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BUSINESS & SUPPORT SERVICES**Concepts and Roles**

The Board of Directors recognizes that money and money management comprise the support for the whole Association program. To make that support as effective as possible, the Board of Directors shall

1. encourage planning through the best possible budget procedures.
2. explore all practical sources of revenue.
3. guide the expenditure of funds so as to extract the greatest returns for money spent.
4. expect precise accounting procedures.
5. set spending priorities in harmony with Association goals and objectives.

BUSINESS

Budget Planning/Priorities

Each year at the direction of the Executive Director the staff Director of each Association Division shall prepare the following:

- A summary of expenditures and income for the Division for the preceding fiscal year
- A projection of expenses and income through June 30 of the current fiscal year
- Recommended amounts to be budgeted for each appropriate account, supported by adequate documentation.

This information shall be submitted to the Executive Director.

BUSINESS & SUPPORT SERVICES**Budget Planning/Priorities**

The Executive Director shall play a leadership role in planning the annual budget of the Association.

The Executive Director shall determine budget priorities, establish a budget calendar within the constraints established by the Board of Directors, and prepare a recommended budget for the forthcoming fiscal year for consideration of the Finance Committee.

BUSINESS

Fiscal Year; Budget Calendar

Fiscal Year

The fiscal year for the Association shall be from the first day of July of one year until the last day of June of the next year.

Budget Calendar

The budget calendar shall be as follows:

DATE	ACTIVITY
By April 1	Staff Directors submit required budget documents to Executive Director.
	Staff Directors meet with Executive Director to discuss priorities for new budget, and to review calendar deadlines.
After April 1, but prior to Board Meeting	Executive Director submits recommended Association budget to the Finance Committee.
April or May Board Meeting	Finance Committee, after consultation with the Executive Director, submits to the Board of Directors a recommended budget for the fiscal year beginning July 1st.
June Board Meeting	Approval of next year's budget by Board.
June 30	Deadline for Board of Directors to adopt budget for the new fiscal year.

(See 9700 - Budget/Fiscal Year)

Regulation approved by
Executive Director: 12/15/89
Revised: 5/10/96
Revised: 8/20/08

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS

Preparation of Budget Document

The annual operating budget of the Association shall be prepared in a line-item format. Account numbers shall be assigned to all major categories of expenses and income.

BUSINESS**Transfer of Funds**

Each line item of the budget will indicate the amount expended at the end of the fiscal year. Funds from under-expended line items are not transferred to over-expended line items within the budget document, in order that actual figures accurately reflect both budget planning and actual expenditures. The same is true for revenue accounts.

If there are significant changes in either revenue or expense, they will be reported to the board.

Regulation approved by
Executive Director: 4/81
Revised: 2/15/90
Revised: 5/9/96

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS

Bank Accounts/Safe Deposit Box

The Association maintains accounts with appropriate financial institutions.

Regulation approved by
Executive Director: 4/81
Revised: 2/15/90
Revised: 9/5/96
Revised: 11/29/99
Revised: 8/20/08

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS AND SUPPORT SERVICES**Signatures**

The Executive Director is authorized to issue and sign checks. The Deputy Director is authorized to sign checks based on administrative procedure set forth by the Executive Director.

Policy adopted by
Board of Directors: 6/81
Revised: 1/83
Revised: 11/85
Revised: 5/16/90
Revised: 9/5/96
Revised: 1/14/09

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS AND SUPPORT SERVICES

Signatures

The Executive Director will approve any payment above \$500. Anything below \$500 will be approved by the appropriate Department Head. The Executive Director has the authority to sign all checks.

In the absence of the Executive Director, the Deputy Director is authorized to approve and sign checks under the same conditions as the Executive Director.

Checks for the Executive Director, such as expense checks, shall be signed by the Deputy Director.

Regulation approved by
Executive Director: 12/20/85
Revised: 12/8/89
Revised: 5/10/96
Revised: 8/20/08

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS AND SUPPORT SERVICES

DUES DEADLINE

School boards are removed from the member mailing list and are not sent any Association materials and are not provided member services if their dues are not paid by October 1, unless other arrangements have been made with the Executive Director.

PARTIAL YEAR DUES CALCULATION

A non-member district is defined as a district not having paid annual dues for at least one fiscal year (i.e., July to June).

Non-member districts joining CAFE which are not eligible for special dues pricing, such as our trial membership program, will be assessed dues based upon the formula below:

NUMBER OF MONTHS RENEWAL	RATE
11-12	Full 12 month
6-10	Pro rata monthly rate X months X 110%
1-5	Pro rata monthly rate X months X 120%

Member dues are assessed at the annual rate without regard to the date paid.

BUSINESS**Revenue-Generating Services****Fees - Purchase of Association Publications**

The Executive Director shall develop and implement a fee schedule for subscriptions to specific Association publications and the purchase of specified Association services for non-members.

CABE communications, shall not be distributed to non-members except when, in the Executive Director's opinion, it would clearly benefit the Association to do so.

Policy adopted by
Board of Directors: 9/81
Revised 1/83
Revised 1/14/09

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS

Revenue-Generating Services

Fees - Purchase of Association Publications

Purchase prices for Association publications shall be determined annually by the Executive Director after recommendation by the Senior Staff Associate For Publications in accordance with costs.

Regulation approved by
Executive Director: 4/81
Revised: 12/8/89
Revised: 5/10/96

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS & SUPPORT SERVICES**Association Mailing Lists**

The Executive Director is authorized to allow the use of Association mailing lists or addressing systems by non-profit or profit-making entities provided:

- the materials to be distributed have been inspected by the Executive Director or his/her designee and have been deemed suitable for and of interest to local school board members;
- the mailing is done by or controlled by the Association with reimbursement to the Association for this expense;
- a fee, from a fee schedule established by the Executive Director, is paid by the entity requesting the mailing; and
- at least one copy of each item included in the mailing remains on file in the Association office.

The Executive Director is authorized to waive fees for non-profit organizations when, in the Executive Director's opinion, it is in the best interest of the Association to do so.

BUSINESS & SUPPORT SERVICES**Gifts, Grants, Bequests**

The Executive Director, in consultation with the Board President, may accept, on behalf of and for the Association and Association staff, any bequest or gift of money or property for a suitable purpose, and utilize such money or property in a manner so designated.

If any doubt or question arises as to the appropriateness of acceptance in specific incidences, the Executive Committee of the Board shall make the final determination.

Policy adopted by
Board of Directors: 9/82

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS & SUPPORT SERVICES

Restricted Reserves

The Association will attempt to maintain a minimum level of undesignated fund balance equivalent to three month's budgeted operating expense as restricted reserves. These funds will be held by the Association for use in emergencies as determined by the Board.

The Executive Director shall authorize the investment of these restricted reserve funds in interest-bearing money instruments. Investment instruments shall include investments secured by federal or state funds or guarantees and may include but are not limited to certificates of deposit, repurchase agreements, preferred stocks, treasury notes, treasury bonds, and commercial paper.

Portions of restricted reserve fund balance as defined above must be invested in instruments secured by federal or state funds or guarantees and cannot have maturities of longer term than as shown below.

OPERATING BUDGET SURPLUS (months worth)	MATURITIES TO 1 YEAR (months worth)	MATURITIES TO 2 YEARS (months worth)	MATURITIES TO 5 YEARS (months worth)	UNDESIGNATED BALANCE (months worth)
3	3	-	-	-
4	2	1	-	-
5	1	1	1	2
6	-	1	2	3
7 & ON	-	1	2	4+

At no time should the Association have less than the equivalent of three month's current operating expense in restricted reserve. In addition, no funds shall be available for unrestricted reserves until such time as there are also sufficient operating funds for the projected expenditures for the rest of the fiscal year. As the total operating fund balance grows, maturities may be lengthened as shown.

Unrestricted Reserves

With direction from the Board, the Executive Director may invest undesignated fund balance accumulated in excess of restricted reserves in corporate bonds rated AA or Aa by Standard & Poors or Moody's, unmanaged bond and equity, and market index funds in categories and proportions designated as follows:

CATEGORY	TARGET	LOW	HIGH
Equities	60%	40%	70%
Bonds	40%	30%	50%
Cash	-	0	30%

The criteria for fund selection should direct maximum return consistent with prudent risk and shall include but not be limited to: low sales loads and redemption fees, management expenses, and portfolio turnover

BUSINESS & SUPPORT SERVICES

Unrestricted Reserves (continued)

Investment performance and portfolio status will be reported to the full board no less than quarterly.

Operating Funds

The association's operating funds will be promptly invested in instruments identical with its restricted reserves with maturities selected consistent with forecasted need.

Policy adopted by
Board of Directors: 9/82
Revised: 9/16/92
Revised: 1/26/00

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS & SUPPORT SERVICES**Purchasing Procedures**

The Executive Director shall develop purchasing procedures to be reviewed by the Executive and Finance Committees. He/she shall maintain a regulation concerning said procedures.

Policy adopted by
Board of Directors: 1/83
Revised: 9/5/96

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

Purchasing Procedures

CABE will utilize the following procedures in conjunction with programs and services delivered pursuant to a contract with the Connecticut Department of Education.

1. Small Purchase Procurement Authority for Purchases up to \$20,000:
 - a. Purchases in excess of \$2,500 shall be required to obtain price or rate quotations from an adequate number of qualified vendors to determine the lowest market pricing.
2. Competitive solicitation process for any contracts that exceed \$20,000 (“Request for Proposal” or “RFP”):
 - a. The RFP will be publicly communicated (to the market via the internet, periodical publications, newspapers, or any method that would reach the intended market) with information about what CABE wishes to procure.
 - b. The resulting proposals are evaluated and rated according to CABE’s predetermined criteria.
 - c. CABE will select the proposal that best meets the interests of the State.
 - d. CABE and selected proposer shall negotiate a contract.
 - e. The resulting contract must not differ substantially from CABE’s original requirements, as presented in the RFP.
3. Sole Source Procurement Process (Non-Competitive) that shall include, but not be limited to the following:
 - a. Services for which the cost of a competitive procurement process outweighs the benefits of such a process, and CABE shall maintain a detailed justification on file;
 - b. Services provided by a contractor having special capability or unique experience, which would require CABE to certify that competitive procurement would likely result in fewer than three qualified proposals;
 - c. Services provided by a contractor having proprietary services, or patent rights;
 - d. Services provided by a contractor specified through an act of the Connecticut General Assembly; emergency services, especially those involving public safety concerns.
 - e. An RFP process results in the actual submission of fewer than three proposals and the future contract is greater than \$20,000.

Regulation approved by
Executive Director: 11/9/5

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS

Purchase Orders

The purchase of all Association materials, supplies and equipment shall be authorized and approved by an appropriate member of the senior staff.

The person authorizing the purchase is responsible for ensuring that the purchase is charged to the proper account(s).

Regulation approved by
Executive Director: 6/77
Revised: 12/15/89
Revised: 8/20/08

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS & SUPPORT SERVICES**Purchasing, Vendors**

As an organization representing public school systems throughout the state, the association recognizes its responsibility to promote equity and fairness in all its transactions. Therefore, it shall be an Association policy to make purchases only from vendors who are equal opportunity employers.

Policy adopted by
Board of Directors: 9/82
Revised: 9/5/96

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

CABE CREDIT CARD POLICY

Due to new compliance regulations under the Payment Card Industry Data Security Standard (PCI DSS) and in an effort to protect those individuals and entities which place credit and/or debit card orders with CABE, CABE will no longer accept credit and/or debit card payments over the phone or via facsimile for any reason. Anyone wishing to use a credit or debit card as a form of payment to order a publication or to register for an event may only do so through the CABE website. (www.cabe.org)

CABE will:

- Guarantee that all subcontractors are PCI compliant;
- Ensure that no credit card or debit card information is accessible outside of our network;
and
- Ensure that no credit card or debit card information is accessible internally.

PCI DSS version 2.0 is the global data security standard that any business of any size must adhere to in order to accept payment cards, and to store, process, and/or transmit cardholder data. It presents common-sense steps that mirror best security practices. For an overview of PCI DSS compliance standards, please visit www.pcisecuritystandards.org.

Policy adopted by
Board of Directors: 6/13

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS

Payrolls/Deductions

All personnel employed regularly, either full or part-time, shall be paid bi-weekly on alternate Thursdays according to a salary schedule determined annually.

BUSINESS AND SUPPORT SERVICES**BUSINESS AND SUPPORT SERVICES****HOLIDAY FUNCTIONS**

The Association may sponsor an annual Board/staff holiday function, within budget constraints.
The Association may sponsor a separate annual staff holiday function, within budget constraints.

In addition, the President and/or Executive Director will determine whether the Association will absorb the costs of any other Board/staff functions to mark special events.

BUSINESS AND SUPPORT SERVICES**Disposal of Association Property**

The Executive Director shall identify obsolete or surplus equipment and supplies.

The Association will dispose of such equipment by selling it at a price to be determined by prices from used equipment dealers and/or listings in magazines. Should the Association be unable to sell the equipment, the Executive Director will dispose of it in some other manner as he/she deems appropriate e.g., a charitable contribution.

BUSINESS & SUPPORT SERVICES

Accounting Procedures

The Executive Director shall develop accounting procedures, to be reviewed by the Executive and Finance Committees, and shall maintain a manual of same.

BUSINESS & SUPPORT SERVICES

Financial Reports

A financial report shall be provided at each meeting of the Board of Directors.

BUSINESS

Inventory Control

An annual inventory of the Association's equipment and durable supplies shall be maintained by the Coordinator Of Finance and Administration.

An ongoing record of non-durable office supplies and purchasing needs shall be maintained by each Division in cooperation with the Coordinator Of Finance and Administration.

Regulation approved by
Executive Director: 4/81
Revised: 2/15/90
Revised: 5/10/96

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS

Petty Cash Funds

All petty cash funds shall be maintained and accounted for by the Coordinator Of Finance and Administration.

Petty cash may be requested for only those expenses which are less than \$100 and for which it is not practical to use an Association check.

Regulation approved by
Executive Director: 3/17/81
Revised: 2/15/90
Revised: 5/10/96
Revised: 8/20/08

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

BUSINESS & SUPPORT SERVICES**Auditor/Audit**

An audit of all accounts of the Association shall be made annually by a certified public accountant, or firm, selected by the Board of Directors upon recommendation of the Executive Director.

The audit shall include all funds of the Association and shall identify all expenditures by source of funds, and shall contain:

1. a statement that the audit was conducted pursuant to standards and procedures approved by the State of Connecticut; and
2. a summary of audit exceptions and management recommendations.

(cf 9400 Board of Directors)

SUPPORT SERVICES

Equipment/Facilities

Repairs

Any employee placing a repair request for Association equipment shall notify the Coordinator Of Finance & Administration that such a request has been made and for what piece of equipment.

Regulation approved by
Executive Director: 3/17/81
Revised: 12/8/89
Revised: 5/10/96

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

SUPPORT SERVICES**Care of Association Records****Person Responsible**Counsel

I. Historical Requirements

Basic Corporate Records (including annual financial operating and sales reports)	Permanently
--	-------------

Coordinator Of Finance And Administration

II. Government Requirements

- | | |
|--|--|
| 1. Billing and/or cash receipts records | Until federal and state tax clearance |
| 2. Check-Voucher | |
| a. All payments except (b) below | Until federal and state tax clearance |
| b. Capital equipment and real estate purchases | Tax clearance extend over life of item |
| 3. Employee Records | |
| a. Individual pay record | 3 years |
| b. Payroll Register | |
| Federal & state regulations | 4 - 6 years |
| 4. Postage meter record book | 1 year |
| 5. Shipping records | 2 years |
| 6. Tax returns | Until clearance |

Counsel

III. Legal Requirements

- | | |
|---|-------------|
| 1. Copyrights, patents, etc. | Permanently |
| 2. Contracts and leases (after termination) | 6 years |
| 3. Deeds | Permanently |

Coordinator Of Finance And Administration

IV. Administrative Requirements

- | | |
|--|----------|
| 1. Accounting journals and ledgers | 10 years |
| 2. Accounts receivable and credit (apart from cash receipts) | 2 years |
| 3. Correspondence | 2 years |

Care of Association Records (continued)

- | | |
|---|-----------------|
| 4. Financial statements
(monthly and quarterly) | 2 years |
| 5. Operating and sales reports
(monthly and quarterly) | 2 years |
| 6. Operating and sales reports
(daily-monthly) | Up to 12 months |
| 7. Paychecks (cancelled) | 2 years |
| 8. Personnel records (after termination) | |
| a. Folders | 1 year |
| b. Summary history card or index | 6 years |
| 9. Sales and purchase orders | Up to 2 years |

Source: Records Management Institute

BUSINESS AND SUPPORT SERVICES

ASSOCIATION AUTHORIZED EXPENSES

The following policy applies to expenses incurred by persons authorized to travel on Association Business.

TRANSPORTATION

Persons authorized to travel on Association business are urged to do so in the most economical manner.

Air fare is authorized in an amount not to exceed regular coach class fare.

The receipt portion of the ticket must be submitted whether or not reimbursement is requested in order to verify travel with the appropriate invoice.

Private car mileage will be reimbursed at a rate per mile in accordance with IRS regulations. In addition, the Association will reimburse cost of tolls and/or parking. Receipts must be included with the voucher.

Rental car costs will be reimbursed only if authorized in advance by the Executive Director, or the Deputy Director.

Taxis should be used only if another form of transportation is inappropriate. Receipts should be included with the voucher.

HOTEL

Those traveling on Association business are responsible for securing the most reasonable rate when staying at hotels. When the rate is pre-determined by the organization sponsoring the event, the person shall secure a room rate at no more than the pre-determined rate. To stay at a hotel without either such rate requires the approval of the President for Directors, and for all others, by the Executive director or Deputy Director.

Whenever possible, the Association will arrange to have individual room bills transferred to a master account. Direct billing to the Association will be limited only to expenses for rooms, meals, the personal telephone call, and/or any Association related calls.

EARLY OR LATE ARRIVAL

Staff traveling to Association related events shall neither come early to events nor stay extra days, at Association expense, unless it is approved in advance by the Executive Director. Directors traveling on Association business shall neither come early to events nor stay extra days, at Association expense. for all such events, the President shall establish official authorized dates for attendance., for any additional events, such as "early bird" or "tailgate" sessions, payment of expenses will only be authorized if approved in advance by the President or designee. Approval should be requested before travel arrangement are completed.

BUSINESS AND SUPPORT SERVICES

ASSOCIATION AUTHORIZED EXPENSES (continued)

PERSONAL

Those expenses that can be considered "personal" are not reimbursable. They include, but are not limited to, expenses such as pay television, alcoholic beverages (except as otherwise permitted pursuant to Other Appropriate Expenses, below), theater and show tickets, telephone calls that are not related to Association business, and non-related transportation expenses. One personal call per day, reasonable in length, shall be reimbursable by the Association to persons authorized to stay overnight on Association related business.

EXPENSE REPORTS

Expense reports shall include sufficient documentation, including the date, the expense incurred, and reason for expense (i.e., meal, travel, etc.).

OTHER APPROPRIATE EXPENSES

The Association will assume the cost of buying a meal or beverage, whether or not alcoholic, for other individual(s) when on Association business when the President, Executive Director or their designee(s) determine it is in the interest of the Association.

PROVISION OF CREDIT CARDS

The President, Executive Director, the Deputy Director and department heads are authorized to have and use credit cards in the name of the Association. Such corporate cards shall be paid for by the Association and may be used solely for Association related business, consistent with the provisions of Policies.

All receipts from use of such cards shall be submitted to the Association within 10 days of such use. The receipts shall include sufficient documentation, including the date, the expense incurred, reason for expense (i.e., meal, travel, etc.), number and names of people (if receipt covers other people paid for, in addition to the cardholder).

Such cards shall be revoked for misuse. Any unauthorized charges shall be reimbursed by the cardholder to the Association.

Policy adopted by
Board of Directors: 9/5/96

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.

USE OF TELEPHONE CALLING CARDS

Directors and authorized staff shall have access to telephone calling cards from a telephone company selected by the Executive Director or his/her designee. Only telephone calls which are related to Association business or otherwise made pursuant to Policy and are made using these cards will be paid for by the Association. When the card cannot be used, the Association will reimburse the director or staff member upon the receipt of a voucher for the call.

Policy adopted by
Board of Directors: 9/5/96

CONNECTICUT ASSOCIATION OF
BOARDS OF EDUCATION, INC.