



EL CAMINO REAL ALLIANCE

Fiscal Policies and Procedures Handbook

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OVERVIEW

The Governing Board of EL CAMINO REAL ALLIANCE (“ECRA”), a charter management organization (“CMO”) has reviewed and adopted the following policies and procedures to ensure the funds of the CMO are appropriately budgeted, accounted for, expended, and maintained.

1. The Governing Board formulates financial policies and procedures, and delegates administration of the policies and procedures to the Chief Business Officer (“CBO”).
2. The CBO has responsibility for all operational and financial activities.
3. The CBO will work with his/her staff to enforce the financial policies and procedures.
4. Financial duties and responsibilities must be separated so that no one employee has sole control over cash receipts, disbursements, payrolls, and reconciliation of bank accounts.
5. All administrative employees are required to take annual vacations of at least five (5) consecutive days.
6. All documentation related to financial matters must be completed by computer, word processor, typewriter, or ink.
7. The Governing Board will commission an annual financial audit by an independent third party auditor who will report directly to the Governing Board. The Governing Board will approve the final audit report, and a copy will be provided to the charter-granting agency. Any audit exceptions and/or deficiencies will be resolved to the satisfaction of the Governing Board and the charter-granting agency.
8. The Governing Board will commission a Back Office Provider (i.e. EdTec, ExED) who will report to both the administration and the Governing Board. The financial compilations presented to the Board will be compiled by EdTec, and may also include input from the ECRA staff.
9. The Governing Board may appoint someone else to perform the CBO's responsibilities in the case of absence.

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Safeguarding of Financial Assets

ECRA is committed to safeguarding public funds. ECRA's financials are overseen by the following entities:

1. Charter School Authorizer (i.e. LAUSD's Charter Schools Division) reviews financials annually
2. Independent Certified Public Accountant conducts annual audits
3. Back Office Provider (e.g. EdTec, ExED) ensures segregation of duties and fiscal compliance

In addition, ECRA does the following:

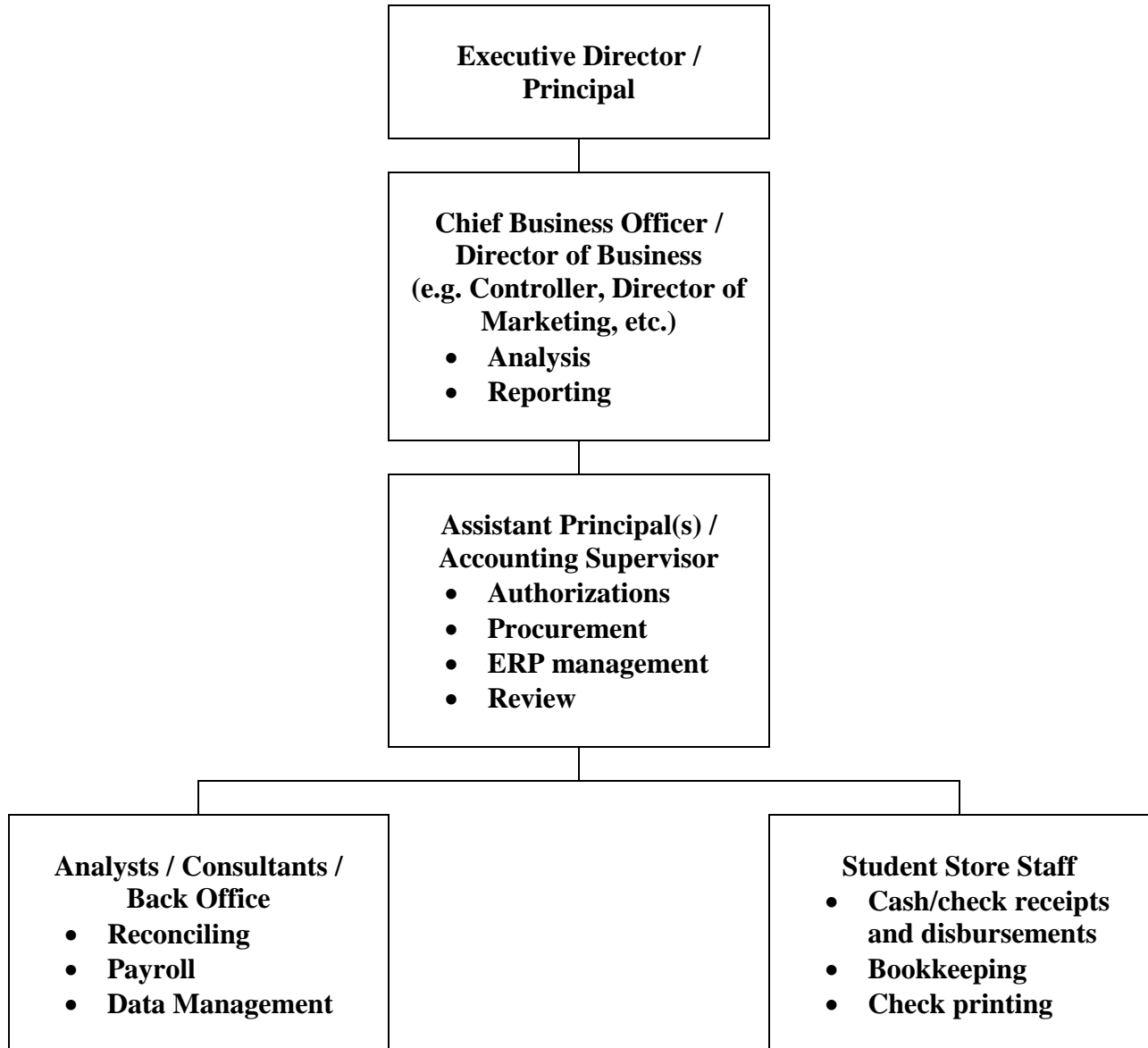
1. Presents monthly financial updates at board meetings
2. Seeks board approval of check registers and all major financial documents (e.g. financial audit, budget, etc.)
3. Reports staff compensation to the State of California
4. Provides financial information to the staff
5. Posts major financial documents on ECRA's website

Annual Financial Audit

1. The Governing Board will annually appoint an Audit Committee by the January board meeting; this committee is tasked with selecting an auditor by the March board meeting.
 - a. The Audit Committee will automatically include the Board Treasurer.
2. Audit Committee members must be fiscally independent of ECRA.
3. The CBO or a Director of Business will assist Audit Committee members.
4. The committee will contract annually for the services of an independent certified public accountant to perform an annual fiscal audit.
5. The audit shall include, but will not be limited to:
 - a. An audit of the accuracy of the financial statements
 - b. An audit of the attendance accounting and revenue accuracy practices
 - c. An audit of the internal control practices

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Financial Personnel Organizational Chart w/General Functions



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Financial Instruments

1. Debit Cards
 - a. Use is not permitted

2. Credit Cards
 - a. Held by board-approved personnel
 - b. Chief Business Officer's card is kept in the school's safe for staff use

3. Types of credit cards:
 - a. American Express

4. Bank Check Signers
 - a. Board-approved personnel

5. Check Stock
 - a. Held in student store and with the back office provider

6. Accounting / ERP System(s)
 - a. Overseen by Chief Information Officer and Accounting Supervisor

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REIMBURSEMENT POLICIES

ECRA employees should receive pre-approval for all purchases. Pre-approvals can be received through the school's ERP system, to which all employees have access. Any items purchased without pre-approval should be kept in new condition so that item(s) can be returned to the vendor in the event the approving administrator denies the purchase.

All staff people making financial choices on behalf of ECRA must factor in time and quantitative/qualitative factors before each purchase. Below are a few examples:

1. Staff should not spend significant time to save the school a de minimis amount. For example, s/he should not incur reimbursable mileage expenses from driving around to different stores to save the school a few dollars on school supplies.
2. Staff should look beyond quantitative factors, such as cost, and evaluate the qualitative factors such as reliability, warranty, reputation, durability, environmental impact, maintenance costs, etc. For example, LED products may be more expensive, but they require less maintenance and have a lower environmental impact.

Receipts / Substantiation

1. All purchases made by an employee must be accompanied by an original receipt. There are certain reasonable exceptions. Below are a few examples:
 - a. Internet purchases may only provide PDF receipts.
 - b. Parking meters and valets may not provide receipts.
2. When receipts are lost, employees must make every effort to retrieve a copy of the receipt or a document with comparable detail. There are a few exceptions for which credit card receipts or cancelled checks will be considered sufficient, as itemized descriptions of these expenses would likely not show personal use. Below are a few examples:
 - a. Taxi fares on conference days
 - b. Parking fees incurred the day employee attended workshops or other work events

Gratuity

1. Employees are allowed to tip up to 18% of the subtotal cost, rounded up to the nearest dollar, when gratuity is customary. Any incremental excess is the responsibility of the employee.

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Expense Reports

1. Employees will be reimbursed for expenditures within fifteen (15) days of presentation of appropriate documentation.
 - a. Whenever possible, original receipts should be provided.
 - b. Electronic receipts are considered original receipts.
2. Employees must complete expense reports at least semi-annually, as necessary, and must submit these reports to Accounting Staff.
 - a. Any expenses in excess of \$100 should be submitted within 30 days
 - b. Any small expenses may be collected until the threshold \$100 is met
3. Receipts or other appropriate documentation will be required for the reimbursement of all expenses.
 - a. Missing receipts will require proof of transaction and approval from the approving administrator. For example, if an original receipt is lost, the transaction may be referenced in an email, credit card statement, cancelled check, etc.
 - b. Missing receipts without proof of transaction will not be reimbursed.
4. The employee must sign expense report to certify the expenditures.
5. Authorizing personnel must sign expense report for reimbursement.
6. A copy of the School Director's expense and reimbursement report will be provided to the Board Treasurer. Payment will be reviewed and authorized by the approving administrator.

Personal Use of School Items

1. Employees will avoid the personal use of school owned items without prior approval from a supervisor.
2. Employees will reimburse the school for all school owned items consumed. For example, if the school incurs additional expense as a result of personal telephone calls, employees must reimburse the school for these calls.

Supplies

1. All ECRA employees are allowed to spend the following without pre-approval for items deemed essential to carry out assigned duties or related to curriculum.:
 - a. \$50 limit for non-classroom staff

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- b. \$100 limit for classroom staff

Note, for higher thresholds, teacher/staff must submit a purchase requisition in the ERP system. **In reference to the 1st paragraph on page 8 - Any items purchased without pre-approval** should be kept in new condition so that item(s) can be returned to the vendor in the event the approving administrator denies the purchase.

Meals

- 1. School-related meals occur on a regular basis. If the meal is not pre-approved, the employee runs the risk of bearing the full cost of the meal if it is ultimately denied. For non-travel meals to be reimbursable, the ECRA employee must provide the following information:
 - a. An itemized receipt
 - b. The people at the meal
 - c. The business purpose (e.g. working meals, meetings with vendors/donors/school officials, etc).

Mileage

- 1. Employees will be reimbursed for mileage when the event is school-related and requires employees to travel outside of their normal commute. Mileage will be reimbursed at the IRS-approved rate for the distance traveled. Reimbursable travel starting from or ending at a residence cannot include the normal commute miles to/from work. Below are some examples:
 - a. Home to/from school is not deductible.
 - b. Home to/from school event/meeting is partially deductible.
 - i. If the mileage to/from home to school-related event/meeting exceeds the regular commute to/from school, then employee can claim the incremental difference.
 - c. School to/from school event/meeting is 100% deductible.
 - d. Home to/from non-school event/meeting is not deductible. For example, driving around to purchase non-essential supplies, driving around to purchase essential supplies on a non-school day, or commuting to a non-school sponsored staff meeting.

Out of Town Travel

- 1. The Authorizing Personnel must pre-approve all out-of-town travel for an event or meeting.
- 2. ECRA does not allow daily per diem rates.

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3. Reimbursable Expenditures:
 - a. Flights are not to exceed \$200 more than an economy/coach ticket, in either direction.
 - i. Administrator approval is required if the ticket exceeds \$200. Possible reasons for a higher-class seat include health concerns (e.g. spinal injury).
 - b. Hotels/motels are allowable when the event is more than 50 miles from either the employee's residence or the school site. If there are school-related networking events in the evening, then that distance is reduced to 10 miles. Hotel rates should be negotiated at the lowest level possible, including the corporate, nonprofit or government rate, if offered.¹
 - i. Hotel rates exceeding an average of \$200/night, not including taxes and fees, must be accompanied with an explanation as to why the specific hotel was chosen. If the reason is denied by the Authorizing Personnel, then employee will be responsible for the incremental cost over \$200/night plus the taxes and fees.
 - c. Meals are reimbursed at the following rates:
 - i. \$80/day average during the event if meals are not provided
 - ii. \$50/day average during the event if meals are provided
 - iii. \$50/day average on non-event travel days
 - iv. If average is not maintained, employee will be responsible for the excess cost unless the meal(s) receives administrator approval. Possible reasons for exceeding the average include travel to high cost cities.
 - d. Other reasonable expenses, such as Internet, special cell phone service, cab fares, rental car, mileage, gasoline, etc. are reimbursable.
4. Travel advances, before the actual travel, are permissible, but employee must show travel actually occurred.
 - a. If the advance exceeds the amount of the receipts, the employee will pay the difference immediately in the form of a check.
 - b. If the advance is less than the amount of the receipts, the difference will be reimbursed to the employee in accordance with the expense report.
5. After the trip, the employee must enter all of the appropriate information on an expense report and submit it to the Authorizing Personnel for approval.

¹ Lowest rate available must factor in all expected costs like the cost of meals, rental car, other transportation, internet, parking, etc. For example, if an employee is working at the room and needs internet, some hotels offer special packages where a savings can be generated by taking the more expensive rate than purchasing each item individually.

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Governing Board Expenses

1. The individual incurring authorized expenses while carrying out the duties of the school will complete and sign an expense report.
2. The School Director will review the expense report, and if s/he approves the report, will submit it to the Accounting Staff or Back Office Provider for payment.

Tuition Costs for Non-Teaching Staff

The tuition reimbursement program aims to encourage staff to gain new workplace skills.

1. Classes must be pre-approved.
2. Tuition will be subsidized for staff who do not receive additional compensation tied to units when s/he takes approved business or education courses.
 - a. 100% for up to one class per quarter (for a total of four courses per year) at UCLA Extension. Employee may request reimbursement for up to two classes in any one quarter during a calendar year. As ECRA has a special agreement with UCLA Extension, ECRA pays for these classes directly and there is no employee reimbursement policy.
 - b. \$700/class for non-UCLA Extension courses with a \$1,400 cap for any one academic period and a \$2,800 cap per calendar year. Employees must submit an expense report with supporting documentation.
3. All classes must be taken for a grade or pass/fail. A grade must be provided at the end of the course.
 - a. A failing grade, or the failure to report a grade, will prevent the employee from taking another subsidized class for 12 months.

Classes/Conferences/Workshops/Seminars ("Course") for All Staff

All staff are encouraged to take advantage of opportunities to improve their craft. If the school is subsidizing any of the cost, the employee cannot use the attained credit for salary advancement other than a degree differential (e.g. master's degree).

1. Course must be pre-approved.
2. Employee must complete an Expense Report and provide all receipts.
3. Employee will not be compensated for his/her time if employee made the request to attend the class/conference/workshop/seminar.

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Tuition Costs for BTSA

ECRA provides Beginning Teacher Support and Assessment (BTSA) through Ventura County Department of Education. For those employees who would like to complete their BTSA elsewhere, ECRA will reimburse up to \$4K. Employee will be required to do the following:

1. Employee must notify an administrator that BTSA is being completed elsewhere.
2. Upon completion of BTSA, employee must go through the reimbursement process (i.e. expense report).
 - a. Substantiation must include the copy of tuition paid since ECRA will only reimburse up to \$4K/employee.

Professional Dues and Costs

ECRA encourages all employees to maintain membership in professional organizations. If the dues and costs are associated with the employee's job responsibilities, the employee may seek reimbursement from an administrator through the Expense Report process.

Credit Cards

1. Employees may request a school credit card from the administration.
2. A credit card must be board approved before it can be given to an employee. Below is a list of outstanding credit cards, by departments, as of December 1, 2015:
 - a. Home Depot for Woodshop and Drama
 - b. Smart and Final for Home Economics
3. ECRA uses American Express as its credit card vendor because of the company's flexibility with spending limits.
4. Credit card points accrued by ECRA employees using the CMO's credit cards are the property of the ECRA.
 - a. Credit card points can be converted with the permission of the Executive Director.
 - b. Records of how the converted credit card points were used must be disclosed.
5. Personal or disallowed uses of the CMO's credit cards are discouraged and should be minimized as it creates the appearance of possible fraud. The employee must reimburse the school for the personal/disallowed use before payment of the credit card is made by the school. Below are some reasons why personal/disallowed uses may occur:
 - a. Purchase of alcohol may occur at meals with potential donors. Those charges related to the alcohol are the responsibility of the employee. However, corkage fee is an allowable expense.

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- b. Employee may bring additional bags on a plane for personal reasons, or may upgrade his/her plane ticket at his/her own expense.
- 6. Employee is responsible for maintaining all receipts. If a receipt is missing, then the employee must request copies of the receipt from the credit card company at his/her expense. See "Receipts/Substantiation" for exceptions to the receipts requirement.
- 7. Before any credit card is issued, the employee must provide written acknowledgement that s/he has read the "Reimbursement Policies" of ECRA's Fiscal Control Policies and Procedures.

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ACCOUNTING

Key Accounting Thresholds

1. Checks over \$10K require two signatures.
 - a. Note, credit card transactions over \$10K do not require two signers since paying the monthly statement will require two check signatures.
2. Non-budgeted contracts that exceed \$100K during a calendar year and last beyond an academic year require Governing Board approval.
3. Request for Proposals are required for projects that will be financed with bond funds that are subject to Public Contract Code 20111(a) and (b).

Purchasing in the Enterprise Resource Planning System (ERP)

1. School will use an ERP system to store all financial transactional data.
2. Employees will make purchase requisitions in the ERP. Purchase Requisitions can be created using the following information provided by the vendor:
 - a. An invoice or estimate prepared by the vendor, but which has not yet been processed for sale by the vendor.
 - b. Sales quotation provided by the vendor for use by the employee to assist in decision making and subsequent creation of a purchase requisition in the ERP system.
3. Accounting Staff will review the purchase requisition to check for the following:
 - a. Whether the expenditure has already been approved within the Governing Board approved budget.
 - b. If it is not in the approved budget, then s/he will check whether the school has adequate resources (i.e. cash).
4. If the expenditure is in the approved budget, or the school has adequate resources to make the purchase, the Accounting Staff will forward the purchase requisition to the authorized supervisors (e.g. department head and authorizing administrator). This preparation includes:
 - a. Determining if the expenditure is allowable under the appropriate revenue source.
 - b. Determining if the expenditure is appropriate and consistent with the school's mission, approved charter petition, school policies and procedures, and any related laws or applicable regulations.
 - c. Determine if the price is competitive and prudent. All purchases over \$100,000 must include documentation of a good faith effort to secure the lowest possible

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expected cost² for comparable goods or services. If the purchase does not represent the lowest cost option, a business purpose must be provided.

5. If the purchase order is approved, the purchase can be made by the employee through the reimbursement process or by the school on behalf of the employee.
6. When the supplier/vendor submits to ECRA the final invoice, or when an employee submits an expense report, the school will make the payment by requesting a check or by paying by credit card.
7. Since goods and services are sometimes received after payment, the employee making the purchase or shipping and receiving staff must certify that the product has been received, or that service has been provided, before closing the purchase in the ERP.
8. Some payments may be delayed if the vendor is a sole proprietor or a partnership, and it has not provided the school with a valid W-9 form.
9. The board approved credit card holders may authorize an individual to use a school credit card to make an authorized purchase on behalf of the school, consistent with guidelines provided by the School Director, Chief Business Officer and/or Governing Board.
 - a. The school's business personnel will keep the CBO's credit card in the school's safe. Anyone who uses this credit card must return it to the school's safe within three (3) hours of use, unless authorized otherwise by the School Director.
 - b. The other school cards will be kept under supervision of the board approved credit card holders
 - c. If receipts are not available or are "missing", the individual making the charge can be held responsible for payment.
 - d. Credit cards will bear the names of both EL CAMINO REAL ALLIANCE and the board approved credit card holder(s).

Petty Cash

1. The Accounting Staff will manage the petty cash fund from the student store.
2. The petty cash fund will be capped at \$1,000 at the school site, but it will typically hold \$500. This does not include cash held for school events.
3. All petty cash will be kept in the school's safe. Only the Accounting Staff will have access to the petty cash box.

² Expected cost considers the product's price, quality, life, future maintenance costs, salvage value, environmental impact, school's mission, source and materials.

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4. All disbursements will require a completed and signed petty cash slip. A register receipt for all purchases must be attached to the petty cash slip.
5. The Accounting Staff will insure that the petty cash slip is properly completed and that a proper receipt is attached.
6. At all times the petty cash box will contain receipts and cash totaling \$500. A register receipt must support the petty cash slip. The individual using the petty cash to make a purchase is responsible for submitting the receipt for the petty cash slip to the Accounting Staff within 48 hours of withdrawing the petty cash.
7. When expenditures total \$300 (when cash balance is reduced to \$200), the Accounting Staff will total the disbursements, complete a petty cash reimbursement form, and obtain the approval of the Assistant Principal. This should be done on at least a quarterly basis. The petty cash slips and supporting receipts will be attached to the reimbursement request form and forwarded to the Accounting Staff.
8. Petty cash fund reimbursement checks will be made payable to the Director of Business.
9. Any irregularities in the petty cash fund will be immediately reported in writing to the Chief Business Officer.
10. Loans will not be made from the petty cash fund.
11. The Director of Business will conduct surprise counts of the petty cash fund.

Contracts

1. The following may sign school-related contracts within the approved budget:

- Authorizing Personnel

The Governing Board must also approve the following contracts:

- Non-Public Contracts - \$100,000 or more for construction, equipment, materials, supplies, non-professional services and repairs
 - Public Contracts (i.e. public bonds):
 - Bid limit under Public Contract Code 20111(a) of \$50,000 or more for equipment, materials, supplies, services and repairs.
 - Bid limit under Public Contract Code 20111(b) of \$15,000 or more for construction contracts.
2. Consideration will be made of in-house capabilities before contracting for outside services.

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3. The Accounting Staff will keep and maintain a contract file evidencing the competitive bids obtained (if any) and the justification of need for any contracts over \$100,000.
4. Written contracts clearly defining work to be performed will be maintained for all contract service providers (i.e. consultants, independent contractors, subcontractors).
 - a. Contract service providers must show proof of being licensed and bonded, if applicable, and of having adequate liability insurance and worker's compensation insurance currently in effect. The Director of Business may also require that contract service providers list the school as an additional insured.
5. If the contract service provider is a sole proprietor or a partnership (including LP, and LLP), the Accounting Staff will obtain a W-9 from the contract service provider prior to submitting any requests for payment.
6. The School Director, Director of Business, or Chief Business Officer will approve proposed contracts and modifications in writing.
7. Contract service providers will be paid in accordance with approved contracts as work is performed.
8. The Chief Business Officer and/or Assistant Principal will be responsible for ensuring the terms of the contracts are fulfilled.
9. Potential conflicts of interest will be disclosed upfront, and the School Director, Chief Business Officer, Assistant Principal(s) and/or Member(s) of the Governing Board with the conflict will excuse themselves from related discussions and from voting on the contract.

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ACCOUNTS PAYABLE

Bank Check Authorization

1. All original invoices will immediately be forwarded to the Accounting Staff for scanning and then sent to the Authorizing Personnel for approval.
2. The Authorizing Personnel will carefully review each invoice, attach all supporting documentation, and verify that the specified services and/or goods were received. When receiving tangible goods from a vendor, the person designated to receive deliveries should trace the merchandise to the packing list and note any items that were not included in the shipment. The packing list should be submitted with the invoice. Accounting Staff will adjust the invoice for any missing items noted on the packing list before processing for payment. In the case goods are received after payment, or documentation showing receipt is missing, the Accounting Staff will verify with the employee that goods have been received.
3. Once approved by the Authorizing Personnel, Accounting Staff will trace **by use of the ERP in most cases**, all documentation from the invoice to either the original purchase requisition or budget item. Then s/he will prepare the vendor report for signature by the Authorizing Personnel for payment.
4. The student store personnel will prepare the checks from the approved vendor report and send a copy to the Back Office Provider for the bank reconciliation.

Bank Checks

1. The Governing Board will approve, in advance, the list of authorized signers on the school account. The School Director, and any other employee/board member authorized by the Governing Board, may sign bank checks within established limitations.
2. The Governing Board will be authorized to open and close bank accounts.
3. The student store personnel will be responsible for all blank checks and will keep them under lock and key.
4. When there is a need to generate a bank check, the Authorized Personnel will send appropriate approved documentation to the Accounting Staff.
5. Once approved by the Authorizing Personnel, Accounting Staff processes the check for signatures.

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- a. Two authorized check signers will co-sign checks in excess of \$10,000 for all non-recurring items. All checks less than \$10,000 require only the signature of one authorized check signer.
 - b. Checks may not be written to cash, bearer, or petty cash. Under no circumstance will any individual sign a blank check.
6. Accounting Staff will record the check transaction(s) into the ERP system.
7. Accounting Staff will distribute the checks and vouchers as follows:
- a. Original – mailed or delivered to payee
 - b. Duplicate or voucher – attached to the invoice and filed by vendor name by Accounting Staff
 - c. Cancelled Checks – filed numerically with bank statements by the Back Office Provider
 - d. Voided checks will have VOID written in ink.

Bank Reconciliation

1. Bank statements will be received directly or printed directly from online banking by the Back Office personnel.
2. Back Office Personnel will examine all paid checks for date, name, cancellation, and endorsement. Any discrepancies regarding the paid checks or any checks over 90 days will be researched and if applicable deleted from the accounting system.
3. Back Office Personnel will prepare the bank reconciliation, verifying the bank statements and facilitating any necessary reconciliation.
4. Back Office Personnel will compare the reconciled bank balance to the cash in the bank account and to the general ledger, immediately reporting any material discrepancies to the Financial Leader at Back Office Provider assigned to the school and the Chief Business Officer.

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ACCOUNTS RECEIVABLE

1. Documentation will be maintained for accounts receivable and forwarded to the Back Office Personnel.
2. Accounts receivable will be recorded by the Back Office Personnel in the general ledger and collected on a timely basis.

Cash Receipts (Cash and Checks)

1. For each fundraising or other event in which cash or checks will be collected, a coordinator will be designated, who will be responsible for collecting and holding all cash and checks for the purpose of the fundraising activity.
 - a. The Accounting Staff will record each transaction in a receipt book at the time the transaction is made, with a copy of the receipt provided to the donor.
 - b. The cash, checks, receipt book, and deposit summary must be given to the school Accounting Staff, who will immediately put the funds in a secure, locked location.
 - c. Both the Event Coordinator and either the Accounting Staff(s), volunteer, or Assistant Principal will count the deposit and verify the amount of the funds in writing.
2. Cash/checks dropped off at the school office will be placed directly into the student store safe by the person dropping off the cash/checks.
 - a. All funds are deposited into the safe in a sealed envelope, along with any notes, forms, or other descriptions of how the funds are to be used.
 - b. The Accounting Staff(s) or Assistant Principal and School Director will open the safe to verify the cash/check amounts, and sign off on the amounts received.
 - c. The safe will be emptied at least two times per week when school is in session, corresponding to days when deposits are made. When school is not in session, the safe will be emptied within 48 hours when cash and checks exceed \$5K.
3. Cash/checks dropped off in the classroom will utilize the classroom envelopes. Each morning, the homeroom teacher assigned to that classroom will collect all forms, payments, etc. that have been brought in by students that day and place them in a large envelope. Before lunchtime, an office staff member and a second staff member (who may be an office staff member or an aide) shall collect all envelopes from each classroom and bring them to the student store, where they will be processed following the guidelines used for cash receipts, above.

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4. Mail (including anything official such as governmental notices, invoices and checks) received at the school must be opened and converted into an electronic document for the Back Office Personnel.
 - a. For any cash or checks received in the mail, the funds will be deposited into the Student Store. The personnel there will follow the guidelines used for cash receipts.
5. All checks will be immediately endorsed with the school deposit stamp, containing the following information: "For Deposit Only; El Camino Real Alliance; Bank Name; Bank Account Number."
6. A deposit slip will be completed by the Accounting Staff and initialed by the Assistant Principal for approval to deposit. The deposit slip will be duplicated and documentation for all receipts (copy of check, letter, etc.) will be attached to the duplicate deposit slip.
7. The deposit receipt will be attached to the deposit documentation and forwarded to the Back Office Personnel.

Returned Check Policy

1. A returned-check processing fee will be charged for checks returned due to non-sufficient funds (NSF). Unless otherwise pre-approved by Authorizing Personnel, payment of the NSF check and processing fee must be made by money order or certified check.
2. In the event that a second NSF check is received by any individual, the school will no longer accept checks from that individual. Payment of the NSF check, the processing fee and any subsequent payment(s) by that individual must be made by money order or certified check.
3. In the case of NSF checks written by parents of students, failure to pay may result in the withholding of report cards/transcripts at the end of the semester and/or school year until payment is received, unless other mutually agreeable arrangements are approved by the School Director and/or Governing Board.
4. If unsuccessful in collecting funds owed, the school may initiate appropriate collection and/or legal action at the discretion of the School Director and/or Governing Board.

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PAYROLL

Personnel Information

1. The business personnel will maintain all employee information in the school's ERP system.
2. An employee's hiring is not effective until the employment application, form W-4, and I-9 form have been completed.
3. An employee's hiring date is the first day the employee works, not when s/he has been offered the position.
4. The Accounting Staff will maintain a position control list and notify the Governing Board of any variances to the position control throughout the year.

Stipend Volunteers

1. These individuals are ECRA volunteers who earn a small stipend for assisting with school programs (e.g. Athletics).
2. Stipends received by these volunteers are through the school's payroll system. The stipends are either paid out in a lump sum or in even amounts by pay periods for the scheduled period of service.

Timesheets

1. All employees will be responsible for completing a timesheet including vacation, sick, and holiday time (if applicable). The employee and the appropriate supervisor will sign the completed timesheet.
2. The completed timesheets will be submitted to the Accounting Staff by the payroll period deadline designated by the Back Office Provider.
3. Incomplete timesheets will be returned to the signatory supervisor and late timesheets may delay payroll into the next period. No employee will be paid until a correctly completed timesheet is submitted.
4. If an employee is unexpectedly absent and therefore prevented from working the last day of the pay period or turning in the timesheet (such as an employee calling in sick), the employee is responsible for notifying the signatory supervisor or for making other

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arrangements for the timesheet to be submitted. However, the employee must still complete and submit the timesheet upon return.

Overtime

1. All employees should seek pre-approval of unscheduled time (e.g. overtime) from their authorized supervisor in the school's payroll system (i.e. Stratus Time).
2. Overtime only applies to non-exempt employees and is defined as hours worked in excess of eight hours a day and/or forty (40) hours within a five-day period of time. Any hours worked in excess of an employee's regular work schedule must be pre-approved by the supervisor, unless it is prompted by an emergency. If a supervisor identifies a recurring need for overtime in any given position, the supervisor should immediately consult with the School Director or Chief Business Officer for further guidance.

Payroll Processing

1. Hourly employees must sign timesheets to verify appropriate hours worked, resolve absences and compensations, and monitor number of hours worked versus budgeted. The authorized supervisor will approve these timesheets. No overtime hours should be listed on timesheets without proper authorization or explanations as to why they occurred. The signatory supervisor will submit a summary report of timesheets to Back Office Provider who will verify the calculations for accuracy.
2. Salaried employees, must sign into time clock system or use timesheets to verify working days for accuracy. The Human Resource Manager will provide the designated school employee with any payroll-related information such as sick leave, vacation pay, and/or any other unpaid time.
3. The Accounting Staff will notify Back Office Provider of all authorizations for approved stipends and the hourly or daily rate.
4. Back Office Provider will prepare the payroll worksheet based on the summary report from the designated school employee.
5. The payroll checks (if applicable) will be delivered to the school. Accounting Staff will document receipt of the paychecks and review the payroll checks prior to distribution.

Payroll Taxes and Filings

1. Back Office Provider will prepare payroll check summaries, tax and withholding summaries, and other payroll tracking summaries.

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2. Back Office Provider will prepare the state and federal quarterly and annual payroll tax forms, review the forms with the Chief Business Officer or School Director, and submit the forms to the respective agencies.

Record Keeping

1. The designated school employee will maintain written records of all full time employees' use of sick leave, vacation pay, and any other unpaid time.
 - a. The designated school employee will immediately notify the authorized supervisor if an employee exceeds the accrued sick leave or vacation pay, or has any other unpaid absences.
 - b. Records will be reconciled when requested by the employee. Every employee must maintain personal contemporaneous records.

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FINANCE/RESERVES/INSURANCE/LIABILITIES/ASSETS

Financial Reporting

1. In consultation with the Chief Business Officer and Finance Committee, Back Office Provider will prepare the annual financial budget for approval by the Governing Board.
2. Back Office Provider will submit a monthly balance sheet and monthly revenue and expense summaries to the Chief Business Officer including a review of the discretionary accounts and any line items that are substantially over or under budget. The report will be reviewed at the scheduled board meeting and action will be taken, if appropriate.
3. Back Office Provider will provide the Chief Business Officer and/or Governing Board with additional financial reports, as needed.

Financial Institutions

1. All funds will be maintained at high quality financial institution(s).
2. For CD accounts, at least 80% of funds will be maintained in CDs with a maturity of less than five (5) years. The remaining 20% can be held in high quality CDs with between five (5) years to ten (10) years to maturity.
3. Physical evidence will be maintained on-site for all financial institution transactions.

Loans

1. The School Director and the Governing Board will approve all loans from third parties. In the case of a long-term loan, approval may also be required from the charter-granting agency in accordance with the terms of the charter petition and/or other lenders in accordance with the loan documents.
2. Once approved, a promissory note will be prepared and signed by the School Director before funds are borrowed.
3. Employee loans, including salary advances, are not allowed.

Retention of Records

1. Financial records will be maintained indefinitely in original or electronic format.

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2. Financial records will be shredded once they are converted into electronic format.
3. Appropriate back-up copies of electronic and paper financial and attendance accounting data will be regularly prepared and stored in a secure on-site location.

Funds Balance Reserve

1. The following minimum fund balance reserve must be maintained:
 - a. Economic Uncertainties - At least 5% of the total unrestricted General Funds, which is ~\$1,700,000.
 - b. LAUSD Insurance Deductible - \$1,000,000
2. The CBO may also set aside additional reserves for other reasons, such as:
 - a. Capital Expenditures
 - i. The national average is ~10% of the entire annual budget each year is spent on capital outlay and interest on school debt (http://www.nea.org/assets/docs/NEA_Rankings_And_Estimates-2015-03-11a.pdf)
 - b. Retiree Benefits
 - i. ECRA is setting aside funds to meet its ~\$47MM unfunded liability.
 - c. State Revenue Deferrals
 - i. As of December 1, 2015, the state revenue is not significant.
3. Back Office Provider will provide the CBO with balance sheets on a monthly basis. It is the responsibility of the CBO and the Governing Board to understand the school's cash situation. It is the responsibility of the Authorizing Personnel to prioritize payments as needed. The School Director and CBO have responsibility for all operations and activities related to financial management.

Insurance

1. Back Office Provider will work with the Chief Business Officer to ensure that appropriate insurance is maintained at all times with high quality insurance providers.
2. The Accounting Staff will maintain the files of insurance policies, certificates of insurance, insurance policies and procedures, and related claim forms.
3. The Chief Business Officer and Back Office Provider will carefully review insurance policies on an annual basis, prior to renewal. A request for proposal must be done at least every five years.

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4. Insurance will include general liability, worker's compensation, student accident, professional liability, and directors' and officers' coverage. Supplementary coverage will cover the after-hours and weekend activities. Coverage will be in line with the limits listed in the school's approved charter petition.

Asset Inventory

1. An asset is defined as all items, purchased or donated, with a value of \$5,000 or more and with a useful life of more than one year.
2. Reconciling Personnel will file all receipts for purchased asset.
3. Reconciling Personnel will maintain an inventory or log of all assets. The log will include the original purchase price and date, a brief description, serial numbers, and other information appropriate for documenting assets.
4. The school will take a physical inventory of all District and School assets, separately, within 90 days of the end of each fiscal year, indicating the condition and location of the asset.
5. The Assistant Principal(s) will immediately be notified of all cases of theft, loss, damage or destruction of assets.
6. The Assistant Principal(s) will submit to Reconciling Personnel written notification of plans for disposing of assets with a clear and complete description of the asset and the date of disposal.

Parking Lot Liability

1. Parking lot related incidences are not covered under any insurance policy unless there is a witness. The school assumes no liability for damage to cars:
 - a. Parked in the parking lot during school hours
 - b. Parked in the parking lot before and after school hours
2. Otherwise, liability is as follows:
 - a. If a student willfully causes damage (i.e. not an accident as described above), the student's parent or guardian is responsible.
 - b. If a parent or other visitor causes damage, that individual is responsible for the damage.
 - c. If an employee causes damage, the employee is responsible for the damage.
 - d. If an unknown person causes damage and there is no witness, the affected individual would determine if they have applicable coverage through his/her individual insurance policies.