



# Financial Policies and Procedures

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*Helping Children, Youth and Families Thrive*

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# Financial Overview

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## Policy

- The Board of Directors is responsible to ensure the Society has appropriate financial policies, which conform to legal requirements, directives from the Ministry of Children and Youth Services (MCYS) and accepted principles of accounting.
- Policies are to be reviewed at least once every five years.
- The Board of Directors appoints one of its members as Secretary/Treasurer of the Board. The Secretary/Treasurer's duties are specified in the Society Bylaws.

## Procedures

### Signing Authorities

- The following positions have the authority to sign cheques and commit Society funds:
  - Chair of the Board of Directors;
  - Secretary/Treasurer of the Board of Directors;
  - Executive Director;
  - Director of Finance; and
  - Service Directors.
- Two signatures are required for cheques, leases and similar financial commitments.

### Signing Authority for Contracts, Invoices and Expenses

- The Executive Director and Directors are authorized to approve expenditures within the context of the Society's approved budgets.
- The Executive Director is authorized to approve purchase of service contracts within the annual budget.
- Expenditures in excess of \$100,000, which were not anticipated in an approved budget—or unusual or abnormal expenditures—must be authorized by the Board of Directors.
- The following staff has the authority to authorize expenditures to the following limits:

Staff	Authority
Supervisor	Up to \$2,000
Directors	Up to \$10,000
Director of Finance	Up to \$15,000
Executive Director	Up to \$100,000
Board of Directors	Over \$100,000



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# Financial Overview (cont'd)

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- Supervisors may approve goods and services as per Policy limits, e.g., children's entitlements. Pre-approved expenses by personnel who are authorized must be obtained for all other expenditures above Policy limits.
- No staff may authorize any payments to themselves. Normally these payments will be authorized by their direct Supervisor. In the case of the Executive Director, reimbursement is authorized by the Chair of the Board of Directors (or designate).
- For those items outside of the approved budget, staff must get approval from their Director of Service before any approval of the expenditure is given. The Director of Finance will then review to ensure appropriate funds are available for the purchase.

## Revising Financial Policies

- When a new Policy, or modification of an existing Policy, is required to respond to changes in legislation or standards, the Director of Finance prepares a draft Policy and presents it to the Executive Director for review and modification, if needed. The Policy then goes to the Leadership Team for further review and modification and then to the Board of Directors for information.
- The external auditors can be consulted, as needed, by financial staff as policies are being revised or created.

## Budget Approval and Monitoring

- The annual budget is prepared by the Director of Finance after input and approval from the Leadership Team. The Board of Directors approves the annual operating and capital budgets prior to the next fiscal year.
- The Board of Directors receives and reviews detailed financial reports at least once a quarter. On a regular basis, the Board of Directors receives and reviews a variance report that details when actual results are significantly different than budget.
- The Board of Directors reviews and approves all major revisions to the budget.

## Financial Representation

- Representation from financial services is required when decisions are being taken that involve significant financial obligations for the Society. These include:
  - negotiations with the bargaining unit;
  - reviews of existing programs, program development proposals or new program proposals; and
  - purchase of goods and services of a value of \$25,000 or more.



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# Accounting Systems and Records

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## Policy

- The Society utilizes the Child Protection Information Network (CPIN) to maintain its financial data. Internal controls are maintained including procedures for:
  - handling of billing and cash;
  - managing accounts receivable and accounts payable;
  - arranging short-term credit; and
  - accessing the accounting system.
- The Society's accounting records are kept up-to-date and are balanced on a monthly basis. This includes:
  - the up-to-date posting of cash receipts and disbursements;
  - a monthly updating of the general ledger; and
  - a reconciliation of the bank statement to the general ledger on a monthly basis, performed by the payroll and benefits staff and approved by the Director of Finance.

## Procedures

### Disbursement of Petty Cash

The Society keeps a small amount of cash on hand for emergency purposes. Petty cash is distributed by the Director of Finance or Supervisor of Finance.

- To obtain funds from petty cash, the employee must request reimbursement from the Director of Finance or Supervisor of Finance.
- If the cash is needed by the staff member before the item is purchased, a voucher is completed for the amount of cash provided. Once the purchase is made, the voucher is then changed to the correct amount, initialed by the person making the disbursement and attached to the receipt.
- When petty cash is being given directly to a client they must sign to acknowledge receipt.
- Petty cash cannot be received and disbursed by the same person.
- Petty cash is reconciled as needed and replenished by the Director of Finance.



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# Accounting Systems and Records (cont'd)

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## General Expenses

### *Cheques and Electronic Funds Transfers (EFT)*

- Staff, foster parents, youth and volunteers are required to arrange to have expenses reimbursed through EFT. It is preferred contractors and others who may be paid by the Society make this arrangement.
  - Items for routine supplies may be authorized according to the Purchase of Goods and Services Policy.
  - Charge account statements received in the mail are directed to the Finance Department and then to the person named on the bill, or the Accounting Clerk who determines the appropriate person for sign off.
    - Invoices are forwarded to the appropriate Service Director or Supervisor for approval.
    - Once approved invoices or charge account statements are forwarded to the Accounting Clerk for processing.
    - The Accounting Clerk checks the addition and extensions of all expenses and inputs the data into the accounting system.
    - EFT payments and computer cheques are normally generated three times a month with an occasional extra run as required. Emergency cheques can be requested after a discussion with the Supervisor of Accounting and the Service Director, as necessary.
    - Cheques are signed with auto-signatures unless for amounts greater than \$200,000.
    - Signed cheques are returned to the Accounting Clerk to be matched with creditor copies or statement stubs to prepare for sign off in the cheque/EFT register by two signing authorities on the bank account. The payment stubs and cheques can then be mailed out.
    - The bottom portions of laser cheques or remittance advices for EFTs are matched with invoices and shipping documents and filed in alphabetical order.

## Foster Parent Expenses

- Foster parents send their expenses to the Society at the end of each month and these are processed using the same procedures as for general expenses.
- Foster parents receive board payments, with subsidies where applicable, along with reimbursables, included in the monthly direct deposit.
- The number of days the child has been in the foster home is calculated by the Client Information System.
- The payment is calculated monthly and released for payment on the 7<sup>th</sup> day (or working day prior) of the month following the services provided.

## Receipts

- Cheques received in the mail are endorsed with a “For deposit only to the credit of The Children’s Aid Society of Halton Region” stamp showing the correct account number.
- Larger cheques are deposited upon receipt. All others are deposited at least bi-weekly.
- Receipts of cash are infrequent and are secured in the safe until the deposit date.
- All monetary donations received are processed by the Children’s Aid Foundation of Halton (CAFH). In-kind donations are processed by the CAFH .





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# Accounting Systems and Records (cont'd)

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## Short-Term Credit

- The Society maintains a line of credit with the bank in order to cover cash shortfalls when Society expenditures exceed the funds forwarded by the Ministry.
- The Executive Director and the Director of Finance negotiate the terms of this credit line with the bank. The terms must be approved by the Board of Directors.
- Two signing officers sign the contract with the bank; these are normally the Executive Director and the Director of Finance.

## Data Protection

- The accounting software package will only be accessible to accounting and information technology staff at the Halton CAS. This is controlled by password-protected computers and password access to CPIN.

## Compliance

- Any deviation from this Policy requires completion of an **Explanation for Policy Deviation Form** that is reviewed and signed by the immediate Supervisor of the person making the deviation and their Director.
- An employee who knowingly fails to act in accordance with this Policy will be subject to appropriate disciplinary action.



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# Acquisition and Management of Assets and Liabilities

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## Policy

- The Society plans for the acquisition and management of its assets and liabilities through an annual plan, which identifies the capital assets to be acquired during the year, the debt repayments and the funding sources for these acquisitions and repayments. External professional expertise is used, as necessary, in the development of the plan.
- The financial guideline for the capitalization of assets is determined by the Director of Finance in consultation with the Auditor.
- An inventory system, updated at least annually, provides for control, security and disposal of capital assets.

## Definition of Capital Assets and Limit

- Capital assets are items of property, either in use or being held for later use or disposal. The minimum value of \$1,000 is the amount to determine which assets are to be controlled.

## Procedures

- A plan for capital acquisitions is prepared annually by the Leadership Team as part of the budget process.
- Debt repayment schedules are determined by the Executive Director and Director of Finance in consultation with the lender, as needed.
- Consultants are engaged as required.
- Capitalization of assets is determined by the Canadian Institute of Chartered Professional Accountants guidelines as interpreted by the Director of Finance.
- An inventory is maintained by the Director of Finance of all capital assets.

## Listing of Assets

- Each line item in the capital assets spreadsheet will include the date of purchase, a description of the item along with the purchase price and any other pertinent information.
- All write-offs and disposals of fixed assets, with the reason for disposal or write-off, are approved in writing by the Director of Finance.
- Upon disposal of assets, the item is recorded on the disposals page of the capital assets spreadsheet, dated and the circumstances of the disposal and amount sold for.
- Furniture, furnishings and equipment are amortized at a rate of 10% annually. Computer software and equipment is amortized at a rate of 33.3% annually. Leasehold improvements are amortized based on the length of the lease, building at an annual rate of 5% and vehicles at a rate of 20% annually.



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# Acquisition and Management of Assets and Liabilities (cont'd)

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## Listing of Assets (cont'd)

- Missing items and items presumed stolen are to be reported immediately, in writing, to the Director of Finance. Action will be taken to discover where the items have gone and a waiting period of 90 days for their return or location is allowed. Once this period has elapsed these items can be written off.
- Common use items (such as audio/visual equipment, DVD players, and cameras) are to be controlled by a sign-out system administered by the IT Department. The system will contain the following information so an item can easily be located at all times:
  - item name;
  - borrower's name;
  - date borrowed;
  - date returned;
  - signature of the borrower when borrowed; and
  - initials of borrower when returned.



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# Registered Education Savings Plan (RESP)

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## Policy

- The Society will establish Registered Education Savings Plans (RESP) for all Crown wards and for Society wards that have been Society wards for greater than 12 months.
- RESP contributions will be a minimum of the child care supplement received through the children's special allowance payments received from the Federal Government.
- When contributions received for a child/youth are not set up in their name, the funds are distributed amongst existing active plans to maximize the benefit of matching contributions to these plans.
- When a child/youth leaves care and is in a stable living arrangement for at least one year, the Society will endeavor to transfer the existing RESP to the caregiver of the given child/youth once they have set up an RESP in their name.
- If plans are not transferred, RESPs will be maintained until the youth attends an approved post-secondary school or they turn 25 years of age.

## Procedures

- Once a child/youth becomes a Crown or Society ward, staff will obtain a birth certificate and social insurance number in order to set up an RESP.
- Monthly child care supplement payments will be tracked, by child/youth, by the Finance Department and reconciled to ensure necessary RESP accounts are established and amounts to be distributed amongst existing accounts are moved.
- Establishment of new RESPs and transfers to existing RESPs will be completed by the Finance Department at least semi-annually to maximize matching grants and earnings.
- Children/youth's workers will notify them they have an RESP and provide statements to them at least annually. Providing this information should be documented in a contact log for each child/youth with an RESP.
- As children/youth leave care, the Finance Department will work with service staff to ensure caregivers set up RESP accounts to transfer existing plans for the caregiver to manage moving forward.
- For youth with an established plan that has not been accessed, the Society will make all reasonable efforts to notify them there is an RESP plan in their name when they turn 21 and again when they turn 24. If the youth does not come forward by age 25, the plan will be collapsed and any contributions will be distributed amongst the active RESPs the Society has at that time.
- RESP plans can be utilized for the following expenses:
  - eligible tuition costs for post-secondary and trades education programs as determined by the Canada Revenue Agency;
  - books required for their program;
  - equipment required for their program;
  - living costs while in school; and
  - transportation costs to attend school.
- The Finance Department will track all RESP accounts, investments and uninvested funds and report to the Board of Directors (annually) and Ministry of Children and Youth Services (as requested) as to the performance of the RESP program, number of accounts currently active, those being accessed for post-secondary education and those transferred to caregivers.



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# Society Credit Card Use

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## Policy

- Society credit cards may be provided for certain employees to use. Credit card use must be in compliance with all Society Purchasing Policies.

## Procedures

- Credit cards are only to be used for business purposes.
- Credit cards may be used to make purchases according to the Policies for Purchase of Goods and Services, Contractual Agreements, Acquisition and Management of Assets and Liabilities, Transportation (travel) and any Policy included in Human Resources where expenses may be reimbursed.
- If an employee wants to make a purchase with a Society credit card that is not covered by the Policies listed above, they must have written pre-approval before the purchase is made.
- The credit card statement is to be reconciled by the cardholder and the statement submitted, along with the original receipts, to the cardholder's direct Supervisor each month.
- The Supervisor will approve the payment of the credit card bill. In the case of the Executive Director, credit card payments are approved by the Board Chair or designated Board member.
- If a purchase needs to be made, or is made, that is not in compliance with this Policy, an **Explanation for Policy Deviation Form** must be completed and reviewed by the employee's Supervisor.



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# Annual Audit and Audited Financial Statements

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## Policy

- The Society's finances must be audited annually by a licensed public accountant. The Auditor will be appointed at the Annual General Meeting (AGM). The Audited Financial Statements must be reviewed by the Audit Committee of the Board of Directors and then submitted at the AGM for approval. The Audited Financial Statements are made available to the public.
- If there is an Auditor's Management Letter submitted, it is reviewed by the Audit Committee, which will also oversee and monitor the implementation of the accepted recommendations.
- The Transfer Payment Annual Reconciliation (TPAR) report is submitted to the Ministry annually with sign off of the Board Chair after review by the Board of Directors.

## Procedures

- A licensed public accountant is appointed by membership vote at the Annual General Meeting. The external Auditors have access to the Ministry's Financial Policy Directives.
- Preliminary audit work is performed in advance of the year-end to test internal systems and controls.
- A final audit is performed after year-end.
- The Audited Financial Statements and Management Letter are presented to the Audit Committee of the Board of Directors.
- The Auditor or Secretary/Treasurer presents the Audited Financial Statements to the Annual General Meeting.
- Audited Financial Statements are available upon request to the general public and will be posted on the Society's public website.



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# Designation of Director of Finance

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## Policy

- A Director of Finance is designated and is responsible for managing the financial operations of the Society, under the direction of the Executive Director and in accordance with the Society's Financial Policies. The Director of Finance has a Chartered Professional Accountant's designation and significant accounting experience, preferably in the public sector.
- The Director of Finance trains another staff member to control and use the accounting system for a designated period each year in order to provide adequate coverage during vacations and other leaves of absence.



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# Hospitality, Meals and Accommodations

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## Policy

- Hospitality is the provision of food, beverages, accommodation, transportation or other amenities, at Society expense, to persons who are not engaged in work for the Society, for incentive or appreciation. Hospitality may be provided only under specific guidelines and with prior approval.
- Meals will be reimbursed when an employee is required to be away from their work location over a normal meal time.
- Accommodations will be reimbursed if Society business or training requires an employee to stay overnight.
- Expenses in each of these categories must be reasonable, work-related and documented with receipts.

## Procedures

### Hospitality

- Hospitality should be extended in an economical, consistent and appropriate way when it will facilitate Society business, or is considered desirable as a matter of courtesy. Hospitality expenditures should be consistent with the status of the guest(s), the number of persons attending and the business purpose to be achieved.
- Where hospitality events are extended by the Society and where guests include vendors or prospective vendors to the Society, prior approval from the Executive Director (or designate) must be obtained to ensure the hospitality provided does not give, or is not perceived to give, preferential treatment to any vendor.
- Alcohol may be provided as part of the hospitality event, as appropriate. These expenses must be specifically approved, in advance, by the Executive Director or Board Chair.
- Hosts must ensure hospitality expense records include:
  - the circumstance of the event (business purpose);
  - the form of hospitality (e.g., dinner, gift, etc.);
  - costs supported by receipts;
  - name and location of establishment; and
  - approvals by appropriate individuals in the Society.

### Recipients of Hospitality

- Acceptance of hospitality from vendors—current or prospective—may constitute a conflict of interest and may, therefore, be disallowed. Supervisors are responsible to ensure employees are aware of their conflict of interest obligations.
- Gifts of appreciation may be accepted if token in nature, valued at up to \$30. Gifts valued above \$30 must be justified and approved by the Supervisor or Director of the recipient. In all cases where hospitality is provided to Society staff or Board members, conflict of interest guidelines will prevail in determining whether such hospitality should be reasonably accepted. If in doubt, a worker should consult with their Supervisor.





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# Hospitality, Meals and Accommodations (cont'd)

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## Meal Expenses

- Meal rates have been set at:
  - Breakfast \$10
  - Lunch \$20
  - Dinner \$25
- For a full day of meal claims, employees have the discretion to re-distribute the daily total of \$55 as they choose. Each meal must be purchased to qualify for this re-distribution.
- Itemized receipts must be provided for all meals. Reimbursement must not exceed the amount actually spent (including taxes and gratuities) as validated by a receipt.
- Reimbursement of meal costs will NOT include the cost of alcoholic beverages.
- No reimbursement will be made for meals consumed at home prior to departure or on return, or for meals included in the cost of transportation, accommodation, seminars and/or conferences.
- No reimbursement will be made for meals or accommodations for anyone providing consulting services.

## Meals for Clients

- At times, workers may find it necessary to provide meals or snacks for clients. Meal costs should attempt to be in line with the Society meal reimbursement guidelines.

## Accommodations

- When work or training requires an employee to be away from home overnight, the Society will pay for a single room at reasonable rates.

## Submitting Expense Claims

- Staff must submit scanned and signed receipts through iExpense in CPIN.
- All others must submit original receipts (not photocopies) with all expense claims. Credit card slips by themselves are not sufficient to support a claim for reimbursement. In the event of a missing receipt, an exception to this procedure may be made with the completion an **Explanation for Policy Deviation Form** that is approved by the staff's Supervisor and their Director.
- The Society assumes no obligation to pay expenses submitted more than 20 days after the quarter end in which they are incurred. Staff, volunteers and foster parents are expected to submit expenses for reimbursement at least quarterly on the fiscal quarters. Exceptions may be granted in unusual circumstances and will require the approval of the department Director.
- Supervisors having responsibility for approving expense claims are responsible for monitoring compliance with this Policy. Expense approval limits are as defined in the Society's Purchasing Goods and Services Policy.
- A detailed expense record for hospitality must accompany all hospitality expenses and include the items listed in the earlier procedures.
- Explanations must be provided for unusual expenses.
- Approvers must ensure expenses are consistent with this Policy.
- An employee who knowingly fails to act in accordance with the provisions of the Hospitality, Meals and Accommodations Policy will be subject to appropriate disciplinary actions.



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# Management of OCBe Pooled Fund

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## Overview: Ontario Child Benefit equivalent (OCBe) Pooled Fund

- The Ontario government provides funding equivalent to the Ontario Child Benefit directly to Children’s Aid Societies (CASs) for children and youth in care and in formal customary care.
- The funds are to be used to provide all children and youth in care and in formal customary care, ages 0-17, with access to recreational, educational, cultural and social opportunities that support their achievement of higher educational outcomes, higher degree of resiliency, social skills and relationship development and a smoother transition into adulthood. In addition to accessing the OCBe funding for recreational, educational, cultural and social opportunities, youth in care or formal customary care, ages 15 to 17, will also participate in a program to save OCBe funds to build financial assets to better prepare them to transition from care.

## Policy

- All children and youth in care, or in formal customary care, will be provided with opportunities to benefit from the fund, regardless of whether or not the Halton Children’s Aid Society is receiving, or has received, OCBe payments specifically on that child’s behalf.
- The funds are to be used to achieve the following outcomes:
  - **Higher Educational Achievement**—to support a child’s or youth’s participation in activities that maximize their learning potential and promote success in both primary and secondary educational settings and the future pursuit of post-secondary education and vocational learning opportunities.
  - **Higher Degree of Resiliency**—to support a child’s or youth’s participation in activities that promote social skills and interpersonal relationship development.
  - **Smoother Transition to Adulthood**—to support a child’s or youth’s participation in activities that promote the development of the knowledge and skills necessary to transition from care and live independently, including knowing how and where to access required supports

## Procedures

- To ensure awareness of the availability and appropriate use of the OCBe, regular awareness needs to be maintained. Examples of opportunities for these discussions include:
  - children and youth services team meetings;
  - individual team meetings;
  - plan of care sessions with children and youth and those involved in their care; and
  - orientation for new staff working in the residential programs.
- The Halton Children’s Aid Society has established a current liability account to hold the OCBe funds received. The account is reconciled monthly and reviewed as part of the annual audit.
- Staff should identify goals for each child or youth, based on the Plan of Care, related to participation in recreational, educational, cultural and social activities in support of the achievement of the three outcomes noted above.



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## Management of OCBe Pooled Fund (cont'd)

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- Staff will consider a range of inputs (e.g., advice from care providers, educators and professionals) and shall actively involve children and youth, where appropriate and based on the child's stage of development, in planning the programs and activities in which children and youth will participate.
- OCBe funds may only be used for expenditures related to the outcomes above and cannot be used for medical, dental, clinical and/or therapeutic services. Also, the OCBe activities must be outside of the Halton Children's Aid Society's normal budgeted items for children in care.
- The child's worker should ensure the planned activity meets the requirements for use of the fund and determine the costs.
- OCBe funding requests are completed by the child/youth's worker in CPIN, which is approved by their Supervisor and then migrated through the system to the Finance Department for payment.
- Programs, activities and services should be accessed through established community organizations, unless this is not possible, at which time a third party can be contracted with to meet the need on a short-term basis.
- The organization providing the service or activity should submit an invoice, which will be matched to the purchase order in CPIN. Once processed, the invoice will be paid through normal EFT/cheque payment process.
- Savings accounts will be established for all youth ages 15-17. An amount equivalent to the maximum OCBe funds received will be credited to that individual's savings account and tracked on a monthly basis.

### Accounting Procedures

- Monthly reconciliations will be completed by Accounting and will include details of received and expended funds as well as savings amounts for 15-17 year olds.
- Using the template provided by the Ministry, the Halton Children's Aid Society will report to the Ministry as follows:
  - On an annual basis:
    - i. number of children and youth in care and in formal customary care, between 0-17 years on whose behalf the fund has been accessed and percentage of total children and youth in care accessing the Fund;
    - ii. of the total number of children and youth who participated in activities/programs, number and percentage of total fund users, by age, who participated in activities focused on:
      - higher educational achievement;
      - higher degree of resiliency, social skills and relationship building; and
      - smoother transition to adulthood;
    - iii. expenditures by:
      - a. higher educational achievement;
      - b. higher degree of resiliency, social skills and relationship building; and
      - c. smoother transition to adulthood;
    - iv. total fiscal year revenues into and expenditures from the fund.



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# Management Reporting

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## Policy

- The Financial Department is responsible for managing the financial reporting system, which includes financial information, information from internal control systems and information from external reviews. Reports will use this information to provide an integrated analysis of the services provided and the resources used, highlighting service delivery trends and any significant changes in financial position. The information is reported to the Board of Directors through regular financial reporting.

## Procedures

- Financial data is summarized by the Director of Finance and reported regularly to the Board of Directors.
- Ministry quarterly reports are prepared by the Director of Finance and reviewed and approved by the Board of Directors.
- Auditors will be approved each year at the Annual General Meeting and will audit the Society accounts annually and provide reports to the Board.



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# Payroll System

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## Policy

- The Society and Finance Department will maintain appropriate accounting controls for the payroll system, in compliance with all legal requirements and appropriate accounting requirements.

## Procedures

- Written authorization must be obtained from Human Resources regarding any changes in rates of pay and deductions, new hires and terminations.
- Supervisors must approve all time records for their staff.
- The Supervisor of Finance reviews and approves payroll expenditures and ensures the Society is in compliance with the remittance requirements for both statutory and voluntary deductions.
- Payroll accounts are reconciled monthly in the general ledger.
- A different staff member is to handle the payroll functions for at least two pay periods per year.
- When a new employee is hired, they will be entered into the payroll system with compensation that is based on their employment letter.
- Prior to the first pay period, the new employee will provide taxation and other deduction information. This information is entered into the electronic payroll system.
- Personal deduction information is updated when an employee's personal circumstances change, and/or when required by law.
- Salary progression is determined by the terms of the Collective Agreement with CUPE Local 2501 and by Human Resources for Non-Union Employees.
- The Executive Director's salary and compensation is determined by the Board of Directors and adjustments to any compensation on their behalf must be confirmed in writing by the Board Chair.
- Payroll deduction remittance amounts are calculated by the electronic payroll system. Remittances are made in accordance with the schedules set out by government, the pension plan, the Collective Agreement and CUPE Local 2501.



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# Purchase of Goods and Services

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## Policy

- To ensure expenditures represent good value for money spent, while promoting fair dealings with vendors, the Society shall:
  - specify the principles that shall govern the planning, acquisition and management of the goods and services needed by the Society;
  - specify the requirements for adherence to those principles;
  - specify the responsibilities of individuals/organizations involved in acquisition of goods and services and with the administration of this Policy;
  - establish prudent requirements for the competitive acquisition of goods and services; and
  - adhere to those requirements, unless they can document adequate reasons for doing otherwise.

## Scope

- This Policy applies to the planning, acquisition and management of goods and services, including consulting services. Goods, services and consulting services that are exempt from this Policy are as follows:
  - boarding expenditures made with approved suppliers;
  - allowances paid to foster parents and Kinship Service Homes;
  - allowances paid to youth on independent living and extended care and maintenance youth;
  - licensed professional services;
  - training and education;
  - refundable employee expenses;
  - utilities; and
  - court-ordered assessments.
- The principles and requirements of this Policy apply to all Society acquisitions other than those specifically excluded within this Policy.
- This Policy shall be reviewed at least once every five years.
- Any exception to this Policy shall be justified and documented.

## Procedures

### Overview

- The overall objective is to acquire, at the right time and in the most economical manner, the goods and services needed to meet Society mandatory requirements, while following the principles and guidelines described.



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## Purchase of Goods and Services (cont'd)

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### Planning

- Goods and services shall be acquired only after consideration of the needs, alternatives, appropriateness of the goods or service for the purpose required, timing and the overall Society supply strategy.
- The rationale for any major planned expenditure (\$100,000 or greater) will be documented in Business Plan (executive summary format) attached to the Society's annual budget. This Business Plan and overall budget will be approved by the Society's Board of Directors.
- Rationales for expenditures \$100,000 or greater, not included in the Society's annual budget, will be documented separately and approved by the Board of Directors.
- For expenditures greater than \$5,000 but less than \$100,000, the rationale for the purchase should be documented and submitted for approval by the appropriate level of management.

### Competitive Process

- A competitive process should be used to ensure that needed goods and services are provided at the lowest possible cost.
- The Society, at its option, may choose to pre-qualify vendors. The pre-qualification process requires an assessment by a Selection Committee (composed of three senior Society staff managers) of the possible bidders based on pre-established criteria which may include:
  - brief outline of the size of the firm and range of experience with not-for-profit organizations;
  - experience in providing services to child welfare organizations; and/or
  - specific qualifications of staff who might be assigned to provide services to the Society.
- The firms seeking pre-qualification will be required to submit a letter of qualification which responds specifically to the pre-established criteria.
- Competitions will be fair, open, transparent and consistent and recognize the needs and responses of the community the Society serves. Conflicts of interest (e.g., where a non-arms length relationship exists) shall be avoided in acquiring goods and services and in resulting contracts. Vendors shall not be permitted to gain a monopoly for a particular kind of work and relationships shall not be created that result in continuous reliance on a particular vendor.
- For each competition, a clear description of the product or service requirement must be prepared and a clear outline of the criteria to be considered must be developed. The decision about which vendor to choose must be based solely on the requirements and criteria that have been developed.
- To ensure a fair process, no action shall be undertaken by Society staff to allow a given bidder an unfair advantage. However, it is in the best interests of the Society to factor in costs associated with conversion from existing supplier(s) to new supplier(s) when evaluating competitive bids.



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## Purchase of Good and Services (cont'd)

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- To avoid conflicts of interest (e.g., where a non-arms length relationship exists), the Society shall:
  - acquire goods and services in a manner consistent with the Society's Conflict of Interest Policy;
  - require prospective vendors participating in an acquisition process to declare any actual or potential conflict of interest;
  - reserve the Society's right to disqualify prospective vendors from an acquisition process due to conflict of interest;
  - reserve the right of the Society to solely determine whether any situation or circumstance constitutes a conflict of interest;
  - require vendors to avoid any conflict of interest during the performance of their contractual obligations for the Society;
  - require vendors to disclose any actual or potential conflict of interest arising during the performance of a contract;
  - reserve the right of the Society to prescribe the manner in which a vendor should resolve a conflict of interest;
  - allow the Society to terminate a contract where a vendor fails to disclose any actual or potential conflict of interest or fails to resolve its conflict of interest as directed by the Society; and
  - allow the Society to terminate a contract where a conflict of interest cannot be resolved.
  - perquisites of a value greater than \$30 are not to be accepted personally by staff. For the purpose of this Policy, a perquisite is any personal benefit provided by a supplier, or potential supply, that includes but is not limited to cash, meals, gifts, entrance fees, golf fees, etc. This Policy is designed to avoid any perceived preferential treatment in the procurement of contracts for goods or services by the Society.
- Contract terms shall typically be three to five years with options to open the contract if benchmarks are not met.
- The Board of Directors has ultimate responsibility for all expenditures entered into by the Society. The Board delegates this responsibility to the Executive Director. The Executive Director (or authorized designate) shall ensure relevant specifications, budget authorization, approval authority and terms and conditions for the purchase of goods or services.
- The Director of Finance (or authorized designate) shall ensure quote submissions are reviewed and that all specifications of the quote are met.
- The Society reserves the right to accept or reject any submission.

### Procurement Documentation

- All acquisitions greater than \$10,000 shall be documented. More expensive acquisitions require more detailed levels of documentation. This may include contracts, analysis and rationale for the decision made.
- Proposed procurement documentation shall be reviewed to ensure clarity, reasonableness and quality.





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## Purchase of Goods and Services (cont'd)

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In general, procurement documentation should avoid naming specific products or brands, unless there is a valid purpose such as to avoid unacceptable risk. In these situations, the rationale for the choice of the specific product will be documented.

- The Executive Director (or authorized designate), in reviewing the documentation shall ensure:
  - value analysis is provided to compare options or choices;
  - specifications have been thought out to provide the best value; and
  - the analysis is documented and filed.
- Documentation for the acquisition of professional services must include:
  - the basis on which the professional firm or individual was selected and why the fees are commensurate with the qualification of those firms or individuals; and
  - a formal written agreement detailing:
    - the conditions under which services are to be provided and paid for;
    - periodic evaluation of results achieved; and
    - that the supplier of the service provides detailed invoices containing sufficient details to assess the appropriateness and reasonableness of amounts billed.

### General Procurement Procedures

- To ensure fair value for money and a competitive process, the following purchasing thresholds shall be used for Goods, Non-Consulting Services and Construction:
  - under \$1,000—no quote required;
  - \$1,000 to \$9,999—a minimum of two documented verbal quotes are required;
  - \$10,000 to \$100,000—a minimum of three documented written quotes are required; or a Vendor of Record is selected; and
  - over \$100,000—Open and Transparent Request for Proposals; Request for Quotations; or Request for Tenders is required.
- The following thresholds shall be used for Consultants and Consulting Services:
  - \$0 to \$100,000—a minimum of three documented written quotes are required; or a Vendor of Record is selected; and
  - over \$100,000—Open and Transparent Request for Proposals; Request for Quotations; or Request for Tenders is required.
- Orders cannot be split to circumvent this Policy.
- When purchases are made, supporting documentation (e.g., contracts, purchase justification, quotations, etc.) shall be attached to the detailed invoices and included in the appropriate files.

### Verbal Quotes

- Verbal quote documentation shall include:
  - a brief description of the goods or services;
  - the name(s) of the vendor(s) solicited;
  - the date of the quote(s); and
  - rationale for choosing a specific vendor whenever multiple quotations are required ([See A](#)).



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# Purchase of Goods and Services (cont'd)

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## Written Quotes

- Written quote documentation shall include:
  - a description of the goods or services;
  - a copy of the documentation provided to vendors to solicit quotations;
  - a list of all vendors invited to quote, including a note on any vendor who declined to provide a quote;
  - copies of all quotes received; and
  - the rationale for choosing the successful vendor ([See Appendix B](#)).

## Request for Quotation (RFQ), Request for Proposal (RFP), Request for Tender (RFT)

- These are the three types of competitive bidding processes. These processes are to be open and transparent. The lowest bid meeting all specifications should be awarded the contract. If the lowest bid is not awarded, the reasons for this decision must be documented in writing.

### Request for Quotation (RFQ)

- A request for Quotation (RFQ) will be used when:
  - the good or service is valued at more than \$100,000;
  - requirements can be readily and completely defined in a specification to the vendors; and
  - best value for the Society can be achieved by an award selection made on the basis of the lowest bid that meets specifications.
- The RFQ may or may not include vendor pre-qualification.

### Request for Proposal (RFP)

- A request for Proposal (RFP) will be used when:
  - the good or service is valued at greater than \$100,000;
  - the requirement is best described in a general performance specification; and
  - innovative solutions are sought from the vendors to achieve the general performance leading to the desired result.
- To achieve best value, the award selection may be based on a point system or other method involving a combination of mandatory and desirable requirements.
- Proposals will be posted on an electronic tendering website accessible to Canadian suppliers. Multiple respondents are to be sought. Postings are to be for a minimum of 15 calendar days and a minimum of 30 days if procurement needs are a higher value, complexity or risk.
- Vendor pre-qualification may or may not be included. Where the requirement is not straightforward, or an excessive workload would be required to evaluate proposals, either due to their complexity, length, number or any combination thereof, a pre-qualification phase may be used to reduce this.



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## Purchase of Goods and Services (cont'd)

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- The Society shall maintain a list of suggested evaluation criteria to include factors such as qualifications and experience, strategy, approach, methodology, scheduling and past performance, facilities, equipment and pricing.
- The Executive Director (or authorized designate) shall identify appropriate evaluation criteria for use in a Request for Proposal. The evaluation methodology and process used will be disclosed in the proposal call. Cost will always be included as a factor, as best value includes both quality and cost.
- A Selection Committee, composed of a minimum of two senior managers, shall review all proposals against the established criteria, reach consensus on the final rating results and ensure the final rating results, with supporting documents, are kept in the procurement file.
- To ensure consistency through the proposal process, all communication with bidders shall be through a single designated staff member.
- Closing dates and times will be clearly stated in the documentation. Any submission received after the closing time will be returned to the vendor unopened.
- The designated staff member shall forward to the Executive Director (or authorized designate), an evaluation summary of the procurement, as well as the Selection Committee's recommendation for award of contract to the supplier meeting all mandatory requirements and providing best value as stipulated in the RFP. Where the lowest bid is not accepted, the Executive Director (or authorized designate) is responsible for documenting the determination of best value prior to award of contract.
- With respect to all reports initiated for RFPs, a report on the sources of financing and other financial commentary, as considered appropriate, shall be prepared.
- Unsuccessful proponents may, upon their request, attend a debriefing session with the Society contact person to review their bid submission. Discussions relating to any bid submissions other than that of the proponent present will be strictly prohibited.
- The Society reserves the right to accept or reject any submission.

### **Request for Tender (RFT)**

- A request for Proposal (RFP) will be used when:
  - the item is valued at more than \$100,000;
  - requirement can be readily and completely defined in a specification to the vendors; and
  - best value for the Society can be achieved by an award selection made on the basis of the lowest bid that meets specifications.
- The Society shall document the relevant specifications, budget authorization, approval authority and terms and conditions for the purchase of the good or service.



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## Purchase of Goods and Services (cont'd)

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- The Director of Finance shall be responsible for arranging for the opening of tender bids at the time and date specified by the tender call. There shall be at least two senior managers in attendance at that time.
- The Director of Finance shall forward to the Executive Director (or authorized designate), a summary of the bids and recommend the award of contract to the lowest responsive bidder, subject to review by the Executive Director (or authorized designate) regarding specifications and contractor performance.
- With respect to all reports initiated for tenders, there shall be a report on the sources of financing and other financial commentary as considered appropriate.
- The Society reserves the right to accept or reject any submission.
- A Vendor of Record may be established where:
  - the actual demand is not known in advance;
  - a need is anticipated for a range of goods and services for a specific purpose, but the actual demand is not known at the outset and delivery is to be made when a requirement arises; or
  - the Society shall establish and maintain a reference list of approved Vendors of Record to source frequently used goods or services. The reference list will specify Vendors of Record, pricing, discounts from published catalogues, standard pricing, etc.
- More than one supplier may be selected where it is in the best interests of the Society. The bid solicitation should specify that more than one supplier may be chosen.
- In a Request for Vendor of Record, the expected quantity of the specified goods or services to be purchased over the time period of the agreement will be as accurate an estimate as practical and be based, to the extent possible, on previous usage adjusted for any known factors that may change usage.
- Purchases of frequently used goods and services are to be made from the approved Vendors of Record.

### Co-operative Purchasing/Buying Groups

- The Society may participate with the Provincial Government, other government agencies or public authorities in co-operative purchasing arrangements where it is in the best interests of the Society to do so. The decision to participate will be made by either the Executive Director (or authorized designate) or the Director of Finance.
- The policies of the government agencies or public authorities calling the co-operative tender are to be the accepted Policy for that particular tender.



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# Purchase of Goods and Services (cont'd)

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## Purchases Made without a Competitive Process

- The requirement for competitive bid solicitation for goods, services and construction may be waived by the Executive Director (or authorized designate) and Director of Finance under the following circumstances:
  - where competition is precluded due to the application of any Act or legislation or because of the existence of patent rights, copyrights, technical secrets or controls of raw material;
  - where due to unusual market condition, the goods, services or construction required are in short supply;
  - where only one source of supply would be acceptable and cost effective;
  - where the goods, services or construction can only be supplied by a particular supplier and no alternative exists;
  - where, due to security or confidentiality issues, it would not be in the public interest to solicit competitive bids; or
  - in the event of an emergency, as defined below

## Procurement in Emergencies

- An emergency includes a situation presenting imminent or actual danger to the life, health or safety of employees or others acting on the Society's behalf or imminent or actual danger of damage to or destruction of property belonging to the Society.
- Where, in the opinion of two senior managers, an emergency has occurred, the Society may initiate a purchase order in excess of the preauthorized expenditure limit. The justification for the exception is to be fully documented and included in the appropriate files.

## Direct Negotiation

- Goods and services may be purchased using Direct Negotiation only if one or more of the following conditions apply:
  - the required goods and services are reasonably available from only one source by reason of the scarcity of supply in the market, or the existence of exclusive rights held by any supplier, or the need for compatibility with goods and services previously acquired and there are no reasonable alternatives or substitutes;
  - the required goods and services will be additional to similar goods and services being supplied under an existing contract (i.e., contract extension or renewal);
  - an attempt to purchase the required goods and services has been made in good faith using a method other than Direct Negotiation, but failed to identify a successful supplier and it is not reasonable or desirable that a further attempt to purchase the goods and services be made using a method other than Direct Negotiation;
  - the goods and services are required as a result of an emergency, which would not reasonably permit the use of a method other than Direct Negotiation; and/or
  - the required goods and services are to be supplied by a particular vendor or supplier having special knowledge, skills, expertise or experience.



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# Purchase of Goods and Services (cont'd)

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## **Bid and Contract Administration**

### **Submission of RFPs, RFQs and Tenders**

- The time, date and method of delivery shall be specified in the request document. Bids received later than the specified closing time shall be returned unopened to the bidder.
- A bidder who has already submitted a bid may submit a further bid at any time up to the official closing time and date specified by the request call. The last bid received shall supersede and invalidate all bids previously submitted by that bidder.
- A bidder may withdraw their bid at any time up to official closing time with a signed letter.
- Bidders may be requested to supply a list of all sub-contractors to be employed on a project. Any changes to the list of sub-contractors, or addition thereto, must be approved by the Purchaser.

### **No Acceptable Bid or Equal Bids Received**

- When all the bids exceed the Society's budget, or do not meet the requirements, or do not represent fair market value, a revised solicitation will be issued.
- The Executive Director (or authorized designate) may waive the need for a revised bid solicitation and enter into negotiations with the lowest responsive bidder, under the following circumstances:
  - the total cost of the lowest responsive bid is in excess of the funds approved by the Society for the project;
  - the Executive Director or authorized designate is able to justify, in writing, that the changes required to achieve an acceptable bid will not change the general nature of the requirement described in the bid solicitation; and
  - the method of negotiation shall be those accepted as standard negotiating procedures that employ ethical public procurement practices. The Society has the right to cease negotiations and reject any offer.
- If two equal bids are received, the Society will offer an opportunity for bidders to re-bid. Should a tie persist, the following factors will be considered:
  - prompt payment discount;
  - when delivery is an important factor, the bidder offering the best delivery date be given preference;
  - a bidder in a position to offer better after sales service, with a good record in this regard, shall be given preference;
  - a bidder with an overall satisfactory performance record shall be given preference over a bidder known to have an unsatisfactory performance record or no previous experience with the Society; and
  - if the above does not break the tie, the Director of Finance will flip a coin with one of the bidders making the selection of heads or tails.



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# Purchase of Goods and Services (cont'd)

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## Only One Bid Received

- If only one bid is received, but the Executive Director (or designate) feels more bids could be secured, the bid may be returned unopened to the bidder and the RFP/RFQ/RFT sent out again at a later date. The bidder will be informed that this is the plan.
- If only one bid is received, the Executive Director (or designate) may recommend opening and evaluating the bid and awarding the bidder the purchasing contract if it is acceptable. If the bid is not acceptable, the procedures set out under “No Acceptable Bid” are to be followed.

## Contractual Agreements

- The award of contract may be made by way of a formal agreement, Contract Record or Purchase Order.
- A Purchase Order or Contract Record is to be used when the resulting contract is straightforward and will contain the Society’s standard terms and conditions.
- A formal agreement is to be used when the resulting contract is complex and will contain terms and conditions other than the Society’s standard terms and conditions.
- It shall be the responsibility of the Executive Director (or authorized designate) and Director of Finance to determine if it is in the best interest of the Society to establish a formal agreement with the supplier. If a formal agreement is established, it shall be reviewed and approved.
- Where a formal agreement is issued, the Society may issue a Purchase Order or Contract Record incorporating the formal agreement.
- Where a formal agreement is not required, the Society shall issue a Purchase Order or Contract Record incorporating the terms and conditions relevant to the award of contract.

## Exercise of Contract Renewal Options

- Where a contract contains an option for renewal, the Executive Director (or authorized designate) may exercise such option provided all of the following apply:
  - the supplier’s performance in supplying the goods, services or construction is considered to have met the requirements of the contract;
  - the Executive Director (or authorized designate) and Director of Finance agree the exercise of the option is in the best interest of the Society;
  - funds are available in within the Society’s approved budget including authorized revisions to meet the proposed expenditure; and
  - a valid business case has been completed. The business case shall be authorized by the Executive Director (or the authorized designate) and shall include a written explanation as to why the renewal is in the best interest of the Society and include comment on the market situation and trend.



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# Purchase of Goods and Services (cont'd)

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## Contract Amendments and Revisions

- No amendment or revision to a contract shall be made unless the amendment is in the best interest of the Society.
- No amendment that changes the price of a contract shall be agreed to without a corresponding change in requirement or scope of work.
- Amendments to contracts are subject to the identification and availability of sufficient funds in appropriate accounts within the Society's approved budget, including authorized revisions.
- The Executive Director (or authorized designate) and Director of Finance may authorize amendments to contracts provided the total amended value of the contract is within the approval authority.
- Where expenditures for the proposed amendment combined with the price of the original contract exceeds the Society's approved budget for the project, a report prepared by the Director of Finance shall be submitted to the Executive Director (or authorized) for approval.

## Execution and Custody of Documents

- The Executive Director (or authorized designate) is authorized to execute formal agreements in the name of the Society.
- The Society shall execute Purchase Orders and/or Contract Records issued in accordance with these provisions.
- The Director of Finance shall be responsible for the safeguarding of original purchasing and contract documentation for the contracting of goods or services for which the award is made by delegated authority.

## Exclusion of Bidders Due to Poor Performance

- The Executive Director (or authorized designate) shall document rationale where the performance of a supplier has been unsatisfactory in terms of failure to meet contract specifications, terms and conditions or for health and safety violations.
- The Director of Finance may prohibit an unsatisfactory supplier from bidding on future contracts for a period of up to five years.

## Receipt of Goods

- The Society shall:
  - arrange for the prompt inspection of goods on receipt to confirm conformance with the terms of the contract;
  - rectify discrepancies immediately; and
  - coordinate an appropriate course of action for any non-performance or discrepancies.





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## Purchase of Goods and Services (cont'd)

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### Reporting

- The Society shall maintain a register of all goods and services contracts, agreements, Vendors of Record and Purchase Orders valued in excess of \$100,000 for which this Policy applies.

### Management of Assets

- All goods and services acquired for Society use must be managed in an efficient, effective and economical manner.
- Appropriate systems must be established and maintained to enable the effective management and security of the Society's assets, including the physical verification of moveable assets at least once every four years. Moveable assets comprise durable items of machinery, business equipment and related apparatus, vehicles and other modes of transport, furniture and furnishings that are capable of being moved, whether the assets are in use or being held for later use, transfer, trade-in or disposal.

### Disposal of Surplus Goods

- All Departments shall notify the Director of Finance when items become obsolete or surplus to their requirements.
- The Director of Finance shall be responsible for ascertaining if the items can be of use elsewhere within the Society.
- Items that cannot be used may be offered for sale or disposed of.
- Justification for the method of disposal used must be documented by the Society, along with a list of the actual items disposed of.



# Purchase of Goods and Services (cont'd)

## Appendix A Verbal Quotation Documentation To be used for purchases greater than \$5,000

Name:	Date:
Society Requirements:	
Verbal Quotation #1 Company Name: Address: Telephone #: Contact Name: Quotation Price: Taxes Included: Yes No Notes:	
Verbal Quotation #2 Company Name: Address: Telephone #: Contact Name: Quotation Price: Taxes Included: Yes No Notes:	
Verbal Quotation #3 Company Name: Address: Telephone #: Contact Name: Quotation Price: Taxes Included: Yes No Notes:	
<b>Quotation Selected:</b> <b>Quotation \$ Amount</b> <b>Rationale:</b>	



# Purchase of Goods and Services (cont'd)

**Appendix B**  
**Written Quotation Documentation**  
**To be used for purchases greater than \$25,000**

Name:	Date:
Society Requirements:	
Written Quotation #1 – attached Company Name: Address: Telephone #: Contact Name: Quotation Price: Taxes Included: Yes No Notes:	
Written Quotation #2 – attached Company Name: Address: Telephone #: Contact Name: Quotation Price Taxes Included: Yes No Notes:	
Written Quotation #3 – attached Company Name: Address: Telephone #: Contact Name: Quotation Price Taxes Included: Yes No Notes:	
<b>Quotation Selected:</b> <b>Quotation \$ Amount</b> <b>Rationale:</b>	



# Purchase of Goods and Services (cont'd)

## Appendix C Irregularities Contained in Bids

Irregularity	Response
Late Bids	Automatic rejection, not read publicly and returned unopened to the bidder
Unsealed Envelopes	Automatic rejection
Incomplete, illegible or obscure bids or bids which contain additions not called for, erasures, alterations, errors or irregularities of any kind.	May be rejected as informal
Documents, in which all necessary Addenda have not been acknowledged.	Automatic rejection
Failure to attend mandatory site visit.	Automatic rejection
Failure to include signature of the person authorized to bind the Tenderer.	Automatic rejection
Conditions placed by the Tenderer on the Total Contract Price.	Automatic rejection
Bids Containing Minor Mathematical Errors	<p>If the amount tendered for a unit price item does not agree with the extension of the estimated quantity and the tendered unit price or, if the extension has not been made, the unit price shall govern and the total price shall be corrected accordingly</p> <p>If both the unit price and the total price are left blank, then both shall be considered as zero.</p> <p>If the unit price is left blank but a total price is shown for the item, the unit price shall be established by dividing the total price by the estimated quantity.</p> <p>If the total price is left blank for a lump sum item, it shall be considered as zero.</p> <p>If the Tender contains an error in addition and/or subtraction and/or transcription in the approved tender documentation format requested (i.e., not the additional supporting documentation supplied), the error shall be corrected and the corrected total contract price shall govern.</p> <p>Tenders containing prices which appear to be so unbalanced as to likely affect the interests of the Society adversely may be rejected.</p>



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# Transportation

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## Policy

- Some travel expenses can be reimbursed or paid for by the Halton Children's Aid Society according to the guidelines listed below.

## Procedures

### Clients

- In general, clients are expected to take responsibility for providing their own transportation. The worker may need to work with the client to explore options. If all options have been explored and none will work, the Society may be able to provide transportation. The most economical way of travel will be chosen unless an exception is granted by the Supervisor or Manager.

### Non-Residential Clients

- Transportation may be provided or reimbursed for non-residential clients for:
  - court appearances when staff cannot safely or cost-effectively provide transportation; or
  - therapeutic appointments deriving from case planning where public transportation is not available, i.e., outside the city of residence and where all other alternatives have been exhausted.
- Any other travel outside of this Policy requires special pre-approval.

### Children in Foster Care

- All foster care base rates include a transportation component for children residing with foster parents. This amount is expected to cover transportation for local schooling, family outings, shopping, recreation and normal transit transportation and any drives within the Halton Region. Additional reimbursement for these kinds of outings is not provided.



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# Transportation (cont'd)

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- Foster parents are entitled to reasonable compensation for travel other than what is included in the basic daily boarding per diem. This may include travel within the Halton Region if the cost is high, for example, a child who is being driven from Acton to Oakville and back on a daily basis to attend a school. These travel expenses must be pre-approved.
- Required travel outside of the Halton Region for medical appointments and other activities or appointments that are part of the child's plan of care may also be reimbursed.
- The Society will pay the actual cost of bus passes for youth over the age of 12 with the submission of a detailed receipt.
- Should emergency/urgent, one-time travel be necessary, this may be arranged through the Society volunteer travel coordinator with approval from a Supervisor in a written email. This may include such situations as:
  - foster parent is ill or child in home is ill and child in care must attend appointment or supervised access; or
  - child in care is ill and needs to have medical attention and Foster Parent does not have immediate access to a vehicle.
- Foster parents incurring pre-approved travel costs for transporting children in their care may submit an expense claim based on the current Society rates.

## **Youth on Continued Care and Support for Youth (CCSY)**

- Youth on CCSY may be provided with:
  - a bus pass for travel to school or work;
  - transportation to and from their community of origin for up to three round-trips per academic year, if attending post-secondary education, with additional trips at the discretion of the workers' Supervisor; and
  - access to transportation if the youth's personal safety is at risk.

## **Youth in Outside Paid Resource (OPR)**

- The contract signed with the OPR service provider generally requires:
  - transportation is provided by the service provider for distances up to 200 kilometers; and
  - for distances greater than 200 kilometers, the youth's worker may help the youth access public transportation, if available and appropriate, or may arrange for a volunteer driver.

## **Volunteer Drivers**

- Volunteers will be reimbursed for kilometers driven, parking costs, meals, cell phones and pre-approved expenses upon submission of receipts and shall be compensated at the current Society rates.



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# Transportation (cont'd)

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## Staff

- Staff are expected to plan their work-related travel to minimize travel costs.
- Costs of traveling between an employee's home and the office or other work location are not eligible for reimbursement. Travel costs incurred in traveling between one work location and another work location (the office and a client's home, for example) will be reimbursed. One exception to this is when an employee has returned home at the end of a work day, but is called by their Supervisor and asked to return to the office, to a client's home or other work location. In this case, the employee may claim the costs of the travel between their home and the other work location and back.
- Employees authorized to use their vehicles for Society business will be compensated for such use at current Society rates.
- If traveling by train, bus or other method, staff shall attach a detailed receipt to the expense claim.
- When necessary, staff assisting youth to move from one residence to another should rent a moving van from an appropriate rental company with authorization of their Supervisor. Staff should purchase the insurance offered by the rental company and would be required to return the truck clean and with an appropriate level of gas. Staff can claim the expenses for the rental and related gas on their monthly expense reimbursement.
- For auto travel in excess of 200 kilometers, use of a Society van or a car rental should be arranged to provide the most economical mode of transportation. Should an employee wish to use his or her own vehicle, the reimbursement rate will be paid for to a maximum of 200 kilometers.

## Levels of Approvals for Travel

- Within Ontario
  - Trips within the Halton Region shall be considered normal travel and do not need prior approval. Travel outside the Halton Region, in excess of 200 kilometers, will require written approval from the Supervisor. To obtain this, the employee must submit the rationale and justification for the trip. Should a child be placed out of Region, approval will be given for the child's assigned worker to visit and be reimbursed for expenses for the duration of that placement.
- Outside Ontario
  - Travel outside of Ontario requires the Service Director's approval. The request for travel must have written rationale and justification for the travel being approved. The most economical, efficient and effective form of travel should be chosen and appropriately documented.

## Reimbursement of Travel Costs

- When volunteers, foster parents, or employees use their own vehicles for transportation, they will be reimbursed at current Society rates. All trips must have a starting location, end point and total kilometers noted. As well, the purpose of the trip must be clearly explained should a trip be for other than visits with clients.
- For other travel expenses, original receipts must be submitted with the expense forms. Tickets issued to the driver for driving or parking illegally will not be paid by the Society.



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# Transportation (cont'd)

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- Travel expenses must be submitted at least quarterly in conjunction with the fiscal quarters. These expenses must be approved and received by finance by the 20th of the month following the quarter end. For clarity, Q1 expenses would need to be submitted to finance by July 20th, Q2 by October 20th, Q3 by January 20th and Q4 by April 20th. The Society will assume no obligation to reimburse for expenses received after these timelines.
- Rail or air travel is permitted only when it is the most economical, efficient and effective form of transportation. Economy class fare only will be reimbursed.
- Reimbursement for parking normally requires a detailed receipt. An exception will be made when using parking meters or locations that do not provide receipts such as hospitals. The maximum reimbursement in this case will be \$10.
- Travel expense forms must be signed by the employee's immediate Supervisor and, in the case of the Executive Director, by the Board President or Board member assigned by the President.

## Exceptions

- Should an exception to this Policy be necessary, an **Explanation for Policy Deviation Form** must be completed.

## Compliance

- Compliance with this Policy will be reviewed on an ongoing basis; each employee will be audited at least once a year.
- An employee who knowingly fails to act in accordance with the provisions of the Travel Policy will be subject to appropriate disciplinary actions.





# Segregation of Duties

- There is a need to have a segregation of duties throughout the procurement process. These areas include budgeting, commitment, requisition, receipt and payment and are outlined below with the Society position responsible and documentation required.

Procurement Roles	Society Position	Documentation
Budgeting	Director of Finance	Society budget as approved by the Board of Directors and assigned team budgets
Commitment	Supervisor or Director per delegation of financial authority	A signed contract, purchase order, or document noting commitment made
Requisition	<ul style="list-style-type: none"> <li>• Office operations (e.g., office supplies)—secretarial staff at each location</li> <li>• Building operations (e.g., janitorial supplies and maintenance)—Property Supervisor</li> <li>• Client needs—worker based on budget and commitment approved by Supervisor or Director, as required per delegation of financial authority</li> </ul>	Documentation per procurement thresholds
Receipt	<ul style="list-style-type: none"> <li>• Office Operations—secretarial staff at each location</li> <li>• Building operations—Property Supervisor</li> <li>• Client needs—client in care/foster parent and confirmed by worker</li> </ul>	Includes packing slip or other document that includes the pertinent procured information that is signed by the person who can confirm what has been received
Payment	<ul style="list-style-type: none"> <li>• Accounts payable—finance staff based on match of authorization with confirmation of receipt and invoice. Director of Finance or Intermediate Accountant completes payment process.</li> </ul>	Invoice authorized for payment per the delegation of financial authority and matched to commitment document and receipt

