

## **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.

Because of resource limitations, there is sometimes a temptation to operate so that fiscal concerns overshadow the educational program. 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.

SOURCE: MASC

Draft: 10-26-05  
Adopted 11-09-05

## **ANNUAL BUDGET**

The annual budget is the financial expression of the educational program of the school department, and it mirrors the problems and difficulties that confront the school system.

The budget then is more than just a financial instrument and requires on the part of the 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.

SOURCE: MASC

LEGAL REFS.: M.G.L. 71:34; 71:37 and 71:38N

Draft: 10-26-05  
Adopted 11-09-05

## 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: the annual Town Council meeting a date determined yearly. Dependent on the date thus set, the following will be scheduled:

### SCHOOL COMMITTEE BUDGET

- (a) *Public Hearing* – At least twenty-one (21) days before the meeting at which the School Committee is scheduled to vote on its final budget request, the School Committee shall cause to be published in a local newspaper a general summary of its proposed budget. The summary shall specifically indicate any major variations from the current budget and the reasons for such changes. The notice shall further indicate the times and places at which complete copies of the proposed budget are available for examination by the public, and it shall indicate the date, time and place [not less than seven(7) nor more than fourteen (14) days following such publication], when a public hearing will be held by the School Committee on the proposed budget. The School Committee shall not take its final vote on its proposed budget until all persons who desire to be heard concerning the budget proposal have had a reasonable opportunity to be heard.
- (b) *Submission to Mayor* – The proposed budget adopted by the School Committee shall be submitted to the Mayor at least twenty-one (21) days before the date the Mayor is required to submit a proposed Town budget to the Town Council, to allow the Mayor sufficient time within which to consider the effect the school department's requested appropriation will have upon the total Town operating budget the Mayor is required to submit to the Town Council under this article.

The action of the School Committee in adopting the proposed budget, following the public hearing, shall be summarized and the results of a roll call vote taken on each amendment to the proposed budget as may be offered shall be recorded.

SOURCE: MASC

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

Draft: 10-26-05  
Adopted 11-09-05

## **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.

SOURCE: MASC

GREENFIELD PUBLIC SCHOOLS  
FY2006 Budget Timeline

December 1	Budget materials disseminated
December 15	All budgets to Business Office
December 15- January 19	Formulation of Superintendent's Recommended
January 26	Publication of Superintendent's Recommended Budget & presentation to School Committee
February 2	School Committee meeting for budget review
February 3	Public notice sent to newspaper
February 15	Public Hearing regarding the School Committee Budget
February 16, 23; March 2, 9	School Committee budget meetings (as necessary)
March 9	Adoption of School Committee Recommended Budget
March 11	Budget submission to Mayor

File: DBG

## **BUDGET ADOPTION PROCEDURES**

Authority for adoption of the final school budget lies with the citizens who comprise, and who are entitled to vote at, the town meeting. The school budget is presented as part of the total town budget for action at the annual town meeting.

Established by law and charter

SOURCE: MASC

LEGAL REFS.: M.G.L. 71:34  
Town Charter, (See local reference)

File: DBG

## **BUDGET ADOPTION PROCEDURES**

### **ACTION ON THE BUDGET**

- (a) *Public Hearing* – Forthwith upon its receipt of the proposed operating budget the Town Council shall provide a summary of the proposed budget in a local newspaper of a notice stating the time and place, not less than seven (7) nor more than fourteen (14) days following such publication, at which it will hold a public hearing on the proposed operating budget as submitted by the Mayor.
- (b) *Review* – The Town Council shall consider, in open public meetings, the detailed expenditures proposed for each Town agency and may confer with representatives of each such agency in connection with its review and consideration. The Town council may require the Mayor, or any other Town agency, to furnish it with such additional information as it may deem necessary to assist it in its review and consideration of the proposed operating budget.
- (c) *Action by Town Council* – The Town Council shall adopt the budget, with or without amendments, within sixty (60) days following the day the proposed budget is received by it. In amending the budget, the Town Council may increase or decrease amounts and expenditures required by law, or for debt service. If the Town Council fails to take any action with respect to any item in the proposed budget within sixty (60) days following the date of its receipt of the proposed budget, such amount shall, without any action by the Town Council, become a part of the appropriations for the ensuing fiscal year and shall be available for the purposes specified.

Draft: 10-26-05  
Adopted 11-09-05

## **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 by the close of the fiscal year will be returned to the town.

SOURCE: MASC

Draft: 10-26-05  
Adopted 11-09-05

## **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 our 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.

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

SOURCE: MASC

LEGAL REFS.: M.G.L. 44:53A  
P.L. 874 Impact Aid  
Board of Education 603 CMR 32:00;34:00

Draft: 10-26-05  
Adopted 11-09-05

**AUTHORIZED SIGNATURES**

The Chairperson of the School Committee will sign payrolls presented for approval.

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

SOURCE: MASC

LEGAL REF.: M.G.L. 41:52

Draft: 10-26-05  
Adopted 11-09-05

## **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.

SOURCE: MASC

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

Draft: 10-26-05  
Adopted 11-09-05

## **FISCAL ACCOUNTING AND REPORTING**

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 quarterly financial statements from the Superintendent 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.

SOURCE: MASC

LEGAL REF.: Board of Education 603 CMR 10:00

Draft: 10-26-05  
Adopted 11-09-05

## AUDITS

An audit of the school department's accounts will be conducted annually as part of the Annual Town Audit. 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.

SOURCE: MASC

LEGAL REF.: Town Charter, Section 5-11, Independent Audit

Draft: 10-26-05  
Adopted 11-09-05

## **PURCHASING**

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 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.

School purchases will be made only on official purchase orders approved for issuance by the appropriate unit head and signed by the Superintendent, with such exceptions as may be made by the latter for emergency purchases.

SOURCE: MASC

LEGAL REFS.: M.G.L. 7:22A; 7:22B; 30B; 71:49A

Draft: 10-26-05  
Adopted 11-09-05

## **PURCHASING AUTHORITY**

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.

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.

SOURCE: MASC

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

CROSS REF.: DJE, Bidding Requirements

Draft: 10-26-05  
Adopted 11-09-05

## **BIDDING REQUIREMENTS**

All purchases of materials and equipment and all contracts for construction or maintenance in amounts exceeding \$25,000 will be based upon competitive bidding.

An effort will be made to procure multiple bids for all purchases in excess of \$25,000. 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 may be 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.

SOURCE: MASC

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

CROSS REF.: DJA, Purchasing Authority

Draft: 10-26-05  
Adopted 11-09-05

File: DJG

## **VENDOR RELATIONS**

Representatives of firms doing or hoping to do business with the school system will be acknowledged and interviews granted or not, depending on the circumstances. Personnel charged with the purchasing function will not be required to put their time at the indiscriminate use of sales personnel, who will limit their visits to staff members designated by school officials.

SOURCE: MASC

Draft: 10-26-05  
Adopted 11-09-05

*Massachusetts Association of School Committees - 2003*

## **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 city treasurer. Actual invoices, statements, and vouchers will be available for inspection by the School Committee in the business office prior to school committee meetings.

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.

SOURCE: MASC

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

Draft: 10-26-05  
Adopted 11-09-05

## **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.

When official travel by a personally owned vehicle is authorized, mileage payment will generally be made at the rate currently approved by the Committee. However, a monthly travel stipend, in an amount established by the Committee, will be paid to the Superintendent, Assistant Superintendent, Business Manager, and others authorized by the Committee who are required to travel regularly within the school system on official business.

To the extent budgeted for such purposes in the school budget, approval of travel requests will be as follows:

1. Travel by School Committee members must have prior approval of the School Committee.
2. Any travel request must be approved in advance by the Committee.
3. Each individual request will be judged on the basis of its benefit to the school system.

SOURCE: MASC

LEGAL REFS.: M.G.L. 40:5; 44:58  
Town Charter, Section 4-4, Compensation/Expenses

Draft: 10-26-05  
Adopted 11-09-05