

**Manitoba Rowing Association**  
**Financial Objectives / Policies / Procedures**

**CASH RECIEPTS**

**Objectives**

1. Ensure all receipts are deposited intact in a timely manner by an authorized person.
2. Ensure all receipts are correctly recorded in a timely manner.
3. Ensure accounts receivable are invoiced in a timely manner.
4. Ensure that all revenue of the Association is collected.

**Policies and Procedures**

1. All funds received by the Association must be receipted.
  - All funds received will be recorded on a prenumbered two-part receipt
  - The receipt should note the contributor/payer, the nature of the receipt, the amount, the date received and be authorized by the Executive Director (ED) or Technical Director (TD).
  - The original copy will be given, upon request, to the payor/contributor.
  - The TD may keep a separate book of prenumbered receipts for the sole purpose of recording receipt of course registration fees.
  - The receipt book should be kept secure in the Association's office. No other person should have access.
2. Only the Executive Director or Technical Director may deposit funds on behalf of the Association.
  - In addition to being receipted, all cash receipts should be summarized at least on a weekly basis on a deposit summary form giving a description, the appropriate general ledger account number, and the amount.
  - The deposit summary form must be authorized and dated prior to the deposit.
  - The funds should be deposited intact to the Association's bank account by the ED or TD.
  - Undeposited funds should be deposited on a daily basis as they are received.
  - Using the deposit summaries as the source, the ED should update the Association's general ledger for all finds received at least on a weekly basis.
  - The deposit summary should then be stamped 'posted' to prevent duplicate entry.

3. All non-grant or non-bingo revenue earned by or committed to the Association but not immediately received must be promptly invoiced.
  - A prenumbered, two-part invoice bearing the Association's name and address should be issued immediately for all revenue earned or committed but not immediately received.
  - The ED shall authorize all invoices and maintain a file for both paid and unpaid invoices.
  - Unpaid invoices should be followed up with a second request after remaining outstanding for more than 30 days.
  - Under no circumstances will the Association extend credit for services provided without a motion passed by the Board of Directors.
  - Upon payment, the amount should be receipted and the corresponding invoice mark paid with the number of the receipt marked thereon.
4. Revenue by category should be compared to budget with explanation sought from the Executive and/or Technical Director for significant variances.

## **CASH DISBURSEMENTS**

### **Objectives**

1. Ensure all invoices are paid within 45 days of receipt.
2. Ensure all disbursements are recorded correctly in a timely manner.
3. Ensure all disbursements are properly authorized prior to payment.
4. Ensure all expenditures are consistent with the goals and objectives of the Association.

### **Policies and Procedures**

1. All invoices for goods or services provided to the Association should be paid within 45 days of the date of receipt.
  - The ED should maintain an unpaid invoice file and establish a regular routine for processing disbursements.
2. Completed cheque requisition forms must be prepared for all disbursements.
  - The cheque requisition must include the payee, the date and number of the corresponding cheque, the general ledger account number(s) to which the disbursement is to be coded, the amount to be charged to each general ledger account, the amount of GST paid and the total amount of the disbursement.

- Whenever possible, the cheque requisition should be accompanied by original supporting documentation, most commonly an invoice. For disbursement where no invoice has been received (ex. Course conductor honorariums), the cheque requisition should also include a brief description of the disbursement (ex. The dates and level of the course, the hours the conductor instructed and the rate).
3. Completed cheque requisition and supporting documentation must accompany cheques at the time of authorization.
    - Members of the Executive Committee of the Association shall have the authority to sign cheques on behalf of the association. All cheques must be authorized by two signatures.
    - Under no circumstances should blank cheques be pre-authorized.
    - The authorized signer should scrutinize the supporting documentation, check the details of the cheque requisition including the coding, authorize the cheque requisition and sign the cheque only if satisfied that it is in order to do so.
  4. The Executive Director should maintain a file of paid invoices.
    - The ED should issue the cheque promptly after authorization.
    - Using the cheque requisitions as the source, the ED should post all disbursements to the Association's general ledger at least on a weekly basis.
    - The cheque requisition should then be marked 'posted' to prevent duplicate entry.
    - The cheque requisition and supporting documentation should be filed together by cheque number.
  5. Cheques should not be issued out of sequence or post-dated
  6. Reimbursements to Association members or employees must be accompanied by supporting documentation.
    - Whenever possible, Association expenses should be paid directly to the payee by the Association.
    - Petty cash funds should not exceed \$50 and should be kept on an imprest basis. The ED will maintain custody of the fund in the Association's office.
    - The only cheques prepared to "cash" will be to establish or replenish the petty cash fund.
  7. Only disbursements, which fall within the categories and limits, established by the current year's operating budget should be authorized.

- The annual operating budget is authorized by the Board of Directors and establishes the parameters within which the ED and TD, as agents, may contract on behalf of the Association.
8. When considering expenditures which fall outside the categories and limits established by the current year budget (that is, unusual and/or unanticipated), preauthorization should be given as follows:
- Less than \$500.00                      no preauthorization required
  - \$500 to \$1000                      Preauthorization required by a simple majority of the Executive Committee. The nature and the amount of the expenditure authorized should be presented at the next Board of Directors meeting.
  - Over \$1000                      Approved motion of the Board of Directors at a meeting required prior to authorization.
- For any non-budget expense over \$1,000.00 a written proposal must be submitted to each member of the Board of Directors at least 3 days prior to the Board meeting.
  - In granting preauthorization, consideration should be given to the availability of funds within the existing current years' operating budget. For items over \$1,000.00 the source of funds to be reallocated should be noted at the time of authorization.
9. Expenses by category should be compared to budget with explanation sought from the Executive and/or Technical Director for significant variances.

## **REPORTING**

### **Objectives**

1. Ensure that accurate financial reports are prepared in a timely manner so that they may be a resource in evaluation and decision-making.
2. Provide information useful in assessing the Association's success in obtaining sufficient revenues to fund services to its members and achieve its mission and goals.

### **Policies and Procedures**

1. The treasurer shall present a year-to-date statement of operations on a monthly basis to the Board of Directors.

- The report should be presented at the first Board of Directors meeting subsequent to the end of the month.
  - The report should contain budget figures for each revenue and expense category.
2. The annual financial statements of the Association and accompanying auditor's report shall be presented to the members at the Annual Meeting.
    - The annual financial statements of the Association shall be completed within 90 days of the Association's year-end.
    - The treasurer shall coordinate the compilation of information to be provided to the auditor as soon as practical following the year-end of the Association.
  3. All information requested by the auditor shall be provided promptly.
  4. The Executive Director shall maintain a file containing the Association's audited financial statements and supporting documentation for a minimum of five years.

## **BUDGET PREPARATION**

### **Objectives**

1. An annual budget consisting of, at a minimum, a budgeted statement of operations for the current fiscal year shall be presented at the Annual General Meeting of the Association for approval.
2. The budget should be a relevant document useful for planning, decision-making and evaluation.

### **Policies and Procedures**

1. The Treasurer shall coordinate the preparation of the annual budget
  - The budget preparation process should commence early enough so that a final draft is available at the commencement of the fiscal year.
  - The ED and TD should take an active role in the budget process.
2. The budgeted statement of operation should not reflect a deficit.
3. The budget should be updated during the year where circumstances indicate that the major assumptions on which the original budget was based are no longer valid.

## GENERAL POLICIES

1. No member or employee shall in a position to benefit financially from their relationship to the Association except that he/she may receive reasonable reimbursements or fees for service that are in the normal course of operations.
2. Actions that place the directors of the Association at personal financial risk are forbidden.
3. The Executive Director shall take measures to ensure the accounting records are adequately safeguarded.
  - Monthly transaction journals, year-to-date financial statements and a year-to-date general ledger report should be printed monthly.
  - A back up copy of accounting data should be made at least monthly and kept secure away from the Association's office.
  - The Association's financial records and supporting documentation shall be kept secure in the Association's office or in a locked storage area.
4. The Executive Director shall provide a transaction journal, a general ledger report, year-to-date financial statements and bank reconciliation for all bank accounts to the Treasurer for review if the Treasurer has not prepared such reports him or herself.
  - Such reports must be submitted by the 20<sup>th</sup> day of the following month.