	5
GEN03.000 – Fraud Policy	7
GEN04.000 – General Internal Controls Policy	9
GEN05.001 – Information Technology	10
GEN06.001 – Journal Entries and Budget Transfers	11
GEN07.001 – Grant Management	12
GEN08.000 – Revisions to the Manual	13
GEN09.000 – Annual Budget Process	14
<b>REVENUES</b>	
REV01.000 – Departmental Receipts	17
REV02.001 – Intergovernmental Cash Management	19
REV03.000 – Facilities Rentals	20
REV04.000 – Preschool, Before-School and After-School Programs	22
<b>EXPENDITURES</b>	
EXP01.000 – Procurement Rules and Regulations	25
EXP02.001 – Purchase Order Process	28
EXP03.000 – Accounts Payable and Vendor Warrant Process	30
EXP04.001 – Employee Reimbursement Policy	32
EXP05.001 – Petty Cash & Credit/Debit Card Usage Policy	33
<b>PAYROLL AND PERSONNEL</b>	
PAY01.001 – New Employees	35
PAY02.001 – Payroll Changes	37
PAY03.001 – Terminations	38
PAY04.001 – Payroll Processing and Payroll Warrant Process	39
PAY05.001 – Sick, Vacation and Personal Time Maintenance	41
PAY06.000 – Leave of Absences	42
PAY07.001 – Payroll Maintenance	43
<b>FINANCIAL REPORTING</b>	
FIN01.001 – Budget to Actual Reporting	45
FIN03.001 – Year End Closing	46

**GENERAL**

**GEN**

Policy Name	General Accounting Policy
Policy No.	GEN01.001
Initial Issuance Date	1/9/2018
Revision Date	12/18/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To provide accurate and meaningful financial information to the School to better conduct its operations.

**REVISIONS**

The GEMS financial software has been updated to VADAR

**AUTHORITY**

MGL Chapters 41 and 44  
MGL Chapter 71

**POLICY**

It is the School’s policy to maintain its accounting records using the *Chart of Accounts - Criteria for Financial Reporting* prescribed by the DESE, the Uniform Massachusetts Accounting System (UMAS) prescribed by the Massachusetts Department of Revenue, and fund accounting. All sources of revenues and other inflows of resources as well as expenditures and outflows of resources are required to be recorded in the School’s accounting records.

The School will adopt an annual budget each year and record its budget in its accounting system to better assure the School Committee that expenditures do not exceed appropriations.

The School Business Manager is responsible for establishing and maintaining a system of internal controls adequate to safeguard the School’s assets and ensure that its accounting records are accurate.

The School’s fiscal year will begin each July 1<sup>st</sup> and conclude on the following June 30<sup>th</sup>.

**PROCEDURES**

1. The School Business Manager shall confirm that all budgetary amounts have been properly posted to VADAR, the School’s accounting system, at the start of each fiscal year.
2. The School Business Manager shall cause a monthly review of all general ledger accounts in VADAR throughout the course of the year against budgeted revenues and expenditures.
3. The School Business Manager, upon indication of a deficit in any appropriation account or fund, shall take proper action to remedy such deficit before the close of the fiscal year.
4. The School Business Manager shall cause the reconciliation of School accounts with those of the Town and other School departments as needed.
5. The School Business Manager shall be responsible for determining the need to establish new general ledger accounts. The School Business Manager shall reference the DESE’s *Chart of Accounts - Criteria for Financial Reporting* and the DOR’s UMAS manual as deemed appropriate.

Policy Name	General Ethics and Conflict of Interest Policy
Policy No.	GEN02.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

## **OBJECTIVE**

To adhere to the School's expectations surrounding ethics and acceptable business practices.

## **AUTHORITY**

MGL Chapter 268A, 268B

## **POLICY**

All School employees, elected and appointed officials:

- will conduct School business using the principles of fair dealing and ethical conduct;
- are expected to act with honesty and integrity, avoiding actual or perceived conflicts of interest in School business;
- are expected to respect the confidentiality of information acquired in the normal course of work and shall not disclose such information unless required as a condition of the execution of School business or by court order;
- are expected to provide constituents with accurate, complete, objective, relevant, timely and understandable information.
- are expected to act competently and in good faith and use best efforts to avoid misrepresenting material facts.
- are expected to promote ethical behavior throughout the School.
- are expected to report known or suspected violations of the laws United States of America, Commonwealth of Massachusetts as well as School/Town ordinances and regulations.
- must disclose all potential outside activities, interests and personal relationships that may give rise to conflicts of interest.
- will strive to keep a respectful, safe and healthful workplace that is free of harassment, sexual or otherwise.
- shall not accept gifts from vendors or other third parties that may influence or appear to influence School business.
- shall not violate state or federal political campaign contribution laws and regulations.

## **PROCEDURES**

1. On timeframes set forth by the state, all School employees, elected and appointed officials shall complete their online state ethics examination.

2. The Town Clerk's Office is responsible for monitoring the progress of the School's employees, elected and appointed officials' completion of the online state ethics examinations and follow up accordingly.
3. All suspected or known ethics violations shall be reported to a department head or, in the case the department head is suspected of the violation, to the Superintendent.
4. Individual grant administrators must notify Federal agencies or pass-through agencies of any real or perceived conflicts of interest relating to Federal awards. A conflict would arise when an employee, immediate family member or related organization has a financial interest, or may otherwise personally benefit from, a vendor considered for a contract.

Policy Name	Fraud Policy
Policy No.	GEN03.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

## **OBJECTIVE**

To state the School's expectations surrounding fraud.

## **AUTHORITY**

MGL Chapter 149, 185, 187, 268A, 268B

## **ADDITIONAL BACKGROUND**

Fraud is commonly understood as dishonesty calculated for a personal advantage, whether to one's self or another related party, or to damage another party. Fraud can be committed through virtually any medium (e.g., wire, phone, mail, in person ...).

With respect to Massachusetts municipalities, the most common type of fraud in the workplace today is *occupational fraud*.

Occupational fraud is defined by the School as the use of one's School position for personal enrichment through the deliberate misuse or misapplication of the School's resources or assets. Occupational fraud can involve

- the stealing of cash, School property or the misuse of School assets (e.g., using School equipment for personal use);
- corruption, which is the wrongful use of one's position within the School for personal gain;
- bribery, which is the offer and acceptance of cash or other consideration to influence an official act;
- conflicts of interest (see also GEN02);
- illegal gratuities, which is the offer and acceptance of gifts in exchange for an official act;
- economic extortion, which is where a School official demands a third party to perform or make a payment to influence an official act;
- use of School resources (facilities, supplies, etc.) for personal, private financial gain; and
- falsification of financial information.

There are other types of fraud that may affect the School. School employees, elected and appointed officials should be aware of questionable behavior and business practices by their peers, members of the public and outside parties that place School assets at risk.

## **POLICY**

Each School department head is responsible to evaluating their individual department's internal controls that serve to safeguard the School's assets and prevent theft and misappropriation.

The School's employees, elected and appointed officials must, at all times, comply with all applicable laws and regulations. The School will not condone the activities of its employees and/or officials who achieve results through violations of the law or unethical business dealings. All School activities shall be conducted to withstand the closest possible public scrutiny.

The School shall cause the investigation of any allegations or suspicions of fraud, ethics violations or other suspected improprieties involving the School's financial resources.

A "whistle-blower" can expect the full protection of the School as stipulated in state and federal law.



The Office of the Superintendent shall be the only contact point for media issues that arise in connection with fraud. No unauthorized employee may speak to the media regarding any fraud issue.

## **PROCEDURES**

1. All suspected or known instances of fraud shall be reported to a department head or, in the case the department head is suspected of the violation, to the Superintendent.
2. The School shall investigate credible suspicions of fraud in a professional and timely manner. Where necessary, the School shall work with the Town Police Department.
3. At the conclusion of the investigation, the School/Town shall determine whether there is sufficient evidentiary support to conclude on the suspected fraud incident. If so, the School shall use any and all available remedies at law, including referring the incident to the Attorney General.

Policy Name	General Internal Controls Policy
Policy No.	GEN04.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To state the School’s expectations surrounding internal controls.

**AUTHORITY**

MGL Chapter 44  
MGL Chapter 71

**POLICY**

The School Business Manager is responsible for establishing and maintaining a system of internal controls adequate to safeguard the School’s assets and ensure that its accounting records are accurate.

The School will use its best efforts to segregate duties related to incompatible roles and responsibilities, recognizing that cost-benefit may prevent optimal segregation of duties. In those circumstances, mitigating controls such as regular account reconciliations shall be employed.

All sources of revenues and other inflows of resources as well as expenditures and outflows of resources are required to be recorded in the School’s accounting records. The School Business Manager shall cause the reconciliation of the School’s accounting system to departmental records and independent, third party evidential matter.

The School shall adopt an “open door” policy, which is intended to facilitate the flow of information throughout the School and further enhance the School’s internal control system.

**PROCEDURES**

1. The School Business Manager shall, on an ongoing basis, conduct risk assessments and institute a monitoring plan to maintain a system of internal controls adequate to safeguard the School’s assets and ensure that its accounting records are accurate.
2. The School Business Manager shall, on an ongoing basis, review the duties and assignments of School Business Office staff to ensure proper segregation of duties. This shall also apply when covering during vacations or extended leaves of absence.

Policy Name	Information Technology
Policy No.	GEN05.001
Initial Issuance Date	1/9/2018
Revision Date	12/18/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To state the School’s policy on information technology and its role within the School’s financial processes.

**REVISIONS**

The GEMS financial software has been updated to VADAR

**POLICY**

The School shall establish adequate information technology controls to critical computer systems and applications within the School’s operations.

Access controls and other information technology controls shall be employed to protect the School’s applications from being compromised from internal and external sources.

**PROCEDURES**

1. All School-owned personal computers shall have a requirement for a login and password.
2. The School’s IT Department shall restrict access to financial files on the file server to authorized personnel. The School’s IT Department shall make periodic inquiries of department heads to ensure that only authorized parties have access to departmental files.
3. The School shall document and maintain a listing of the VADAR financial system permissions granted to School Business Office staff. The School Business Manager shall review/update this listing when staff or procedures change that would impact the need to add or remove permissions.
4. The School’s IT Department shall install network security appliances and software to prevent unauthorized access to the School’s information systems. The School’s IT Department shall regularly update said network security devices.
5. The School’s IT Department will periodically assess the need for periodic, mandatory password changes.
6. The School shall consult with the Town’s IT Department on a periodic basis to ensure proper adherence to Town computer policies, specifically for applications that are hosted on Town servers.

Policy Name	Journal Entries and Budget Transfers
Policy No.	GEN06.001
Initial Issuance Date	1/9/2018
Revision Date	12/18/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To ensure that reclassifications of previously recorded transactions and budgetary transfers are valid and properly authorized.

**REVISIONS**

Town Accountant approval has been removed regarding Journal Entries and Budget Transfers; GEMS financial software has been updated to VADAR

**AUTHORITY**

MGL Chapter 44 § 33B

**POLICY**

All reclassifications and budgetary transfers in VADAR, the School’s accounting system, shall be properly approved based on their economic substance.

**PROCEDURES**

1. Revenue/Expense reclassifications and budgetary transfers may be requested by Business Office Staff, Principals, Program Directors and/or Department Heads.
2. A Journal Entry or Budget Transfer form must be completed and include all pertinent information including amount being transferred, general ledger accounts affected, and a reason for the reclassification. Any supporting documentation shall also accompany the form. The School Business Manager and, if applicable, the requestor will sign off on the form evidencing review and approval.
3. The School Business Manager shall enter the journal entry into VADAR. Journal entries do not require approval from the Town Accountant.
4. The School Business Manager shall enter budget transfers into VADAR. Transfers do not require approval from the Town Accountant.
5. The School Business Manager shall maintain a file of all Journal Entry and Budget Transfer forms along with the related supporting documentation.

Policy Name	Grant Management
Policy No.	GEN07.001
Initial Issuance Date	1/9/2018
Revision Date	12/18/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To regularly review the School’s recorded grant revenues and expenditures against its approved budget in the grant award.

**REVISIONS**

The GEMS financial software has been updated to VADAR

**AUTHORITY**

Federal Uniform Guidance and pass-through agency regulations

**POLICY**

All grants applications must be reviewed and approved by the Superintendent.

No grant obligations may be incurred until a grant award is received and a budget is entered in the general ledger. All grant payroll is to be charged directly to grant and not reclassified from the operating budget. Grants shall be monitored by the Grant Administrators and the School Business Manager on a regular basis. Financial reporting shall be completed and filed by the deadlines set by the granting agencies.

**PROCEDURES**

1. The Grant Administrators shall review his or her staffing for the upcoming school year and notify the Superintendent Office of any changes for the new school year clearly identifying all employees that will be paid from grant funding. The Superintendent Office will generate an appointment letter indicating that the employee’s salary is funded through grant monies and provide a copy to the School Business Manager and Payroll/Personnel Director.
2. All payroll changes effecting grants that occur during the year must be communicated to the School Business Manager immediately and processed as described in Procedure #1.
3. Grant Administrators shall provide a copy of each grant award including the approved budget. The School Business Manager shall enter the approved budget in VADAR based on the grant award. No grant expenditures may be incurred unless the budget has been entered into VADAR.
4. On or about the 25<sup>th</sup> of each month each Grant Administrator shall notify the School Business Manager of all invoices in the possession of the Grant Administrator that have yet to be processed for payment and the expected payroll in the following month to ensure that the School Business Manager requests the appropriate amount of funds from the awarding agency.
5. On a quarterly basis, each Grant Administrator shall meet with the School Business Manager to review the grant’s status and project the grant’s financial needs through the end of the award period. Any potential award amendments shall be planned for and discussed at these meetings. At the last quarterly meeting of the school year, a plan to ensure that all grant funds are expended by the award end shall be implemented.
6. At the end of the grant award period, the School Business Manager shall complete and file the final financial reporting for each grant. The source of the financial information shall be VADAR ledger.

Policy Name	Revisions to this Manual
Policy No.	GEN08.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish mechanisms to revise the Manual.

**POLICY**

The School Business Manager shall take ownership of the Manual.

School employees, elected and appointed officials are encouraged to provide feedback and suggestions to the School Business Manager.

The School Business Manager has the sole authority to make changes to the Manual.

**PROCEDURES**

1. If deemed necessary, the School Business Manager shall revise the Manual where appropriate. The sequence of the last three digits to the individual policy being revised shall increase by one (1) and the School Business Manager shall include a brief description of the revision in a new section entitled “REVISIONS” below the “OBJECTIVE” portion of the revised policy. The most recent revision date shall be noted in the policy header.

Policy Name	Annual Budget Process
Policy No.	GEN09.000
Initial Issuance Date	12/18/2018
Revision Date	
Approved By and Date	

**OBJECTIVE**

To provide a budget timeline and identify who is responsible for annual school budget development.

**AUTHORITY**

MGL Chapter 71

**POLICY**

The School Committee shall review and approve the Annual School Budget. Further, the Committee will hold a public hearing on its proposed annual school budget not less than seven (7) days after publication of a notice thereof in a newspaper having general circulation in the Town. At least forty-eight (48) hours prior to such public hearing, the Committee shall make available to the public at least one copy of the Proposed Annual School Budget. This document will be available at the Office of the Superintendent of Schools or at a place so designated by the Committee.

**PROCEDURES**

Annually, the Oxford School Department develops its operating budget for the upcoming fiscal year, which begins July 1 and ends June 30. This process is a collaborative and public process that engages the Board of Selectman, Finance Committee, School Committee, Town and School staff, and citizens. The Superintendent and Business Manager are responsible for coordinating, developing, and monitoring the annual budget process. Each year, the School Committee develops its budget guidelines and a budget calendar. These provide the administration with the roadmap to develop the recommended annual budget. The Superintendent is tasked with developing a budget that advances the School Committee’s objectives. The School Committee is responsible for reviewing and approving the budget for incorporation with the full Town budget.

Early Fall - School Committee gives the directive to the Superintendent as to what type of budget will be built for the upcoming fiscal year and approves the annual budget calendar.

Fall – All Principals/department heads develop budget recommendations.

Late Fall/Early Winter- All Principals/department heads meet with the Superintendent and Business Manager to review existing staffing levels, review budget priorities, discuss anticipated budget requests, and develop preliminary budget(s).

During this time, a series of working meetings including the Town Manager, Superintendent, Finance Director, and Business Manager are conducted to discuss the current financial health of the Town, discuss budget issues, and provide guidance to the School staff in finalizing budget recommendations.

The Superintendent, in consultation with the Business Manager and the School Department's Administrative Council, reviews budget requests and makes recommendations for all School programs to the School Committee.

Winter- A joint meeting is held between the School Committee and Finance Committee to hear the School Department budget for the upcoming fiscal year.

Late Winter/Early Spring- A month before the Annual Town Meeting, the School Department's budget is approved by the School Committee.

Spring- The Annual Town Meeting in May appropriates the School Department budget as part of the total Town budget.



**REVENUES**

**REV**

Policy Name	Departmental Receipts
Policy No.	REV01.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

## OBJECTIVE

To establish formal policies on the cash receipts processes within the School. To better ensure that these amounts are deposited and recorded on a timely basis.

## AUTHORITY

MGL Chapter 41

## POLICY

It is the School's policy that all departments turn over their receipts, regardless of the dollar amount, to the School Business Office at a minimum of one time per week.

All departmental receipts shall be accompanied by a standard deposit form which shall be endorsed by an authorized party within the department turning over funds.

Each department is responsible for the establishment of controls to safeguard monies collected from the public and other sources until such time as these funds are turned over to the School Business Office.

## PROCEDURES

1. Each Department/School receiving funds from students, parents and organizations shall maintain a sub-ledger to properly document and record all cash received. This sub-ledger may be in the form of a simple spreadsheet that documents the following:
  - i. Name;
  - ii. Amount;
  - iii. Date received;
  - iv. Check number or an indication that it was a cash receipt and;
  - v. Purpose of receipt.
2. If the cash was received in the form of gate receipts from a school sponsored event, a separate accounting of tickets sold shall be maintained for each ticket seller. This accounting shall include the beginning and ending ticket number(s) for each type of ticket sold, the number of tickets sold and a calculation of the value of the tickets sold. This calculated amount should agree to the cash collected. This ticket reconciliation sheet shall be signed by the person collecting the cash and the Department Head. Pre-numbered tickets shall be used at all times. Unused tickets shall be maintained in a safe or secured lockbox until the next event. If the tickets are specific to a single event, the unused tickets shall be maintained until the completion of a successful audit.
3. Cash and checks shall be maintained in a safe or secured lockbox if not immediately turned over to the School Business Office. Cash and checks shall be turned over to the School Business Office at a minimum one time per week; more frequently is recommended.
4. The Department/School shall complete a standard deposit form for all funds turned over to the Budget Specialist at the School Business Office. This standard deposit form is a summary of the receipts being turned over which shall be reconciled to the re-counted total of checks and cash being turned over. The deposit form shall be signed by the Budget Specialist and a receipt copy given to the person turning over the funds.

5. Supporting documentation from the monies received shall be submitted to the Budget Specialist along with the deposit form (e.g. donation letter, gate ticket reconciliation sheet, etc.). If such supporting documentation does not exist, the Department shall submit a copy of their sub-ledger as an accounting of the revenue turned over. The sub-ledger total shall equal the amount on the standard deposit form.
6. The deposit forms shall be stamped with the appropriate VADAR general ledger account number by the Budget Specialist. For non-recurring transactions, the Budget Specialist shall obtain the general ledger account number from the School Business Manager.
7. The Budget Specialist shall prepare a Town Treasurer turnover form for each deposit that contains the amounts of cash and checks separately stated, along with the VADAR general ledger account numbers and the date.
8. The standard deposit form, supporting documentation, and Town Treasurer turnover form shall be filed together.
9. Deposits shall be entered into individual spreadsheet ledgers for each revenue type by the Budget Specialist. Student Activity Account deposits shall be entered into the Quicken software used to account for these funds.

#### *COMMUNICATION WITH TOWN*

10. The Town Treasurer turnover forms shall be delivered with the cash and checks to the Town Treasurer at a minimum one time per week; more frequent turnover is recommended if possible.
11. The Town Treasurer's Office shall provide a signed copy of the turnover form as a receipt to the Budget Specialist for cash and checks received. This copy shall be filed with the original deposits forms and documentation.
12. A copy of the turnover form shall be submitted to the Town Accountant Office for their files.

#### *RECONCILIATIONS*

13. Departmental receipts shall be reconciled monthly between general ledger maintained in VADAR and the ledgers maintained by the Budget Specialist. Student Activity receipts recorded in Quicken shall also be reconciled to the bank statements at the end of each month.

Policy Name	Intergovernmental Cash Management
Policy No.	REV02.001
Initial Issuance Date	1/9/2018
Revision Date	12/18/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish formal policies on the receipts processes within the School for receipts from other government entities. To better ensure that these amounts are recorded on a timely basis.

**REVISIONS**

The GEMS financial software has been updated to VADAR

**AUTHORITY**

MGL Chapter 41

**POLICY**

It is the School’s policy that Federal and State grant drawdowns shall be requested in a manner that minimizes the time between receipt and disbursement of the funds and that such receipts shall be recorded on a timely basis and in the correct general ledger revenue accounts.

**PROCEDURES**

1. On or about the 25<sup>th</sup> of each month the School Business Manager shall run a VADAR expenditure report to ascertain the amount expended to date for all Federal and State grants.
2. On or about the 25<sup>th</sup> of each month each Grant Administrator shall notify the School Business Manager of all invoices in the possession of the Grant Administrator that have yet to be processed for payment and the expected payroll in the following month.
3. For each grant the School Business Manager shall calculate the difference between the amounts received to date versus the amount expended to date, which equates to the current grant deficit or surplus. The current grant deficit plus any *known* grant expenditures that will be paid in the following month should be requested as a drawdown from the granting agency. If the grant has a surplus balance, the amount to be requested as a drawdown would be the amount of the *known* grant expenditures that will be paid in the following month less the grant surplus.
4. The School Business Manager shall request reimbursement of funds on a monthly basis unless the grant award specifies otherwise.
5. Upon receipt of intergovernmental monies via a wire transfer or check, the Town Treasurer’s Office shall notify the School Business Manager of the receipt and provide a copy of the remittance that accompanied the receipt.
6. The School Business Manager shall review the remittance and provide the revenue account number and corresponding receipts code to the Town Treasurer’s Office for proper posting to VADAR.
7. The School Business Manager shall review the School’s intergovernmental revenue accounts at least once per month and reconcile to the remittances received from the Town Treasurer’s Office.

Policy Name	Facilities Rentals
Policy No.	REV03.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

## **OBJECTIVE**

To establish formal policies regarding the billing and collection of monies generated from the rental of school facilities.

## **AUTHORITY**

MGL Chapter 71 §71

## **POLICY**

It is the School Committee's policy that the use of school property for community events is welcomed. Jurisdiction of the use of buildings is to be determined by the building principal. All organizations using school department buildings and/or athletics facilities shall pay in advance both a rental fee and personnel fee for the use of custodians based on the current rental fees in place and published in a separately publicized facility use policy. Fees for organizations may be waived at the discretion of the Superintendent of Schools.

Personnel fees for custodial services shall be paid in advance of an event and shall consist of no fewer than three (3) hours – 30 minutes for set up, a minimum of two (2) hours for the event and 30 minutes for post-event clean up.

All payments shall be paid in personal or bank check or money order and shall be payable to the Town of Oxford Public School Department.

The School Department shall establish a webpage on its website dedicated to the use of school facilities that shall include up-to-date forms, policies and price lists.

## **PROCEDURES**

1. The application process is controlled by the building principals. The rental fees for the use of school property, if charged, are expected to be received before the event by the business office. Receipt of rental fees shall adhere to the School's departmental revenue procedures (REV01).
2. After an application for the use of school property is received and approved by the Principal, the application must be sent to the School Business Manager for approval. The School Business Manager shall verify with the Payroll/Personnel Director that the applicant does not owe the school for any past rentals. Once approved the application is returned to the Principal.
3. After the event, a Building Use Time Sheet shall be completed that indicates the date and location of the event and the hours the custodian worked. This time sheet must be signed by both the renter and the Custodian.
4. A copy of all Building Use Time Sheet must be sent to the Payroll/Personnel Director with each bi-weekly payroll. The Payroll/Personnel Director shall reconcile the time sheets with the time paid on the payroll. The Payroll/Personnel Director shall indicate on the Building Use Time Sheet that the custodian(s) time worked was verified and paid.

## *BILLING*

5. At the end of each month, the Payroll/Personnel Director shall compile all Building Use Time Sheet's to invoice the renters for custodial costs. The Payroll/Personnel Director shall input all pertinent information from the time sheets and applications into the spreadsheet based templates used for invoicing. The Payroll/Personnel Director shall print out the invoice and mail or email to the renter. A copy of the invoice shall be maintained in a segregated file for invoices that have yet to be paid.
6. The Payroll/Personnel Director shall maintain a spreadsheet ledger that lists the vendor, amount invoiced and invoice date. This ledger shall be updated when the invoice is paid to determine the invoices that are outstanding.

## *COLLECTIONS*

7. Receipts are processed by the Budget Specialist as described in REV01, procedures 7 through 13.
8. The Budget Specialist shall notify the Payroll/Personnel Director when a custodial fee payment is received. The Payroll/Personnel Director shall mark the invoice as paid and move the invoice to a segregated file for invoices that have been paid.
9. The Payroll/Personnel Director shall update the spreadsheet ledger for any payments.
10. All invoices that have yet to be paid by the end of the subsequent month shall be sent a follow-up invoice that is marked as past due. Any such person or organization that owes money in arrears shall not be allowed to book any further events until there account is current.
11. Invoices that are past due for more than six months shall be filed in court to attempt to secure payment.

Policy Name	Preschool, Before-School and After-School Programs
Policy No.	REV04.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish formal policies regarding the billing and collection of monies generated from the operation of preschool, before-school and after-school programs under state law.

**AUTHORITY**

MGL Chapter 71 §47

**POLICY**

The School Committee is committed to offering quality preschool, before-school and after-school programs for children in the Town.

The preschool program is administered by the Student Services Department, who offers cost-free developmental screenings for unenrolled children interested in attending the preschool program. Once accepted into the program a new student registration process is completed online through the School’s website.

The before-school and after-school programs (Educare) are administered by the Educare Director. The program offers before and after school care to students in kindergarten through grade 7. The program also runs during school vacations and summer break. Programs are offered at the both elementary schools and the middle school. Students may participate in some or all of the offered programs. Rates and registration forms are made available on the School’s website.

**PROCEDURES**

1. Each week the Educare Director shall provide each location with preprinted attendance rosters of all active participants. Separate rosters shall be provided for before and after school participants. The rosters have a space for the parent/guardian/designee to initial at drop off and pick up each day.
2. When a child is dropped off in the morning the parent/guardian/designee shall initial the attendance roster before a student is permitted to enter the program.
3. When a child is picked up in the afternoon the parent/guardian/designee shall initial the attendance roster before a student is permitted to leave the program. Only the parent or guardian may pick up the student unless a Pickup Authorization form has been completed and filed with the School.
4. If the student is picked up in the afternoon after 5:30 pm, the staff at the locations shall note on the attendance rosters the time that the student was picked up so that a late fee may be charged.
5. At the end of each week the Supervisors at each location shall tally up the number of sessions attended during the week and submit the attendance rosters to the Educare Director.
6. Each week the Educare Director shall enter the program attendance into the EZCare software program used to bill and collect program fees. The EZCare program generates each session as if attended by all active participants; as a result this requires that the Educare Director to remove all sessions from EZCare that were not attended by the students based on the attendance rosters. Any late fees charged must be entered separately.

7. After the attendance has been run, the Educare Director shall run a report of amounts due for the week in EZCare. This amount shall be reconciled to the number of sessions tallied by the Supervisors multiplied by the current session rates, plus any late fees charged.

### *COLLECTIONS*

8. Payments may be made online, at the locations or by mail. The Supervisor at each location is the only person allowed to accept a cash payment. A pre-numbered cash receipt shall be given to the payer and signed by the Supervisor. Cash and checks must be secured in the building's main office at the end of each day if it is not being turned over to the Educare Director. It is recommended that funds be turned over at the end of each day.
9. The Educare Director shall create a turnover to Town Treasurer form with receipts segregated by preschool and Educare receipts.
10. At least monthly, the Educare Director shall run an online report from Unipay that lists the payments received online and reconcile with the Town Treasurer receipts segregated by preschool and Educare.
11. Twice per week, the Educare Director shall create a receipt batch in EZCare and apply the payments from steps 9 and 10. Checks numbers and cash receipt numbers shall be entered in EZCare during the posting process. Once entered the Educare Director shall run a posting report and match to the total of the respective turnover form.
12. The Educare Director shall turnover all posting sheets, deposits and turnover forms to the Budget Specialist to process the monies received in accordance with the School's departmental revenue procedures (REV01).

### *BILLING*

13. By the end of the first week of the month after all payments and attendance has been entered for the preceding month, the Educare Director shall process invoices in EZCare. These invoices shall reflect all past due amounts along with the prior months billings.
14. The Educare Director shall notify the Supervisor's at each location once a student is in arrears by more than two weeks. In such a case, the Supervisor shall not admit a student into the program until payment is received.



# **EXPENDITURES**

**EXP**

Policy Name	Procurement Rules and Regulations
Policy No.	EXP01.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish purchasing standards and practices consistent with state law.

**AUTHORITY**

MGL Chapter 30B  
MGL Chapter 149

**POLICY**

The School shall use its best efforts to secure the most cost beneficial products and services that are of good quality and fill a bona fide need. The School shall adhere to state procurement law.

**ADDITIONAL BACKGROUND**

MGL Chapter 30B applies to procurement of all supplies and services unless an exemption applies. The School Business Office maintains an up-to-date listing of all Chapter 30B exemptions. Common Chapter 30B exemptions include (i) public construction contracts, (ii) public building design contracts, (iii) intergovernment service agreements, (iv) advertising of required notices agreements, (v) special education services, (vi) deferred compensation programs for employees, (vii) insurance, (viii) utilities, (ix) contracts with architects, engineers and related professionals, and (x) contracts with lawyers, CPAs and labor relations representatives. The following grid illustrates the procurement requirements set forth under Chapter 30B as of this publication; thresholds may change upon vote of the Legislature and subsequent School Committee approval:

Dollar Thresholds	Statutory Requirements
\$0 to \$9,999	Sound business practices Ensuring the receipt of a favorable price by periodically soliciting price lists or quotes
\$10,000 to \$49,999	Solicit three (3) quotes Award to lowest that meets requirements Written Contract
\$50,000 and over	Sealed competitive bidding (IFB/RFP/Approved alternative) Advertisement/Public Notice Award to responsive and responsible vendor offering best price, or most advantageous proposal Written Contract

MGL Chapter 149 applies to all contracts for the construction, reconstruction, installation, demolition, maintenance or repair of a building excluding energy saving improvements to public buildings (MGL Chapter 25A). This Manual focuses on Chapter 30B procurements. All other procurements shall be discussed with the Town’s Chief Procurement Officer and procured in accordance with MGL.

The Superintendent, or other designee, shall function as Chief Procurement Officer for the District, upon official designation by the Chief Procurement Officer of the Town of Oxford.

**PROCEDURES**

1. The School Business Manager shall attend procurement trainings at the Massachusetts Inspector General’s Office to keep current on Massachusetts procurement practices. Attainment of the Massachusetts Certified Public Procurement Official Program (MCPPO) designation is desirable.
2. The School Business Manager shall periodically notify School Principals, Program Directors and Department Heads of changes in state procurement laws.
3. The School Business Manager shall provide all departments with a standard form for use in documenting their compliance with the solicitation of three (3) or more quotes where the contract value is in excess of the Chapter 30B threshold. Departments are encouraged to conduct competitive procurement procedures for purchases under the Chapter 30B threshold whenever feasible to ensure the best possible price for goods and services.
4. Principals, Program Directors and Department Heads shall select the most responsive and responsible vendor to provide the desired supplies and service at the lowest price.
5. The School Business Manager shall lead the School’s efforts in the competitive bid process for all contracts in excess of Chapter 30B thresholds (unless procured from an existing state contract).
  - a. Competitive bids shall be advertised in a local newspaper;
  - b. Competitive bids shall be placed in the Goods and Service Bulletin; and
  - c. Procurement will organize and document a Public Bid Opening.
6. The School Business Manager shall review and maintain copies of all bids, requests for proposals, quote sheets, contracts, leases, service agreements and other day-to-day legal documents related to the School’s procurement of goods and services. Contract files shall be established and reviewed periodically for relevance. Maintenance of these files may be delegated to other School Business Office employees as deemed necessary.

*FEDERAL GRANT PROCUREMENT*

There are five methods of procurement outlined in the Federal Uniform Guidance. The following presents the School’s policy regarding each method.

<b>Method</b>	<b>Policy</b>
(1) Micro Purchases (\$0 to \$3,499)	Sound business practices Ensuring the receipt of a favorable price by periodically soliciting price lists or quotes and distribute among a range of qualified vendors
(2) Small Purchases (\$3,500 to \$34,999)	Obtain three (3) written quotes Award to lowest that meets requirements
(2) Small Purchases (\$35,000 to \$149,999)	See applicable policy for sealed bids, competitive proposals or noncompetitive proposals below
(3) Sealed Bids [IFB] (\$150,000 and over)	Advertisement/Public Notice Sealed competitive bidding Two or more bidders must be willing and able to compete and qualified to do the work Complete, adequate and realistic specifications or purchase description will be available Award to responsive and responsible vendor offering best price, document results Written Contract

(4) Competitive Proposals [RFP] (\$150,000 and over)	<p>Advertisement/Public Notice  Sealed competitive proposals from an adequate number of bidders (2 or more)  Written method of evaluation and selecting awardees  Award to responsive and responsible vendor offering best price and most advantageous proposal  Document cost and price analysis and criteria by which contract was awarded  Written Contract</p>
(5) Noncompetitive Proposals (Sole source)	<p>Document in writing the vendor's name, the amount and type of contract awarded and a listing of supplies and services procured  Document in writing the determinations that only one practicable source exists  Only for contracts of \$50,000 or less, unless:  Purchasing software maintenance, library books, school textbooks or educational programs, courses or curricula  Purchasing water, gas, electricity and telephone services  All other contracts over \$50,000 not listed above may not be procured as a sole source</p>
(5) Noncompetitive Proposals (Emergency)	<p>Comply with MGL 30B to the extent possible  Document the basis for determining an emergency exists, the vendor's name, the amount and type of contract awarded and a listing of supplies and services procured  Submit a record of the emergency procurement to the Good and Services Bulletin</p>
(5) Noncompetitive Proposals (Authorized)	<p>Obtain written approval from the awarding agency or pass-through agency to enter into a noncompetitive proposal</p>
(5) Noncompetitive Proposals (Inadequate competition)	<p>Document the applicable initial procurement procedures followed  Consider adequacy of initial procurement procedures and repeat procurement process if deemed appropriate  Document in writing that there is inadequate competition and subsequent procurement procedures would not be productive or cost effective</p>

7. All purchases from Federal grant funds shall comply with the above policies.
8. School employees that have disclosed any potential conflicts of interest related to procurement duties shall not participate in any Federal, State or local procurement activities related to that conflict. Such situations shall be documented in writing and submitted to the School Business Manager for maintenance in the procurement files.
9. Before a vendor contract in excess of \$25,000 is awarded, the grant administrator or School Business Manager shall search the Federal System for Award Management (SAM) website for the vendor by name, tax identification number, or other characteristic to ensure that the person or entity has not been suspended or debarred from performing federally funded work.

Policy Name	Purchase Order Process
Policy No.	EXP02.001
Initial Issuance Date	1/9/2018
Revision Date	12/18/2018
Approved By and Date	Oxford School Committee - 2/25/2019

## **OBJECTIVE**

To document the School's purchase order policy and processes.

## **REVISIONS**

Person responsible for Purchase Order printing and maintenance has been updated from EduCare Director to Business Manager or designee; GEMS financial software has been updated to VADAR

## **AUTHORITY**

MGL Chapter 30B

## **POLICY**

With limited exceptions, all School purchases shall be made against a duly authorized and approved purchase order generated from the School's accounting system. No purchase order shall be issued if the amount requisitioned results in the School Department exceeding its approved appropriation.

Principals, Program Directors and Department Heads are responsible for the management of their department's purchase order requisition processes.

## **PROCEDURES**

1. All School purchases are required to be made against an approved purchase order generated from the School's accounting system in the following manner:
  - a. Purchase requisitions are initiated electronically in VADAR through its purchasing module.
  - b. Purchase requisitions entered in VADAR shall contain the following minimum information:
    - i. Vendor and remittance address;
    - ii. Description of the items;
    - iii. Purchase amounts by line item and;
    - iv. General ledger account by line item (for Federal grants see Procedures #9 and #10)
  - c. The requisition must be approved by the Principal, Program Director or Department Head either (1) directly through the approval process in VADAR or (2) through an employee delegated that authority by the Principal, Program Director or Department Head.
  - d. The following information must be sent to the Business Manager, or designee, if applicable, before a requisition can be approved:
    - i. State contract name and number; and
    - ii. Chapter 30B quote documentation form, (i.e., whether 3 quotes were solicited)
2. No purchase order requisition will be approved if it brings an approved budget into a deficit.
3. Upon approval by the Department, the purchase order requisition is routed to the, Budget Specialist, Business Manager, or designee for review.

- i. The Budget Specialist reviews the submission for completeness and approves the requisition in VADAR to forward the requisition to the School Business Manager for approval for purchases greater than \$10,000.
  - ii. The School Business Manager shall approve the purchase requisition based on a review of the submission and supporting documents, if applicable.
4. Approved purchase order requisitions shall be converted to purchase orders in VADAR by the Business Manager, Budget Specialist, or designee. Each purchase order is unique and sequentially numbered.
5. Three copies of the purchase order are printed: (1) a yellow copy to be filed by the requesting department, (2) a green receiving copy that the requesting department will use to submit to authorize an invoice for payment, and (3) a white copy to be maintained in the School Business Office files. The Educare Director also mails or faxes a copy of the purchase order to the vendor.
6. The current fiscal year purchase order files shall be segregated by voided and active purchase orders and also separately for each school. Closed purchase orders shall be filed with the corresponding AP warrant.
7. The Educare Director shall file the original invoices and green receiving copies in the open purchase order files as received. Packing slips, if received, shall be sent with the green receiving copy of the purchase order. Once an original invoice and green receiving copy is received for a purchase order, the purchase order file shall be forwarded to the Bookkeeper for payment on a Town warrant (see EXP03).
8. The Educare Director, School Business Manager, or designee shall distribute Open Purchase Order reports from VADAR quarterly so Departments may review their outstanding purchase orders. In June, the School Business Manager or designee shall meet with all Departments to review the open purchase orders and close out all purchase orders no longer required.

#### *FEDERAL PURCHASES*

9. All grant administrators shall be familiar with, and refer to, the Federal cost principles as identified in Subpart E - Cost Principles of the Uniform Guidance.
10. Before a grant administrator allocates a purchase order to a federal grant award, it must be determined if the expenditure is allowable to be charged to the grant. The grant administrator shall refer to a listing of allowed and unallowed costs if provided by the federal agency or pass-through agency. Additionally, the grant administrator shall consider that the costs must:
  - Be necessary and reasonable for the performance of the award;
  - Conform to limitations or exclusions regarding type or cost;
  - Be consistent with the policies and procedures the School would apply to non-federal costs;
  - Be treated consistently with other similar costs;
  - Be determined in accordance with Generally Accepted Accounting Principles;
  - Not be used to meet cost-sharing or matching requirements of another federal award;
  - Be adequately documented

Policy Name	Accounts Payable and Vendor Warrant Process
Policy No.	EXP03.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish vendor invoice payment standards and practices to better assure that all vendor invoices presented for payment by the School are valid and legal and paid from a valid appropriation or encumbrance.

**REVISIONS**

The GEMS financial software has been updated to VADAR

**AUTHORITY**

MGL Chapter 44 §§ 14, 56A and 64

**POLICY**

With certain limited exceptions, no payment shall be made on a vendor invoice without a valid purchase order.

The School shall submit original invoices, prepared in batches, to the Town Finance Department by Wednesday at 12:00pm for inclusion on the Town’s weekly vendor warrant dated the following Tuesday.

The School invoice submission shall be reviewed by Business Office staff and approved, in total, by a delegated member of the School Committee.

**PROCEDURES**

1. Department’s shall notify their vendors that invoices should be mailed directly to the School Business Office.
2. If a vendor is new to the Town, the School Business Office shall send the vendor a W-9 Form. Upon receipt of the W-9, the form shall be forwarded to the Town Finance Department for the creation of a vendor in VADAR.
3. The Educare Coordinator shall file the original invoices and green receiving copies in the open purchase order files as received. Packing slips, if received, shall be sent with the green receiving copy of the purchase order. Once an original invoice and green receiving copy is received for a purchase order, the purchase order file shall be forwarded to the Bookkeeper for payment on a Town warrant (also EXP02 Procedure #7).
4. The Educare Director and Bookkeeper shall require that a valid purchase order support all purchases. Any exceptions must be approved by the School Business Manager. Under no circumstances shall any invoice for Federal grant costs or for in amount over the applicable Chapter 30B threshold be paid that is not on a valid purchase order to ensure that proper procurement and purchasing procedures have been followed.
5. The Bookkeeper shall review the invoice for mathematical accuracy and validity.
6. The Bookeeper shall stamp the invoice and fill in the invoice amount to be paid along with the vendor number, remit number, VADAR account number from the purchase order. If there is no purchase order the VADAR account number is obtained from the Budget Specialist or the School Business Manager.

7. The Bookkeeper shall enter the invoice details into a payables batch in VADAR. Care shall be made to enter the exact invoice number so that the system will notify if the invoice has been previously paid.
8. Once all batches have been entered the Bookkeeper shall print an AP School Warrant report. The Bookkeeper shall run an add tape from all the invoices and match to the AP School Warrant report.
9. The Bookkeeper shall scan the AP School Warrant report, invoices, and green receiving copies of the purchase orders to the School Committee for their review and approval. The Bookkeeper shall also make copies of all invoices for the School Business Office files.
10. The Bookkeeper shall send the AP School Warrant report and the original invoices to the Town Finance Department by Wednesday at 12:00pm. The Town Finance Department will produce the physical payable checks following week.
11. Once the AP School Warrant is signed by the School Committee, the Bookkeeper shall make a copy for the School Business Office files and submit the original to the Town Finance Department.
12. The Bookkeeper shall stamp the invoice copies as paid and file with the green purchase order copies/packing slips and the related purchase orders.
13. The Bookkeeper shall contact the ordering department if an original invoice has been unpaid for 30 days. After 60 days unpaid, the Bookkeeper shall notify the School Business Manager that an original invoice remains unpaid and that further action is required.



Policy Name	Employee Reimbursement Policy
Policy No.	EXP04.001
Initial Issuance Date	1/9/2018
Revision Date	12/28/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To better ensure that all School employee reimbursements are valid, reasonable, properly approved and accurately recorded in the correct accounting period.

**REVISIONS**

Reimbursements processed through Payroll have been updated to Accounts Payable

**AUTHORITY**

Internal Revenue Code

**POLICY**

School employees shall exercise good judgment when incurring costs related to School business. Only pre-approved costs for School employees shall be paid for by the School. No employee reimbursement shall be made without copies of all original receipts for items purchased. Auto mileage reimbursements for out of district travel must be accompanied by a Mapquest printout specifying the number of miles travelled.

Auto mileage reimbursements shall be made at a rate no greater than the approved IRS mileage rate.

**PROCEDURES**

1. School employees attending conferences related to School operations shall have their trip approved in advance by their department head.
2. Employee reimbursements shall be submitted to the Budget Specialist on an Employee Reimbursement Form that is signed by the employee’s supervisor. The form shall be accompanied by all original receipts for costs being reimbursed and shall be submitted monthly. For travel related reimbursements inside of the Town, the employee shall note the date, place and purpose of the travel. For mileage reimbursements outside of Town, a MapQuest printout documenting the distance travelled shall be included with the form.
3. The Budget Specialist shall review the reimbursement forms and related documentation for completeness and forward to the School Business Manager for review and approval.
4. The School Business Manager shall return the reimbursement form to the Budget Specialist for inclusion on the next AP school warrant.
5. Employee educational tuition reimbursements are processed by the Superintendent’s Office. The employee shall complete a Tuition Reimbursement Request Form. The form shall be accompanied by an original college/university invoice, a copy of the final course grade/transcript and a receipt of payment or a copy of a cancelled check or credit card statement. The Superintendent shall approve the form and forward to the Budget Specialist for inclusion on the next AP school warrant.

Policy Name	Petty Cash & Credit/Debit Card Usage Policy
Policy No.	EXP05.001
Initial Issuance Date	1/9/2018
Revision Date	12/18/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To better ensure that all School purchases utilizing petty cash or credit/debit cards are valid, reasonable and properly approved and that the assets of the schools are properly safeguarded.

**REVISIONS**

Petty cash procedures have been added in addition to the debit card

**POLICY**

The School seeks to limit the amount of transactions paid from petty cash or a School credit/debit card and encourages departments and employees to order goods and services on account; however, it is understood that from time-to-time, the need to process a payment through petty cash or on a credit/debit card will occur. In any case, only pre-approved costs for School purposes may be purchased using petty cash or a School credit/debit card.

The School Business Manager is responsible for implementing internal controls that serve to safeguard the School’s assets and prevent theft and misappropriation.

**ADDITIONAL BACKGROUND**

Credit/Debit cards also refer to store-based revolving credit accounts for which a card is issued. Currently, the School Business Office maintains the following cards:

- i. Bank debit card (2);
- ii. Home Depot;
- iii. Walmart;
- iv. Staples and;
- v. Market Basket

**PROCEDURES**

1. All petty cash and credit/debit cards shall be maintained in a secured area of the School Business Office when not in use.
2. A purchase order requisition shall be submitted for any purchases to be made from petty cash or a School credit/debit card. A credit/debit card shall not be used until this requisition is approved in VADAR and printed. Limited exceptions will be made for student activity accounts.
3. The School employee making the purchase shall be present at the School Business Office to sign out the credit/debit card and must return the card that day to sign the card back in. The bank debit card may be taken by the Superintendent or Department Heads on trips to reduce the need for employee reimbursements.
4. A purchase order will be used to replenish petty cash and/or the credit/debit card. For bank debit card purchases being place on a warrant, a separate debit voucher shall be completed and forwarded to the Town Finance Department to alert the Town Accountant and Town Treasurer to process the expenditure on the warrant as a non-check item. For petty cash purchases being placed on a warrant, the physical check generated will be cashed by the Town Treasurer to replenish petty cash.
5. For bank debit card purchases being place on a warrant, a separate debit voucher shall be completed and forwarded to the Town Finance Department to alert the Town Accountant and Town Treasurer to process the expenditure on the warrant as a non-check item.

# **PAYROLL & PERSONNEL**

## **PAY**

Policy Name	New Employees
Policy No.	PAY01.001
Initial Issuance Date	1/9/2018
Revision Date	12/18/2018
Approved By and Date	Oxford School Committee - 2/25/2019

## **OBJECTIVE**

To establish policies and procedures surrounding the hiring of a new School employee.

## **REVISIONS**

The GEMS payroll software has been updated to HARPERS

## **AUTHORITY**

Collective Bargaining Agreements

## **POLICY**

The School's Payroll/Personnel Director and School Business Manager shall be responsible for ensuring that new employees have had their positions and salaries approved and that there is sufficient funding in the School budget. The School shall not issue a payment to any person for payroll who has not been approved by the Superintendent's Office.

The Hiring Managers are typically the Principals and Department Heads.

## **PROCEDURES**

1. The Hiring Manager shall complete a Request for Job Posting form and submits to the Superintendent. The form shall be approved by both the Superintendent and the School Business Manager before the hiring process can begin. The School Business Manager shall determine the appropriate ledger account to charge the employee and enter on the Job Posting Form.
2. The Hiring Manager shall confirm job description and any edits to the standard job posting for that position before the Superintendent's Office posts the position on Schoolspring.com. Applicants should be instructed to apply directly on Schoolspring.com if resumes are received by mail or email.
3. The Hiring Manager shall interview the applicants. Schoolspring.com shall be updated to indicate which applicants were interviewed. The Hiring Manager shall check references of the applicant selected for hire.
4. The Hiring Manager shall complete an Intent to Hire Form and submit to the Superintendent with a summary of the hiring decision. The Superintendent's Office shall complete the Intent to Hire Form for management positions.
5. The Superintendent meets with the finalist and approves the hiring candidate by issuing an offer letter which includes the step that the employee shall be placed on initially. The Superintendent's Executive Assistant prepares an appointment letter to be sent to the employee.
6. A copy of the fully executed offer letter shall be forwarded to the School Business Manager and Payroll/Personnel Director to update a detailed budgetary spreadsheet that includes all teacher salaries.

7. The Superintendent's Executive Assistant shall complete a New Hire Checklist which shall include the following documentation, as applicable:
  - i. Request for Job Posting;
  - ii. Summary of the hiring decision;
  - iii. SchoolSpring application;
  - iv. Resume and cover letter;
  - v. Reference letters or telephone reference check forms;
  - vi. Copy of professional licenses;
  - vii. Transcripts;
  - viii. Appointment letter and;
  - ix. Other information as required.
8. Upon receipt of the approved Employee Action Form for a new hire, the Payroll/Personnel Director shall assign the employee an identification number in HARPERS and apply the appropriate salary grade, step and general ledger account number from the Employee Action Form.
9. New hires shall be required to meet with the Payroll/Personnel Director to complete all necessary paperwork. The new hire shall be provided with information regarding the impacts of government employment on social security benefits (Windfall Elimination Provision, Government Pension Offset, Form SSA-1945). Each new hire is required to sign an acknowledgement that they have received the social security information.
10. The new hire shall complete a current Form I-9 and CORI request form. The Form I-9 shall be retained in separate files for each employee. The Payroll/Personnel Director shall complete a CORI search using the completed CORI request form. The employee shall also provide fingerprints for a criminal history check. In addition, the employee shall complete W-4, direct deposit, 403 (b), OBRA, flexible spending, health, dental and disability insurance forms as applicable.
11. The Payroll/Personnel Director shall register all applicable employees in the Massachusetts Teachers Retirement System (MTRS) and have the employees complete the registration online with the MTRS. For employees that are eligible to be a member of the Worcester Regional Retirement System (System), the Payroll/Personnel Director shall forward the appropriate enrollment form to the System. For employees that are not eligible for participation in either retirement system, the Payroll/Personnel Director shall forward the appropriate enrollment form to the OBRA plan provider.
12. The Payroll/Personnel Director shall update the employees' deductions in HARPERS for the withholdings described in steps #10 and #11, with the exception of health and dental benefits as described in step #13.
13. The Payroll/Personnel Director shall complete an Employee Action Form for any health, dental and disability insurance benefits and submit along with the related forms completed by the employee to the Town Finance Department to process the enrollment of the employees. The Town Finance Department shall update HARPERS for the health and dental deductions.

Policy Name	Payroll Changes
Policy No.	PAY02.001
Initial Issuance Date	1/9/2018
Revision Date	12/28/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish policies and procedures surrounding changes made to an employee’s rate or salary.

**REVISIONS**

The GEMS payroll software has been updated to HARPERS

**AUTHORITY**

MGL Chapter 41 §§ 41, 41A to 41C and 42  
Collective Bargaining Agreements

**POLICY**

The Payroll/Personnel Director and School Business Manager shall be responsible for ensuring that all changes to an employee’s compensation is valid and approved. The School shall not record changes to an employee’s salary or wage without proper approval.

**PROCEDURES**

1. With respect to automatic pay increases as set forth in a collective bargaining agreement, the Payroll/Personnel Director shall update the employee salaries in HARPERS.
2. With respect to automatic pay increases as approved by the School Superintendent outside of collective bargaining agreements, the School Business Manager shall prepare a detailed spreadsheet with the new rates for all employees and provide to the Payroll/Personnel Director. The Payroll/Personnel Director shall update HARPERS from the detailed spreadsheet.
3. With respect to pay increases for employees who receive them at the start of the fiscal year (such as employees working under individual employment agreements or letter agreements), the Superintendent’s Office shall prepare a Payroll Change Form for each employee. This form shall be approved by both the Superintendent and School Business Manager with a copy sent to the Payroll/Personnel Director. The information contained on the form shall be forwarded to the School Business Manager for entry into the budget and to the Payroll/Personnel Director for entry into the payroll software. The Payroll/Personnel Director shall verify the salaries in the payroll software match the Payroll Change Form. Moreover, the Payroll/Personnel Director shall verify that the updated salaries match the updated budget.
4. All other salary changes or transfers shall be transmitted to the Payroll/Personnel Director on a Payroll Change Form that is signed by the Superintendent and School Business Manager. Salary or rate changes communicated through emails or other forms of communication not documented in this policy shall not be processed by the Payroll/Personnel Director.
5. With respect to teachers’ longevity payments, the Payroll/Personnel Director shall maintain longevity in HARPERS which shall be updated as necessary upon ratification of each collective bargaining agreement.
6. The Payroll/Personnel Director shall calculate any retroactive payments due for any approved salary change and forward to the School Business Manager for review and approval before it can be placed on a payroll.
7. The Payroll/Personnel Director shall update the employees’ direct deposit information, W-4 changes, flex spending, 403(b) and long-term disability deductions only upon receipt of the appropriate form completed by the employee or a notification from the plan’s third party benefit administrators.

Policy Name	Terminations
Policy No.	PAY03.001
Initial Issuance Date	1/9/2018
Revision Date	12/28/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish policies and procedures surrounding all voluntary and involuntary employee terminations.

**REVISIONS**

The GEMS payroll software has been updated to HARPERS

**AUTHORITY**

MGL Chapter 41 §§ 41, 41A to 41C and 42  
 Collective Bargaining Agreements

**POLICY**

The Payroll/Personnel Director shall be responsible for ensuring that all employee terminations are valid and approved. The School shall not record an employee termination in the payroll system without proper approval.

**PROCEDURES**

1. The Principal or Department Head shall complete an Employee Exit Form to notify the central office that an employee is leaving the School. A copy of this form shall be forwarded to the Payroll/Personnel Director and the School Business Manager.
2. The Payroll/Personnel Director shall attempt to obtain a resignation letter from the employee for the Department's files and schedule an exit interview. If unsuccessful, the Payroll/Personnel Director shall document the attempt to obtain.
3. In accordance with state law, the Payroll/Personnel Director must determine the terminated employee's accumulated compensated absences figures (i.e., unused vacation time). The Payroll/Personnel Director shall prepare a calculation of a final compensated absences payout and forward to the School Business Manager for approval. Once approved, the Payroll/Personnel Director shall add this to the employee's final pay check. Employees that resign must be paid within 7 days; Terminated employees must be paid immediately upon termination.
4. Once the employee's final pay check is processed the Payroll/Personnel Director shall change the employees' status in HARPERS to inactive and note the employee's final day of work in the employee's HARPERS master file.
5. The Payroll/Personnel Director shall file the Employee Exit Form and any payout calculations in the employees' payroll file.
6. The Payroll/Personnel Director, when applicable, must notify the school IT Department to retrieve any District owned technology equipment and restrict access to District software and/or resources.
7. The Payroll/Personnel Director, when applicable, must inform the employee of his or her unemployment and COBRA rights. The Payroll/Personnel Director shall notify the Town Finance Department of the employee's termination so that the employees' health insurance may be cancelled or transferred to COBRA coverage in a timely manner. Such notification shall be included in the employees' payroll file.

Policy Name	Payroll Processing and Payroll Warrant Process
Policy No.	PAY04.001
Initial Issuance Date	1/9/2018
Revision Date	12/28/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish policies and procedures surrounding the payroll processing and approval functions.

**REVISIONS**

Timesheet submissions have been moved from Thursdays to Fridays; GEMS payroll software has been updated to HARPERS

**AUTHORITY**

MGL Chapter 41 §§ 41, 41A to 41C and 42

**POLICY**

The School’s payroll shall be processed upon the receipt of a department’s approved time sheets, reviewed by the School Business Office and approved, in total, by the School Committee.

**PROCEDURES**

1. Timecards/timesheets for hourly/daily staff shall require the number of hours/days worked and any paid time off taken which is needed to complete the processing of an employee’s gross payroll.
2. The biweekly pay periods shall run from Saturday through Friday.
3. Principals and Department heads shall submit their employees’ timesheets to the Payroll/Personnel Director each Friday by noon for the current pay period. Before submittal the Principal or Department head shall perform a cross-check to ensure that the vacation, sick and personal time used on the attendance report (see PAY05, Procedure #5) matches the information on the completed timesheets. All timesheets shall be signed original copies.
4. The Principals and Department heads shall submit a substitute tally sheet that lists the number of days that each substitute has worked for inclusion on the payroll.
5. Twice per year, in December and May, the Principals and Departments heads shall submit a payroll request for stipends to the School Business Manager for review against the budget. Once approved, the School Business Manager shall forward to the Payroll/Personnel Director for inclusion on the payroll warrant. Stipends for grants shall be submitted throughout the year by the Grant Administrators by the same process.
6. The Payroll/Personnel Director shall perform a review of the submissions for completeness. The Payroll/Personnel Director shall update the hours/days worked in the detailed payroll spreadsheet (see PAY01 and PAY02). The data from the spreadsheets shall be copied and pasted into the HARPERS payroll module for each employee/group of employees.
7. The Payroll/Personnel Director shall run a PREDIT Report after all payroll submissions have been entered. The total wages on the PREDIT Report shall be reconciled to the total wages entered in the detailed payroll spreadsheet by the Payroll/Personnel Director.



8. The Payroll/Personnel Director shall run a G/L Detail Report and review to ensure the correct general ledger accounts have been charged.
9. On Monday, after the Town Finance Department has completed the payroll process, the Payroll/Personnel Director shall print a PR Warrant Report and save a pdf copy which shall be emailed to the School Committee. The designated School Committee member shall sign the PR Warrant Report.
10. The original signed copy of the PR Warrant Report shall be sent to the Town Finance Department and a copy shall be maintained by the Payroll/Personnel Director
11. Payroll checks and direct deposit advices are processed by the Town Finance Department. Direct deposit advices will be made available online by the Town Finance Department. Checks shall be held at the Town Treasurer's Office where employees must pick up the checks in person and provide picture ID.
12. After the payroll is completed, the Payroll/Personnel Director shall download a report of the weekly 403(b) deductions from HARPERS and populate a spreadsheet that is uploaded to the third party administrator's website. The Payroll/Personnel Director shall review the data to ensure that the deduction report matches the upload to the third party administrator and then complete the submission.
13. At the end of each month, the Payroll/Personnel Director shall download a MTRS deduction report from HARPERS and upload the MTRS data from HARPERS into the MyTRS website. The Payroll/Personnel Director shall review the data to ensure that the deduction report from HARPERS matches the upload into MyTRS and then complete the submission. At the end of each month, the Payroll/Personnel Director shall download a report from MTRS and compare the monthly deductions to the amounts uploaded in MyTRS. Any discrepancies shall be investigated and corrected timely.

Policy Name	Sick, Vacation and Personal Time Maintenance
Policy No.	PAY05.001
Initial Issuance Date	1/9/2018
Revision Date	12/28/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish policies and procedures surrounding School employees requesting and being awarded paid time off and the year-end processes to accumulate earned and accrued paid time off, or compensated absences.

**REVISIONS**

The “spreadsheet” referenced in prior versions has been updated to Frontline

**AUTHORITY**

MGL Chapter 41 §§ 41, 41A to 41C and 42  
 Collective Bargaining Agreements

**POLICY**

The School shall maintain an adequate system of accounting for employees accumulated sick, vacation and personal time and the appropriate usage thereof, in accordance with School Committee Policy and collective bargaining agreements and individual employment agreements.

**PROCEDURES**

1. At the beginning of each fiscal year, the Payroll/Personnel Director shall roll forward each employees’ sick and vacation balances from the prior year which are maintained in Frontline (formerly AESOP) for each employee. The appropriate benefit time amounts earned shall be updated in Frontline at the beginning of the fiscal year. At this time each employee’s balances shall be reviewed to ensure that any caps on time accumulated are properly adjusted.
2. School employees are permitted to request time off in accordance with their collective bargaining agreement or their employment arrangement with the School. The employee shall complete any request for leave time in Frontline.
3. Before the Principal or Department Head can approve the leave, he or she shall be notified of the request and determine if the employee has the time available.
4. Each pay period, the Principal or Department Head, or designee, shall maintain an absence report that documents the names of all employees absent from work, the date(s) and reason for absence and the substitute called-in, if applicable. This absence report shall be submitted to the Payroll/Personnel Director each pay period.
5. The Payroll/Personnel Director shall review the absence reports against the approved request for leave and inquire of any unapproved leave. The Payroll/Personnel Director shall update the employee attendance in Frontline to reflect the leave used.
6. At the end of each fiscal year, the Payroll/Personnel Director shall calculate the monetary value of all accumulated compensated absence balances for each School employee using the employee’s balances at June 30 multiplied by the employees’ rate of pay on June 30. The Payroll/Personnel Director shall take into account the buyback provisions in the collective bargaining agreements and individual employment agreements (i.e. no calculation is required for sick time if not buyback provision exists).
7. The Payroll/Personnel Director shall report the accumulated compensated absences information to the School Business Manager for review, and then forwarded to the Town Finance Department.

Policy Name	Leave of Absences
Policy No.	PAY06.000
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish policies and procedures surrounding all employee leaves of absence.

**AUTHORITY**

Chapter 484 of the Acts of 2015 (expands MGL Ch.149, Section 105D)  
 Federal Family Medical Leave Act (FMLA)  
 Collective Bargaining Agreements

**POLICY**

The Payroll/Personnel Director and School Business Manager shall be responsible for ensuring that all employee leaves of absences are valid and approved. All leaves of absences shall be processed consistent with Federal and State laws and collective bargaining agreements. The School shall not record an employee leave of absence in the payroll system without proper approval.

**PROCEDURES**

1. The Payroll/Personnel Director shall obtain a doctor’s certification or letter for all applicable requests for use of FMLA time.
2. The Payroll/Personnel Director shall draft a formal approval, or disapproval, letter explaining all the employee’s rights and responsibilities regarding the leave of absence. A copy of this letter shall be placed in the employees personnel file.
3. The Payroll/Personnel Director shall complete a calculation worksheet that calculates the amount to be paid to the employee for the entire amount of the requested time off. If possible, the amount owed shall be prorated over the number of weeks the employee will be on leave so that there is enough earnings to cover any continuing health benefits.
4. If the amount of pay will not cover the employees continuing health benefits, the Payroll/Personnel Director shall notify the Town Finance Department of such leave so that the employee can be contacted to work out a plan to pay the Town for the employees’ share of the benefits.
5. The Principal or Department Head shall complete an online leave of absence form to notify the central office when an employee starts and returns from an approved leave of absence.
6. The Payroll/Personnel Director shall track the amount of time remaining on the employees’ leave of absence on the individual employee attendance sheets (see PAY005).

Policy Name	Payroll Maintenance
Policy No.	PAY07.001
Initial Issuance Date	1/9/2018
Revision Date	12/28/2018
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To establish policies and procedures to periodically review the accuracy of the School’s payroll database.

**REVISIONS**

The GEMS payroll software has been updated to HARPERS

**POLICY**

The School shall periodically review its employee data in the HARPERS payroll system for relevance and accuracy.

**PROCEDURES**

1. At the start of each school year, the School Business Manager shall develop a roster of active employees by school and/or department from a listing of active employees in the HARPERS system.
2. The School Business Manager and/or Payroll/Personnel Director shall review this employee listing to the budget files used in creating the current year budget. Any findings or unusual items shall be corrected.
3. The School Business Manager and/or Payroll/Personnel Director shall maintain the rosters and only add, remove, or transfer employees when properly processed using the procedures in PAY01, PAY02 and/or PAY03.

# **FINANCIAL REPORTING**

**FIN**

Policy Name	Budget to Actual Reporting
Policy No.	FIN01.001
Initial Issuance Date	1/9/2018
Revision Date	12/28/2019
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To regularly review the School’s recorded revenues and expenditures against its approved budget.

**REVISIONS**

The GEMS financial software has been updated to VADAR

**AUTHORITY**

MGL Chapter 41 §58

**POLICY**

No expenditure shall be made from the School’s general operating budget whereby any portion of the expenditure results in a deficiency in the annual appropriation for that expenditure line item.

Each month, the School Business Manager shall provide budget to actual reports to department heads.

The School Business Manager shall regularly investigate unfavorable budget to actual variances with department heads.

Revenue budgets shall be reviewed monthly.

Budget to actual results shall be presented to the School Committee quarterly, at a minimum.

**PROCEDURES**

1. Within two weeks of month end, the School Business Manager shall send via email a budget to actual report from VADAR to all department heads.
2. The School Business Manager shall maintain a spreadsheet of School employees and their budgeted salaries and wages by department and regularly compare recorded salaries and wages in VADAR to the spreadsheet. The School Business Manager shall identify discrepancies and work with the department head and/or administrator to resolve.
3. Revenues shall be analyzed monthly by the School Business Manager. The School Business Manager shall include the revenue reports with the expenditure budget to actual reports in the monthly submissions to department heads.
4. The School Business Manager shall present a summarized version of the budget to actual results of the School to the School Committee on a quarterly basis, at minimum.

Policy Name	Year End Closing
Policy No.	FIN02.001
Initial Issuance Date	1/9/2018
Revision Date	
Approved By and Date	Oxford School Committee - 2/25/2019

**OBJECTIVE**

To document the year-end closing procedures for the School’s accounting records.

**REVISIONS**

Open encumbrances review by EduCare Director updated to Budget Specialist

**AUTHORITY**

MGL Chapter 44 § 56A  
MA DOR rules and regulations

**POLICY**

The School’s fiscal year shall end on June 30<sup>th</sup> of each year.

The School Business Manager shall be responsible for the timely and accurate close of the School’s annual accounting records.

Expenditures are held open until July 14<sup>th</sup> of each year for valid expenditures incurred in the preceding fiscal year in accordance with the Town of Oxford’s warrants payable process. Encumbrances must be identified and reported by August 31<sup>st</sup> of each year for valid School purchase orders and similar commitments entered into in the preceding fiscal year.

**PROCEDURES**

1. Department heads shall promptly submit all vendor invoices in their possession on or before the 30<sup>th</sup> day of June each year for expenditures related to the previous fiscal year. The Bookkeeper shall review all original vendor invoices and purchase orders paying particular attention to service dates.
2. The School Business Manager shall work with the Budget Specialist to review open purchase orders and finalize encumbrances. Encumbrances shall be reviewed with department heads for validity and completeness.
3. The Budget Specialist shall prepare deposit turnovers as close to June 30<sup>th</sup> as possible and turnover promptly to the Town Treasurer, in accordance with Town policy, to ensure that all material receipt transactions have been properly deposited and recorded in the correct fiscal year.