



FINANCIAL HANDBOOK

for

APSSP TREASURERS



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FINANCIAL HANDBOOK FOR APSSP CHAPTER TREASURERS

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INTRODUCTION

As a member-run professional association, APSSP operates primarily on membership dues. Financial accountability to our Association and our members is therefore, fundamental. The responsibility for the administration of each Chapter's finances is shared by all chapter executives however, the day-to-day collection and disbursement of funds, record keeping, and financial reporting is the responsibility of the Chapter Treasurer.

The APSSP Chapter Treasurer has the important task of carrying out local financial transactions, maintaining sound fiscal records, providing regular reports, preparing and presenting an annual operating budget to the local membership for discussion and approval, arranging an annual financial review, and ensuring the over-all financial health of their chapter. The Chapter Treasurer must also liaise with the Provincial Treasurer and remit copies of the chapter financial statement, approved annual budget, Semi-Annual Report and Year-End report to the Provincial Treasurer in a timely manner.

Whether you are a newly-elected or an experienced Chapter Treasurer, this handbook and accompanying samples, forms and templates is designed to help guide your work in administering your local chapter's finances. The APSSP Constitution found on the APSSP Website and your chapter's local Bylaws also contain relevant information and should be available for periodic review. A handy document checklist is included in the *Appendices* of this handbook to ensure that all necessary documents are collected.

The Provincial Treasurer is always available to offer advice, assistance and support in the course of your fiduciary duties.



CHAPTER TREASURER'S DUTIES & RESPONSIBILITIES

Protecting the funds and assets of the Chapter is the fundamental job of the Treasurer. The Treasurer is an officer of the local executive and performs all financial transactions of the Chapter. The various duties of the Treasurer fall under one of the following five categories:

1. Performing Financial Transactions
2. Record Keeping
3. Financial Reporting
4. Preparing the Annual Budget
5. Arranging an Annual Financial Review

The responsibilities of the Treasurer are to:

- Perform all duties as required by the APSSP Constitution and Local Bylaws
- Receive and deposit all chapter funds and dues rebates
- Handle expenditure of funds – write cheques and receive funds
- Secure authorization, documentation and explanation for all expenditures
- Reconcile and keep bank account records
- Prepare and reconcile accounts with appropriate software (i.e. QuickBooks)-keep the books
- Report on finances to Executive, membership
- Furnish the year-end financial statement & Semi-annual Report to the Provincial Treasurer
- Prepare annual budget in consultation with other officers
- Present annual budget at the AGM for approval and submit to the Provincial Treasurer
- Arrange the Annual Financial Review
- Manage the Chapter's Assets
- Invest Chapter Funds consistent with sound accounting practices and policies of the Chapter



APSSP FINANCIAL MOTIONS AND POLICIES

The following section outlines relevant and most recent financial motions, policies and procedures that have been provincially approved over the years. Those that pertain to provincial issues, can be applied to chapters if appropriate. They can help guide local policies and practices.

Chapter Finances

- Monies of the local chapter shall be kept in an account, bond, debenture, or note of a chartered bank, credit union, trust company or Canadian federal or provincial government.
- Transactions shall be by cheque.
- The Treasurer and the President or a Vice-President shall co-sign cheques.
- The Treasurer shall make the financial records of the Chapter available for review by the Executive Committee of the Chapter on an annual basis.
- At the annual meeting in each year the Treasurer shall present the financial statement of the chapter, and will prepare and present a proposed budget to be voted on by the membership. The Treasurer shall then provide the Provincial Treasurer with a copy of both the financial statement and the approved budget. AGM- May 2008
- Chapters can carry a balance in their local account that is not to exceed \$400/member or \$3000 (whichever is greater). GC-January 2004
- Chapter Treasurers shall provide to the Provincial Treasurer a yearly financial statement that has been endorsed by their membership at the Chapter's AGM. GC-January 2005
- Chapter Treasurers shall provide to the Provincial Treasurer a yearly budget that has been endorsed by their membership at the Chapter's Annual General Meeting. GC-January 2005
- Base Rate rebates will be paid to Chapters upon receipt of current semi-annual reports, yearly budget and financial statements as required. GC-January 2007
- With the exception of Bruce Grey, all Chapters must spend a minimum of \$3,000 on Chapter Executive Expense Allowances. Bruce Grey must spend a minimum of \$600 on Chapter Executive Expense Allowances. GC-January 2007

Chapter Rebates

- Effective January 1, 2014 all chapters with the exception of Bruce Grey will receive an annual base rebate of \$4,200.00 to be distributed in two equal portions in September and January of each year. Bruce Grey will receive an annual base rebate of \$1000.00 to be distributed in two equal portions in September and January of each year. *(Base rebates will be paid to Chapters upon receipt of current semi-annual reports, yearly budget and financial statements).* Each chapter's dues rebate will be equal to 30% of membership dues for that

chapter. Dues rebates will be distributed upon deposit/receipt of membership dues from the respective school boards. GC-October 2013

- Effective September 1, 2018 all chapters with the exception of Bruce Grey will continue to receive an annual base rebate of \$4,200.00 to be distributed in two equal portions (\$2100.00) in September and January of each year. Bruce Grey will continue to receive an annual base rebate of \$1000.00 to be distributed in two equal portions (\$500.00) in September and January of each year. (*Base rebates will be paid to Chapters upon receipt of current semi-annual reports, yearly budget and financial statements*). Each chapter's dues rebate will equal 25% of membership dues for that chapter. Dues rebates will be distributed upon deposit/receipt of membership dues from the respective school boards.
- Additional Funds generated by the above dues adjustment will be earmarked for, but not limited to expenditures such as: release time (*provincial president, presidents of large chapters*), specified release days for chapter executive (*for training or union work-by application to finance committee,*) training opportunities, Increased mileage costs, EWAO-ATEO participation fees, additional promotional materials, events and projects – videos etc.

Expense Allowances (Provincial)

- Members of the Executive or any member at large engaged in Association business shall be paid a reasonable expense allowance. A committee of Chapter Treasurers, chaired by the Provincial Treasurer shall meet at least once per year to formally review all expense allowances. Any recommendations for changes in expense allowances will be presented at the next meeting of Governing Council. Proposals for changes to expense allowances outside of this review, must be provided in writing to the Provincial Treasurer at least fourteen (14) days in advance of the next Governing Council meeting. No changes to expense allowances shall be made without a vote of approval by Governing Council. (*Constitution; Article 7.09*)
AGM-May 2007

Investments

- Any amount up to \$60,000 may be transferred from the general operating account into the Money Market Fund at the discretion of the Treasurer. Information that such a transfer has taken place will be shared at the next Governing Council meeting following the transfer. GC-January 2001

Financial Records

- Paper copies of all financial records of the organization must be kept for a minimum of ten years. GC- January 2007

Meals

- Effective January 20, 2007, the following shall apply: Breakfast - \$15, Lunch - \$20, Dinner - \$25. Members who submit bills exceeding these amounts may be reimbursed for amounts over the allowable maximum for that meal allowance. GC-January 2007

Meeting Expense Allowances

- Effective January 1, 2011 all members entitled to attend Governing Council will receive a \$125 expense allowance. (*Provincial*) GC-January 2011
- Effective January 1, 2011 all members entitled to attend the Saturday, October weekend sessions will receive a \$75 expense allowance. (*Provincial*) GC-January 2011

Mileage

- To expedite participation in APSSP activities that involve travel, the cost to Provincial APSSP Executive members of using Highway 407 will be covered by Provincial APSSP as required. (*Provincial*) Provincial Executive -November 2007
- Effective January 1, 2018 the mileage rate will increase from \$.50/kilometer to \$.55/kilometer. (*Provincial*) GC-October 2017

Technology Rebate

- Effective January 2012, Chapters will be reimbursed yearly on a 50/50 cost sharing basis, up to a \$2,000 limit for the purchase of technological items (computers, printers, software, cell phones etc.). GC-January 2013

Technology Guidelines

- All items purchased by APSSP shall remain the property of the Association. The Treasurer will keep track of the date and price of each purchase. After a period of 2 years, an item will be considered to have a depreciated value to the Association and with the approval of the executive may be purchased by the member for personal use at a depreciated value of 40%. After a period of three years, an item will be considered to have a further depreciated value to the Association and with the approval of the executive may be purchased by the member for personal use at a depreciation value of 80%. After a period of 4 years, an item will be considered to have no value to the Association and with the approval of the executive may be retained by the member for their personal use. (*provincial*) GC-January 2013
- All chapters are encouraged to consider adopting the above or a similar local technology guideline.

Donation Guidelines

- Chapter Executives may approve requests for donations for the following purposes:
 - To enhance APSSP's public relations efforts (e.g. a contribution to a school board event or charitable drive where it is important that APSSP maintain its presence among other unions.)
 - To demonstrate solidarity with other Chapters and with other unions with which we have a natural affinity (e.g. during a strike by another Chapter or by OECTA, OSSTF, CUPE).
 - In exceptional circumstances, to support member(s) in dealing with professional issues directly related to their APSSP work. This does not include a disciplinary issue between a member and his/her professional College.
 - To draw from a specified fund to assist students with special needs within our school communities. (e.g. contributions to the cost of summer camp.)
- It is recommended that each Chapter, which has sufficient funds to consider charitable donations, establish its own set of guidelines and procedures which will largely reflect those used by the Provincial Executive (*as outlined above*).
- It is recommended that Chapters that wish to assist special needs students establish a specific budgeted fund and procedures for that purpose. It is recommended that the amount of the annual fund and the procedures for accessing it be approved at a Chapter Annual General Meeting.

financial policy

financial policies establish guidelines for the financial goals of the company, decide who makes the financial decisions, and detail how to manage the company's funds



FINANCIAL TRANSACTIONS

Banking

Bank Accounts

All bank accounts and Certificates of Deposits should be in the name of the Chapter. Bank account details (*refer to template below*) should be recorded and stored in the Treasurer's bank files.

Some chapters have two bank accounts: a chequing account for day-to-day transactions and a savings account for extra funds in order to earn interest.

Consider factors such as bank fees and interest rates when choosing a bank account that will best meet the needs of your chapter.

Bank accounts should be set up to require more than one signature for disbursements as an internal control for cheque signing.

At least two additional signatures should be recorded on the bank's signature card because the Treasurer may be unavailable when a payment must be made. The bank's signature card also specifies how many signatures must be on the cheque for validity. Copies of signature cards should be retained in the Treasurer's records.

<u>LOCAL BANK ACCOUNT INFORMATION</u>	
<i>This is to confirm that the following have been appointed as signing officers by _____ and are the persons authorized to make withdrawals and</i>	
<i>Local Name and Number</i>	
<i>conduct business with the bank:</i>	
_____	_____
<i>Print name</i>	<i>Signature</i>
_____	_____
<i>Print name</i>	<i>Signature</i>
_____	_____
<i>Print name</i>	<i>Signature</i>
<i>Cheques shall be signed by any two of the above named officers on the following account(s):</i>	
_____	_____
<i>Account Number</i>	<i>Bank balance</i>
_____	_____
<i>Account Number</i>	<i>Bank balance</i>
_____	_____
<i>Account Number</i>	<i>Bank balance</i>
<i>Name of Bank:</i> _____	
<i>Address of Bank Branch</i>	
<i>where account is held:</i> _____	

Cheques

Local chapter expenses should be paid by cheque. Pre-numbered cheques that show the chapter's name and address should be used. Cheques should contain matching stubs to record details of the transaction for the treasurer's file.

Authorization, documentation and explanation must be provided before issuing a cheque.

There must be two signatures on all cheques. Ideally, there should be three signing officers – usually the treasurer, president and one other executive officer.

If possible, the signing officer should not sign cheques made out to him/her. The other two signing officers should sign these cheques.

If a mistake is made on a cheque it should not be destroyed. The cheque should be left in the cheque book with 'VOID' written on it. The voided cheque number should be included in the records and categorized as 'void' in order to account for all cheques.

Do not sign blank cheques and do not make cheques payable to cash.

Reconciliation

Reconciliation must be performed monthly upon receipt of the bank statements to identify errors by the bank or the Treasurer. Failure to balance the Chapter's checking account can result in financial loss to the Chapter.

Investments

Chapters with surplus funds should invest them for additional income. Someone knowledgeable should be consulted before funds are invested. This can be done in various ways, however, only cash or cash-equivalent investments should be considered. Equity investments (stocks) should be ruled out in order to preserve invested capital. Cash or cash-equivalent investments include Guaranteed Investment Certificates (GIC), savings accounts, and treasury bills/bonds. GICs are locked in for the term of the investment, from 6 months to 2 years, so the Treasurer must ensure that the chapter will not need these funds before the investment comes due.

Collections of Funds

The treasurer is responsible for the collection and deposits of all chapter income which are primarily dispersed as rebates from the provincial treasurer.

A base rebate of \$4,200 is provided annually for the operation of each APSSP chapter (*Bruce-Grey annual base rebate=\$1,000*). The base rebate is dispersed by the provincial treasurer in two equal semi-annual installments in September and January after receipt of the chapter's semi-annual report. Rebates equal to 25% of dues collected are also returned to each chapter on a monthly basis. Furthermore, if the chapter purchases technology equipment (computers, printers, software, cell phones etc.), a rebate of 50% of the cost up to a \$2,000 annual limit is provided to offset the expense.

Funds received by the chapter treasurer should be promptly deposited into the bank account and duplicate deposit slips should be retained. If there is additional documentation relating to an income transaction such as an ATM receipt, it should also be filed. The amount should be entered as income into the cheque register and categorized in the appropriate chart of accounts.

Interest may also be earned on the chapter's funds and this should appear on the monthly bank statement. Earned Interest should be entered in the financial records during the reconciliation process.

Disbursement of Funds

Chapter money is primarily comprised of membership dues and can only be spent for the valid purposes of the chapter as permitted in the constitution and/or local bylaws, as included in the budget and approved by a majority vote at an Annual General Membership meeting.

Expenses

Valid expenses include: executive allowances, bargaining, enforcing the collective agreement, executive and membership meetings, union education, conventions and conferences, promoting the chapter and relevant issues to the members, the employer and the community and appropriate donations. To permit tracking, all payments should be made by a cheque transaction with a signed and dated receipt.

Documentation

Proper documentation must exist before reimbursement is made. The Treasurer should not make payment unless it is properly authorized and proper documentation is included. Supporting documents such as receipts, bills, etc. should always accompany expense claims. Receipts should include details such as date and location of conference, name of member etc. An explanation of the activity that caused the expense should be included on all expense claims. In the absence of documentation, a proper explanation is required before a reimbursement is made.

Examples of proper documentation include:

- Itemized Restaurant receipts – written explanation of the specific union business conducted (it is insufficient to simply record “union business”- you must be more specific than that), full names of who attended and titles of all persons incurring the food and beverage charges.
- Itemized Hotel bills
- Invoices
- Transportation – receipts from taxi or shuttle service
- Airline – copy of ticket confirmation showing amount paid

Authorization of Expenses

The Treasurer must ensure that all the chapter's financial decisions are transparent. That means that anyone can easily see who made the decision to spend local funds, how, and why.

There are three ways to authorize an expense:

- **Bylaws:** your provincial/local bylaws or financial policies specifically allow the expense
- **Budget:** the expense is authorized in a budget approved by a majority of members who are on site and who vote in favour of the budget at an annual membership meeting
- **Motion:** the expenditure is raised as a motion and approved by a majority of members who are on site and vote in favour of the motion at an annual membership meeting

In order to ensure transparent and proper financial control over your chapter finances, it is recommended that all expenditures be reflected in the annual budget. Payment of expenses must be authorized by either the Treasurer or President. As no one should approve their own expense submission, the Treasurer's expense form should be authorized by the President and the President's expense form should be authorized by the Treasurer.



Expense Guidelines

This section outlines the types of expenses which have been authorized for reimbursement as designated by chapter bylaws and financial policies.

Executive Allowances (Honoraria)

APSSP does not provide regular release time for the local executive to carry out their duties. In recognition of their work, members of the Executive shall be paid a reasonable expense allowance reflective of the chapter's finances. The allowances can be reviewed periodically. Any proposals for changes in executive allowances must be presented and approved at the local AGM meeting. The provincial treasurer should be made aware of current allowances and any approved changes to them.

Meeting Expense Allowances

Members at large representing the union at committee meetings shall be paid a reasonable meeting allowance and provided with a meal allowance as appropriate.

Executives and members at large who sit on the bargaining committee shall be paid a reasonable allowance at the conclusion of local negotiations.

Child care costs may be covered for members attending after hours meeting and the AGM if this item has been budgeted and approved.

Meals and Hotel

When away from home on local union business, the member should follow the Chapter's policy regarding the class (room rate range) of hotel to stay in. The Chapter will then reimburse the individual for the actual cost of the hotel room plus actual expenses for meals and incidentals in accordance with the Local Union policy and authorization. For local after-hours meetings, meal allowances of: Breakfast=\$15 – Lunch=\$20 – Dinner=\$25 can be provided.

Transportation

When traveling, officers and representatives of the union are required to use the class of travel designated by the Chapter's policy. All travel and travel expenses should have prior approval and actual receipts should be submitted to the Chapter with an explanation.

Travel/Mileage

In the event that personal cars are used to conduct union business, the mileage rate established by the local will be reimbursed to the individual for the two-way trip. It is recommended that the Chapter's mileage rate does not exceed the current provincial mileage rate. The current mileage rate is \$0.55/kilometer.

Individuals will be eligible for reimbursement of parking charges incurred while on union business subject to submitting an expense form with the original receipt.

Travel is generally assumed to begin and end at the individual's home location. If travel begins at the workplace, the starting point can be the individual's work location.

GPS systems or google maps can be used for calculation of kilometers driven from point to point.

Individuals using their personal car to conduct union business should have proper insurance in accordance with provincial requirements.

Cell Phone - Technology Allowance

The Chapter President may be provided with a cell phone to conduct chapter business if this expense has been authorized by Chapter Bylaws, the approved budget, or an approved motion.

A monthly/yearly technology allowance may be provided to executive officers in order to subsidize personal cell and internet use in the course of conducting union business if this expense has been authorized by Chapter Bylaws, the approved budget, or an approved motion.

Donations

Donations can be included in the budget for approval in order to enhance public relations efforts (*board charity*), to demonstrate solidarity with other unions or chapters, to establish a fund for students with special needs (*camp fund*), and/or to support members in extraordinary circumstances.

Other

Any expenses that do not fit into any of the above categories and are incurred during the course of union business must be authorized and explained. Proper documentation must exist before reimbursement is made. The Treasurer should not make payment unless it is properly authorized.

Expense Claims

An expense claim sheet should be used by members to get reimbursed for authorized personal expenses incurred in the course of union business.

The new APSSP Expense Claim Sheet can be found in the *Appendices*. The paper version can be used or adapted for the Chapter. The excel version contains drop down menus and can be completed with a computer. The excel file is available from the Provincial Treasurer.

Expenses should be submitted in a timely manner with complete documentation.

The completed expense sheet should include the following information:

- Claimant's Name, Chapter and Executive position
- Date of expense
- Reason for expense
- Signature of the person asking for payment
- Support documents, such as an invoice or original receipts
- Signature of person approving the payment (Treasurer or President)

Each expense claim and supporting documents should be reviewed before issuing a cheque. Where receipts are not obtainable, an appropriate explanation should be entered on the expense form. Approval date and signature by the treasurer or president should be included on the expense claim form. The cheque number should also be included and the cheque stub can be stapled to the expense claim.

Internal Financial Controls

Chapters should put into place a system of Internal controls in order to safeguard their assets. These practices provide checks and balances which protect treasurers and other executive members and promote accuracy and efficiency of the financial records. A list of internal controls can be found in the *Appendices* of this handbook.



RECORD KEEPING

As Treasurer, it is useful to have an organized filing system and a working knowledge of basic book-keeping and accounting procedures. The files should contain all relevant documents, reports and forms that will allow quick access to financial information and timely answers to financial questions.

Filing System

Most Chapter Treasurers will find that a standard portable file box with file folders, which can be carried to Executive Committee meetings, is sufficient to hold several years of records and all necessary materials.

Yearly records can be organized in 3 colour-coded folders

- red=chapter rebate reports, deposits (*with deposit slips*) bank statements, reconciliation reports (*filed sequentially by date*)
- yellow=paid expense forms/paid invoices (*filed by cheque number*)
- blue=GIC/Investment information

Three other folders can be used to organize copies of:

- blank Expense Claims Sheets
- Treasurer Reports (*monthly, semi-yearly, year-end*)
- Budgets (*current year and available past years*)

Having all records and forms readily available allows immediate research and answers to financial questions.

All financial records and support documents must be kept for a minimum of seven years

Paper copies of all financial as well as other important documents (e.g. financial statements, minutes, ledgers, bylaws, collective agreements, pay equity documents, grievance and arbitration files etc.) should be kept for the chapter archives.

Data Backup

Electronic files should be kept in a secure, backed up electronic filing system. Backup copies of the cheque register and financial records should be made periodically and given to another officer for safekeeping as a safeguard against destruction, fire, theft or other loss.

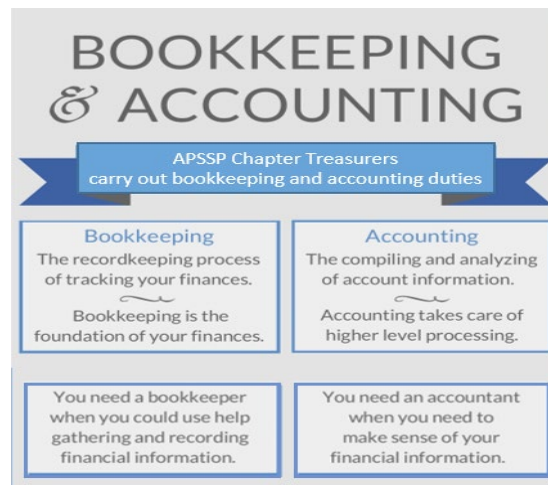
It is good practice at year-end to printout the following documents:

- A list of all transactions for the fiscal year
- A statement of income and expenses for the fiscal year
- A balance sheet showing closing balance and assets at the end of the fiscal year

Basic Book-Keeping Principles

The purpose of book-keeping is to maintain reliable and understandable records of the financial activities of the Chapter. The tool for book-keeping is an accounting system. Your chapter's current accounting system may involve a simple manual ledger, an electronic excel spreadsheet or an accounting software program such as QuickBooks. The most important thing to remember is that the numbers must balance and all information which may be requested should be easily accessible.

When setting up or up-dating your record-keeping system, remember that the ultimate goal is to keep track of money coming in and going out in an organized manner. Creating a Chart of Accounts will make detailed tracking possible.



Basic Accounting Concepts

Accounting is based on five basic account types which can be divided into two groups:

Balance Sheet Accounts

Balance Sheet Accounts are used to track the things you own or owe at a specific point in time. The three Balance Sheet Accounts are: Assets, Liabilities, and Equity.

Assets is the group of things that you own. Your assets could include a car, cash, a house, stocks, or anything else that has convertible value. Convertible value means that theoretically you could sell the item for cash.

Liabilities is the group of things on which you owe money. Your liabilities could include a car loan, a student loan, a mortgage, your investment margin account, or anything else which you must pay back at some time.

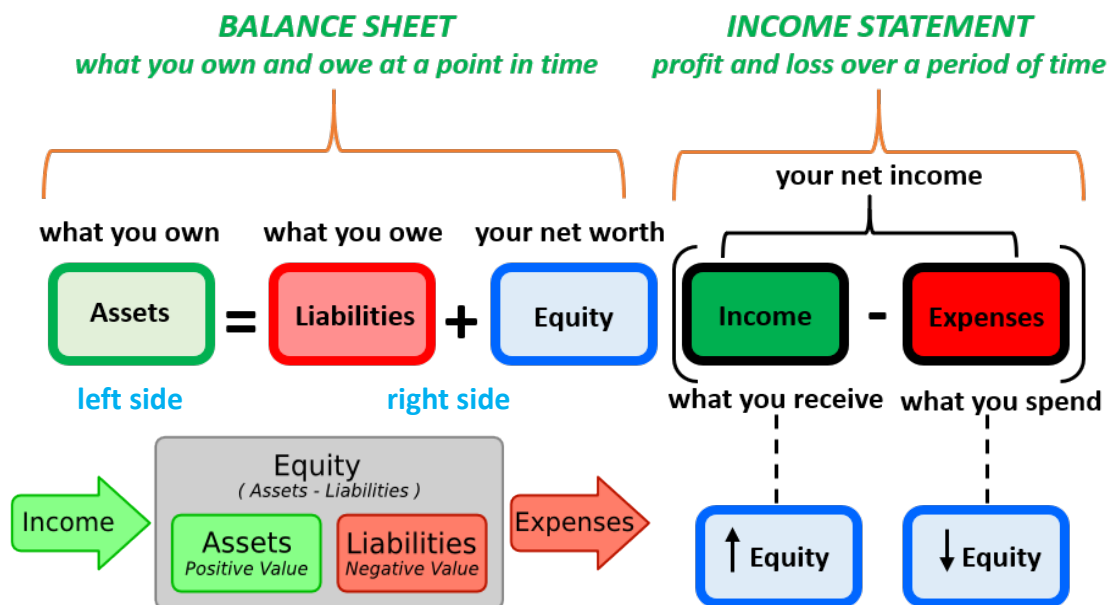
Equity is the same as "net worth." It represents what is left over after you subtract your liabilities from your assets. It can be thought of as the portion of your assets that you own outright, without any debt.

Income and Expense Accounts

While the Balance Sheet Accounts simply track the value of the things you own or owe, Income and Expense Accounts allow you to change (increase or decrease) the value of these accounts. The income and expense accounts can be summarized in the Profit & Loss report, which shows the change of values over a period of time like the economic year.

- **Income** is the payment you receive for your time, services you provide, or the use of your money by the bank. When you receive a pay cheque, for example, it is a payment for labour you provided to an employer. Other examples of income include commissions, tips, dividend income from stocks, and interest income from bank accounts. Income will always increase the value of your Assets and thus your Equity.
- **Expense** refers to money you spend to purchase goods or services provided by someone else. Examples of expenses are a meal at a restaurant, rent, groceries, gas for your car, or tickets to see a play. Expenses will always decrease your Equity. If you pay for the expense immediately, you will decrease your Assets, whereas if you pay for the expense on credit you increase your Liabilities.

Accounting Equation



Net worth (equity) increases through income & decreases through expenses.

The diagram above shows the relationship between the five basic accounts.

The three Balance Sheet Accounts provide a financial snapshot on one particular date and give information about things you own (assets), things on which you owe money (liabilities) and what is left over after you subtract your liabilities from your assets (equity). Equity can be thought of as the portion of your assets that you own outright without any debt – this is also referred to as your net worth.

The two Income and Expense Accounts record the money you receive and spend over a period of time. Net worth (equity) increases through income and decreases through expenses. The arrows represent the movement of value. If income is greater than expenses, the result is a profit. If income is less than expenses, the result is a loss. The income and expense statement is also referred to as the profit and loss statement.

Accounting Software

The Chapter's checking account register is probably the single most important record of the union. It contains the details of all transactions and allows the treasurer to extract and analyze financial data in many ways in order to generate various financial reports. This can be an arduous and time-consuming task for treasurers who are using a manual, or basic electronic record keeping systems with limited features. A robust accounting software system such as QuickBooks will allow the treasurer to easily and proficiently complete financial tasks and quickly generate detailed reports.

In order to establish consistent record keeping practices across all chapters, it is recommended that Treasurers adopt QuickBooks for financial record keeping and reporting.

QuickBooks is easy to learn, and allows the user to easily enter and organize transactions into categories with a customizable Chart of Accounts.

This software is an invaluable tool for producing reports for the chapter's Executive and membership, for making fiscally sound decisions, for preparing annual budgets and for completing the required financial reports for the provincial treasurer.

QuickBooks can be purchased as a stand-alone desktop software program that is installed on a computer (QuickBooks Pro 2019), or as an online subscription service (QuickBooks Online) with monthly fees that allows the user to access the financial records from any computer through the internet. Chapters that purchase the desktop version would qualify for a technology rebate from the Provincial Treasurer.

Chart of Accounts

The Chart of Accounts is a very useful QuickBooks tool comprised of lists (categories) for entering, categorizing and organizing all financial transactions. The Chart of Accounts also assists in generating different financial reports and creating a budget.

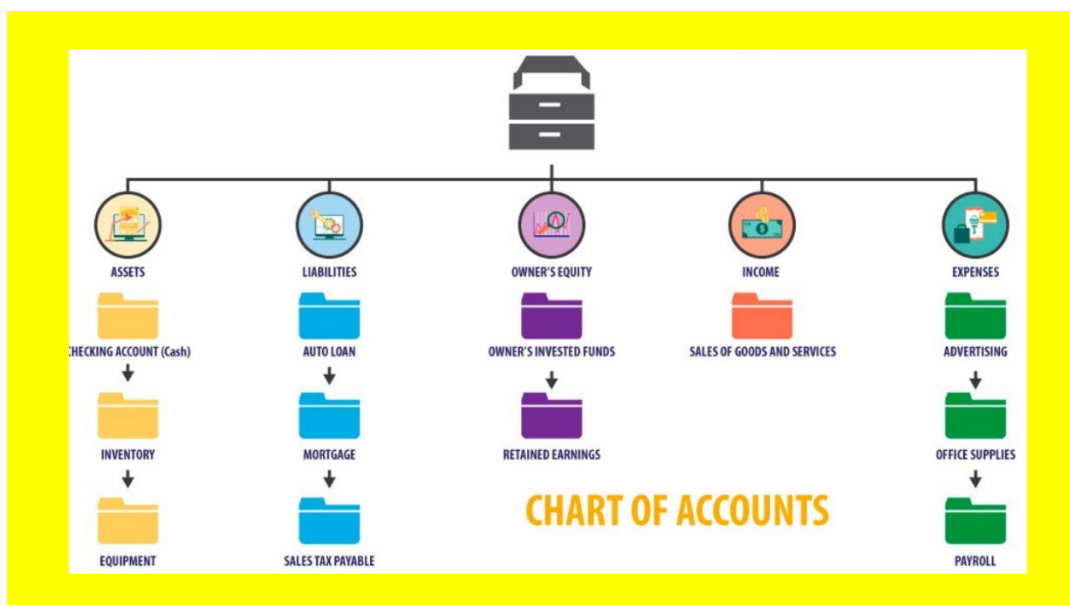
When entering a transaction in QuickBooks, the treasurer assigns it as income or an expense under a specific account. For example, when a member is reimbursed for driving to an APSSP

meeting, this expense is recorded under the 'Mileage' category. Similarly, when dues rebate cheques are received this amount is recorded as income under the 'Membership Dues Rebate' category.

Organizing transactions into specific accounts (categories) is what makes it possible to review the financial status of the chapter at a glance especially if, the chart of accounts is organized correctly. The Chart of Accounts should be as standardized as possible to provide a common language for financial transactions and to allow the Executive members to understand financial reports quickly and easily. It should also be as consistent as possible from year to year to allow long-term comparisons.

When creating a Chart of Accounts, the first step is to list the Chapter's Asset and Liability accounts and Income and Expense categories. QuickBooks comes pre-configured with accounts and categories for home use and for various types of businesses. These lists are often not suitable for a union Chapter. Generally, it will be simpler to set up appropriately named accounts from scratch rather than to attempt to modify the account lists provided. The chapter may choose to use an accountant or book keeper to set up a customized chart of accounts. Additional categories can be added at a later time if needed. It is also helpful to create additional categories for special projects. (**A QuickBooks training day will be arranged for APSSP Chapter Treasurers in early 2019 to ensure a smooth transition to the use of this software for record-keeping.*)

The sample Chart of Accounts on the following page will work for almost any Chapter with only minor modifications for specific requirements.



SAMPLE CHART OF ACCOUNTS

<p>ASSET ACCOUNTS</p> <ul style="list-style-type: none"> • Checking Account • Savings Account • Investment Account (GIC) • Accounts Receivable • Other Current Assets <p>LIABILITY ACCOUNTS</p> <ul style="list-style-type: none"> • Accounts Payable • Other Current Liability <p>EQUITY</p> <ul style="list-style-type: none"> • Equity • Opening Balance Equity • Retained Earnings <p>INCOME CATEGORIES</p> <ul style="list-style-type: none"> • Base Rebate • Member Dues Rebate • Technology Rebate • Miscellaneous Income • Other Income <ul style="list-style-type: none"> ○ Interest income • Uncategorized Income 	<p>EXPENSE CATEGORIES</p> <ul style="list-style-type: none"> • Donation <ul style="list-style-type: none"> ○ Camp Fund ○ Other • Educational Workshop <ul style="list-style-type: none"> ○ Credit • Equipment <ul style="list-style-type: none"> ○ Computer/Printer ○ Other • Expense Allowance <ul style="list-style-type: none"> ○ President ○ Past-President ○ Vice-President ○ Secretary ○ Treasurer ○ GC Representative ○ Bargaining Team ○ Other • Meals & Entertainment <ul style="list-style-type: none"> ○ AGM ○ Committee Meeting ○ Executive Meeting ○ Grievance/Arbitration ○ Meal allowance ○ Other • Meeting Expense <ul style="list-style-type: none"> ○ Room Rental ○ Meeting Attendance Allowance ○ Child Care • Mileage/Travel <ul style="list-style-type: none"> ○ Accommodation ○ Mileage <ul style="list-style-type: none"> ▪ Committee Meeting ▪ Executive Meeting ▪ School Board Meeting ▪ Grievance/Arbitration ▪ Other Meeting ○ Travel 	<ul style="list-style-type: none"> • Miscellaneous Expense • Operating Expense <ul style="list-style-type: none"> ○ Bank Charges ○ Books & Publications ○ Courier/Shipping ○ Office Supplies ○ Postage/Postal Box ○ Software ○ Printing/Stationary ○ Secretarial Services ○ Telephone/Internet ○ Teleconferencing ○ Technology Allowance ○ Other Operating Expense • Other Expense • PR Initiatives <ul style="list-style-type: none"> ○ Advertising/Promotion ○ Promotional material ○ Credit ○ Newsletter, Publication ○ Website ○ Gifts ○ Other PR initiatives • Professional Development <ul style="list-style-type: none"> ○ Conference/Training • Professional Fees <ul style="list-style-type: none"> ○ Accounting Fees ○ Consulting Fees ○ Insurance ○ Legal Fees ○ Release Time ○ Other • Special Project <ul style="list-style-type: none"> ○ Credit
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FINANCIAL REPORTING

Chapters are accountable to the APSSP Provincial organization, the Chapter Executive committee and the local membership for use of membership fees. Regular preparation of financial statements and reports is a treasurer's most effective tool in retaining the trust of the Provincial Treasurer, the Chapter Executive committee, and the local members. The Chapter Treasurer should present statements and reports in an easy to understand and meaningful way in order to clearly outline the state of the chapter's finances and how money was spent.

Financial Statements

Financial Statements represent formal records of the Chapter's finances and quantify its financial strength, and performance.

The Chapter Treasurer should prepare two main types of financial statements.

- 1. Statement of Financial Position** - *also known as the **Balance Sheet*** - presents the Chapter's financial position at a given date. The Balance Sheet is comprised of the following three elements:
 - **Assets:** Something a Chapter owns or controls (e.g. cash, equipment, investments)
 - **Liabilities:** Something a Chapter owes to someone (e.g. unpaid bills)
 - **Equity:** What remains after the Chapter's assets are used to pay off its outstanding liabilities. Equity therefore represents the difference between the assets and liabilities.
- 2. Income Statement** - *also known as the **Profit and Loss Statement***, reports the Chapter's financial performance in terms of net profit or loss over a specified period. The Profit and Loss Statement is composed of the following two elements. Net profit or loss is arrived by deducting expenses from income.
 - **Income:** What the Chapter has earned over a period (e.g. base rebates, dues rebates, technology rebates, bank interest)
 - **Expense:** The cost incurred by the Chapter over a period of time (e.g. executive allowances, meeting costs, mileage, rental charges, etc.)

Financial Reports

Regular financial reporting is the treasurer's most effective tool for retaining the trust of the chapter executive, the local members & the provincial treasurer. Financial reports should be presented in an easy to understand & meaningful way in order to clearly outline the state of the chapter's finances and how money was spent. The following table outlines a list of financial reports required for the executive, the members and the provincial treasurer:

Financial Reports & Statements	Chapter Executive	Local Members	Provincial Treasurer
Balance Sheet	✓	✓	✓
Profit & Loss Report	✓	✓	✓
Annual Budget	✓	✓	✓
Semi-Annual Report			✓
End of Year Report	✓	✓	
Banking Information	✓		✓
Financial Review Report	✓	✓	✓

Financial Reports for the Chapter Executive

At each executive meeting the treasurer's report should contain the following information:

- Income: *how much money the local brought in*
- Expenses: *how much money the local spent since the last report*
- Balances: amount of money in the bank at the beginning and at the end of the period under review
- How spending compares to the annual budget

The report should include the following financial statements:

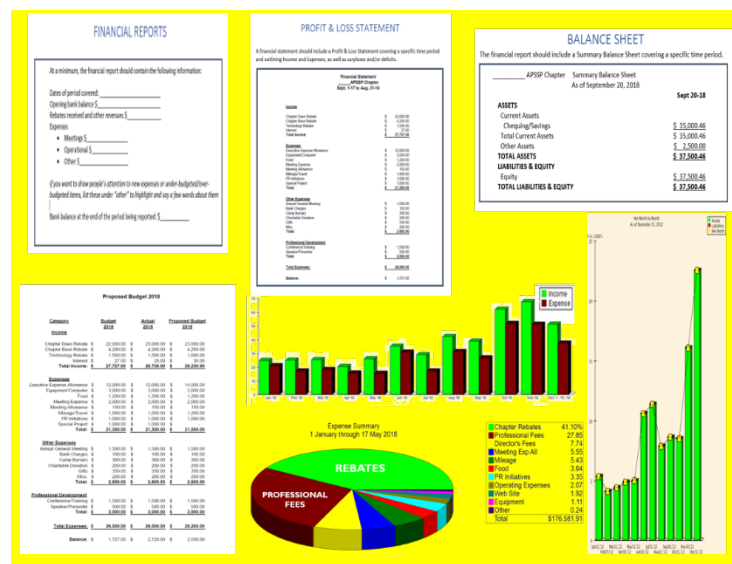
- Statement of Financial Position - *Balance Sheet*
 - A listing of assets and liabilities
- Statement of Income & Expenses - *Profit & Loss Statement*
 - Income and expenses for each accounting category

After the Treasurer presents the report, there should be a motion to adopt it. Someone should second the motion and the chair can ask for questions and discussion. After time-limited

discussion, the chair should call for a vote. When the report is adopted, a copy is placed in the official minute book, attached to the original copy of the minutes.

If for any reason the report is not acceptable, the Executive may recommend minor amendments and the report is then adopted as amended. In the case of substantial disagreement, direction may be given for the report to be reviewed and resubmitted by either the Treasurer or a financial review committee appointed for that purpose.

Samples of Balance Sheet and Profit and Loss Statements are included in the *Appendices* of this handbook. These reports can be easily and quickly generated in QuickBooks.



Financial Reports for the Annual General Meeting

The Treasurer’s report to members at the AGM should contain easy to understand information about the state of the chapter’s finances – *i.e. income, expenses, balances and how expenditures compared to the previous year’s budget.*

The financial report should include a Balance Sheet listing all assets and liabilities as well as a Profit and Loss Statement listing all Income and expenses for each accounting category. Graphs providing a visual representation of income and expenses can also be generated with the QuickBooks Desktop Pro.

The Treasurer must also prepare an annual budget in consultation with the Executive committee, based on approved goals and priorities for the upcoming year. The proposed budget is presented

at the AGM for review, discussion and approval. Budget preparation will be discussed in the next section of this handbook.

BALANCE SHEET		Proposed Budget 2018			
The financial report should include a Summary Balance Sheet covering a specific time period.		Category	Budget 2018	Actual 2018	Proposed Budget 2019
APSP Chapter Summary Balance Sheet As of September 20, 2018		Income			
ASSETS	Sept 20 18	Chapter Dues Rebate \$	22,000.00	23,000.00	23,000.00
Current Assets		Chapter Base Rebate \$	4,200.00	4,200.00	4,200.00
Chequing/Savings	\$ 35,000.16	Technology Rebate \$	1,500.00	1,500.00	1,000.00
Total Current Assets	\$ 35,000.16	Interest \$	27.00	29.00	30.00
Other Assets	\$ 2,553.00	Total Income:	\$ 27,727.00	\$ 28,728.00	\$ 28,230.00
TOTAL ASSETS	\$ 37,553.16	Expenses			
LIABILITIES & EQUITY		Executive Expense Allowance \$	12,000.00	12,000.00	14,000.00
Equity	\$ 37,553.16	Equipment/Computer \$	3,000.00	3,000.00	2,000.00
TOTAL LIABILITIES & EQUITY	\$ 37,553.16	Food \$	1,200.00	1,200.00	1,200.00
		Meeting Expense \$	2,000.00	2,000.00	2,000.00
		Meeting Allowance \$	150.00	150.00	150.00
		Mileage/Travel \$	1,000.00	1,000.00	1,200.00
		PR Initiatives \$	1,000.00	1,000.00	1,000.00
		Special Project \$	1,000.00	1,000.00	1,000.00
		Total:	\$ 21,350.00	\$ 21,350.00	\$ 21,550.00
		Other Expenses			
		Annual General Meeting \$	1,500.00	1,500.00	1,500.00
		Bank Charges \$	100.00	100.00	100.00
		Camp Bursary \$	300.00	300.00	300.00
		Charitable Donation \$	200.00	200.00	200.00
		Gifts \$	350.00	350.00	350.00
		Misc. \$	200.00	200.00	200.00
		Total:	\$ 2,650.00	\$ 2,650.00	\$ 2,650.00
		Professional Development			
		Conference/Training \$	1,500.00	1,500.00	1,500.00
		Speaker/Presenter \$	500.00	500.00	500.00
		Total:	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
		Total Expenses:	\$ 26,000.00	\$ 26,000.00	\$ 26,200.00
		Balance:	\$ 1,727.00	\$ 2,728.00	\$ 2,030.00

PROFIT & LOSS STATEMENT	
A financial statement should include a Profit & Loss Statement covering a specific time period and outlining income and expenses, as well as surpluses and/or deficits.	
Financial Statement - APSP Chapter	
Sept 1-17 to Aug 31-18	
Income	
Chapter Dues Rebate	\$ 22,000.00
Chapter Base Rebate	\$ 4,200.00
Technology Rebate	\$ 1,500.00
Interest	\$ 27.00
Total Income	\$ 27,727.00
Expenses	
Executive Expense Allowance	\$ 12,000.00
Equipment/Computer	\$ 3,000.00
Food	\$ 1,200.00
Meeting Expense	\$ 2,000.00
Meeting Allowance	\$ 150.00
Mileage/Travel	\$ 1,000.00
PR Initiatives	\$ 1,000.00
Special Project	\$ 1,000.00
Other	\$ 1,000.00
Other Expenses	
Annual General Meeting	\$ 1,500.00
Bank Charges	\$ 100.00
Camp Bursary	\$ 300.00
Charitable Donation	\$ 200.00
Gifts	\$ 350.00
Misc.	\$ 200.00
Total Other Expenses	\$ 2,650.00
Professional Development	
Conference/Training	\$ 1,500.00
Speaker/Presenter	\$ 500.00
Total Professional Development	\$ 2,000.00
Total Expenses	\$ 26,000.00
Balance	\$ 1,727.00

Financial Reports for the Provincial Treasurer

Financial reports must be submitted to the Provincial Treasurer at least twice a year for all sources of chapter revenue. The following reports should be submitted:

- Treasurer's Semi-Annual Report (*at the midpoint of the fiscal year*)
- Year-End financial statements
 - Year-end Balance Sheet (*including current bank balance*)
 - Year-end Profit & Loss Statement (*statement of income and expenses*)
- Approved annual budget
- Financial Review Committee Report (*discussed in a subsequent section*)

The year-end financial statements and the annual budget must be endorsed by the membership at the Chapter's AGM.

Base and dues rebates will be remitted to Chapters by the Provincial Treasurer upon receipt of these reports.

A copy of the Treasurer's Semi-Annual Report sheet and explanation is included in the *Appendices* of this handbook. An excel Semi-Annual Report Template can be obtained from the Provincial Treasurer on request.

PREPARING THE ANNUAL BUDGET

A Chapter budget is an essential written document that expresses what the chapter wants to achieve and the means by which it will be achieved. It represents the financial plan for the chapter and is used as a guideline for annual spending allocations. The annual budget is based on the best information available at that time. It is a combination of value judgments, choices and compromises. Combined with a financial report, it becomes a valuable evaluation tool.

The budget is prepared by the Treasurer, in consultation with the Executive or by a finance committee and it is reviewed and discussed at an executive meeting prior to the new fiscal year.

At the AGM, the Treasurer presents, explains and discusses the proposed budget. A motion must be made to approve the annual budget and this should be documented in the minutes of the AGM. On approval, it becomes the Chapter's Annual Budget which is to be submitted to the Provincial Treasurer.

When preparing a budget, review the previous year's budget and make amendments to meet the current year's goals and objectives.

Consider using a budget worksheet and make notations as to why adjustments from the previous year(s) were made. Also note any special circumstances that may affect expenditures during the current year. The worksheet should become a part of your financial records for that year

Budgeted Expenses

The following list may aid in preparing the budget. Remember that each Chapter is different and may have other committees and expenses than those mentioned below.

- Executive Allowances will likely be the biggest expense and sufficient funds should be allocated for this budget item.
- Meeting expenses (AGM, Executive, & Committee) including room rental, mileage and meal costs should also be included.
- Allow for any uncovered provincial General Annual Meeting & Education Conference expenses for your delegates.
- Ample funds should be provided for membership promotional materials and activities such as putting on membership promotion drives, buying gifts and producing related literature. This is one area that is very important to your chapter's future.
- Budget funds for Professional Development and Education including speakers' fees, travel and meal expenses.
- Include funds for Bulletins and Newsletters to keep all members fully informed.
- General administrative operating costs such as phone, postage, post office box, chapter website, storage unit, etc. should be included.
- Appropriate donations to a camp fund or charitable organization can also be considered.

A sample budget is included below and a Budget Preparation Worksheet is included in the *Appendices* of this handbook. Excel files are available from the Provincial Treasurer.

Sample Budget

Proposed Budget 2018			
<u>Category</u>	<u>Budget</u> <u>2018</u>	<u>Actual</u> <u>2018</u>	<u>Proposed Budget</u> <u>2019</u>
<u>Income</u>			
Chapter Dues Rebate	\$ 22,000.00	\$ 23,000.00	\$ 23,000.00
Chapter Base Rebate	\$ 4,200.00	\$ 4,200.00	\$ 4,200.00
Technology Rebate	\$ 1,500.00	\$ 1,500.00	\$ 1,000.00
Interest	\$ 27.00	\$ 28.00	\$ 30.00
Total Income:	\$ 27,727.00	\$ 28,728.00	\$ 28,230.00
<u>Expenses</u>			
Executive Expense Allowance	\$ 12,000.00	\$ 12,000.00	\$ 14,000.00
Equipment/Computer	\$ 3,000.00	\$ 3,000.00	\$ 2,000.00
Food	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00
Meeting Expense	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Meeting Allowance	\$ 150.00	\$ 150.00	\$ 150.00
Mileage/Travel	\$ 1,000.00	\$ 1,000.00	\$ 1,200.00
PR Initiatives	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Special Project	\$ 1,000.00	\$ 1,000.00	\$ -
Total:	\$ 21,350.00	\$ 21,350.00	\$ 21,550.00
<u>Other Expenses</u>			
Annual General Meeting	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Bank Charges	\$ 100.00	\$ 100.00	\$ 100.00
Camp Bursary	\$ 300.00	\$ 300.00	\$ 300.00
Charitable Donation	\$ 200.00	\$ 200.00	\$ 200.00
Gifts	\$ 350.00	\$ 350.00	\$ 350.00
Misc.	\$ 200.00	\$ 200.00	\$ 200.00
Total:	\$ 2,650.00	\$ 2,650.00	\$ 2,650.00
<u>Professional Development</u>			
Conference/Training	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Speaker/Presenter	\$ 500.00	\$ 500.00	\$ 500.00
Total:	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Total Expenses:	\$ 26,000.00	\$ 26,000.00	\$ 26,200.00
Balance:	\$ 1,727.00	\$ 2,728.00	\$ 2,030.00



THE FINANCIAL REVIEW

The annual financial review is an important tool for your chapter which instills confidence in your members that everything is in order by verifying the numbers, ensuring accuracy and assessing financial practices and procedures. An independent review of the financial records of the chapter should occur at the end of every fiscal year in order to further enhance internal controls. This review should be conducted by establishing a Financial Review Committee.

Financial Review Committee

The chapter should appoint a Financial Review Committee to review a random sample of the financial records. This review should take place shortly after the close of the chapter's fiscal year. This committee should have two or three members, and none of the members should have any direct contact with the financial operations of the association. That is, no member of this committee should be authorized to approve expenditures, sign cheques or keep the financial records of the chapter. The committee should be, and should remain, independent and objective. The committee members may be elected or appointed, but it is recommended that they be chosen because of their familiarity with basic bookkeeping or accounting procedures.

The financial review need not be an exhaustive or complex undertaking. After the requested financial records have been provided by the current treasurer, the committee reviews random samples of the various financial records in order to determine whether these are accurate and complete and to verify that established policies, procedures and internal controls have been followed.

Treasurer's Role in the Financial Review

Although the treasurer is not a member of the Financial Review Committee, he/she plays an important role in the process by maintaining organized documents, preparing and providing the financial records and responding to the committee's questions and queries.

In order to facilitate the work of the Financial Review Committee, the treasurer can establish the following practices:

- Keep paper files organized
- File invoices, expense claims, cancelled cheques etc. in sequential order
- Ensure that all paid invoices and expense claims include signed approval
- Staple receipts and cheque stubs to expense claim sheets

Required Documents

To perform a successful review, the Treasurer should make financial records available for the Financial Review Committee such as:

- Bank statements for the year
- Bank account reconciliation reports
- All paid invoices and Expense claims with attached receipts and cheque stubs
- All deposit slips
- All cancelled and void cheques
- Cheque register or equivalent computer report
- List of transactions for the specified period (*QuickBook reports*)
- Information about any investments, GICs etc.
- Monthly treasurer's reports
- Annual budget

Financial Review Process

1. Review a random sample of income transactions:
 - Review 1-2 deposits for each month for the correct amount and compare it to the bank statement
 - Verify that the deposit slip is appropriately detailed
 - Verify that the income has been properly recorded in the cheque register or summary of accounts
2. Review a random sample of expense transactions
 - Review 1-2 invoices or expense claim sheets supporting the payment of an expense
 - verify the payee
 - verify that the expense has been approved
 - assure that all appropriate receipts are attached and that the item is marked paid with the correct cheque number.
 - Verify that the cheque has been properly recorded in the register or summary of accounts
3. Review a random sample of cheques:
 - Using the cheque register, review 1-2 cheques for each month
 - Trace the cheque to the bank statement
 - Verify the payee and amount against the cheque register
 - Verify that the payee and endorsement are consistent.
 - Ensure there are no missing cheques
4. Review a random sample of bank statements
 - Verify that the statement has been reconciled

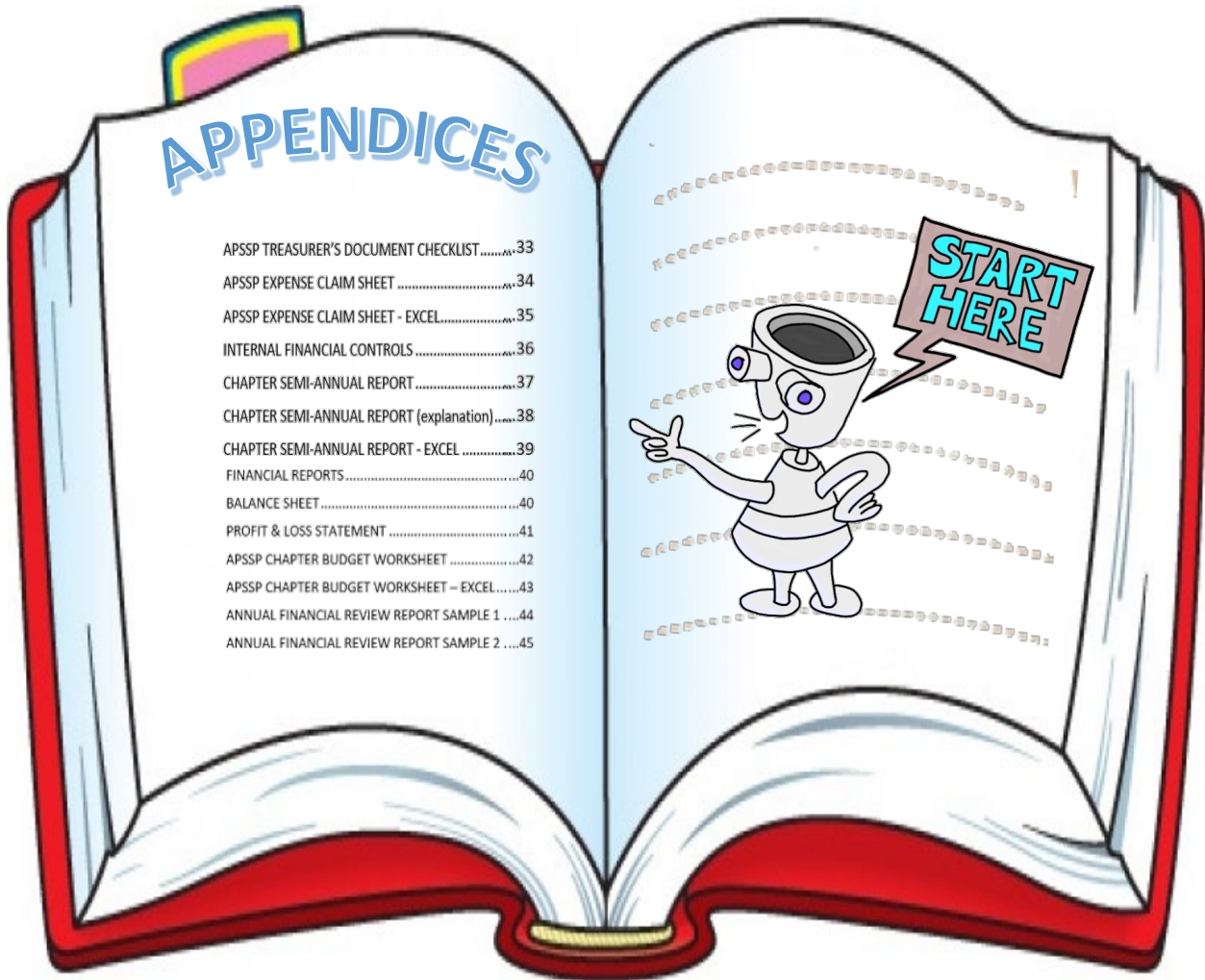
- Verify the reconciliation report for accuracy, assuring that all cheques shown as outstanding have not cleared on that month's statement
 - Verify that deposits recorded in the records but not yet appearing on the bank statement appear on the following month's statement
5. Review the annual budget
 - Using the approved budget review 2-4 budgeted line items for corresponding invoices and matching support documentation
 - Determine if amounts budgeted matched actual amount spent on a random sample of budgeted items
 - Identify any variance (*overage/shortage in either income or expenses*) to the approved budget
 - Ensure that estimated income is enough to cover estimated costs
 6. Review of Investment transactions and earnings
 - If the chapter purchased certificates of deposit or bonds with fixed time limitations and fixed interest income rates, their existence should be confirmed and checked to be certain that interest has been added and properly recorded.
 7. Review of Equipment Inventory
 - If the chapter carries fixed assets such as technology equipment on its records, the items should be clearly documented with sufficient detail.
 - the list of items should be up to date checked against a physical inventory.
 - These items should be depreciated over 3 to 5 years for equipment (calculators, typewriters, duplicators, copiers, computers).
 8. Review a random sample of the Treasurers Reports
 - Ensure that the report includes: the balance at the beginning of the period, the income for the period, the expenses for the period and the balance at the end of the period.
 - Check for accuracy of beginning and ending balances in each report
 - If any exceptions are found ensure that steps are taken to remedy the error
 - Provide recommendations to prevent further variances

An Annual Financial Review Checklist is included in the *Appendices* of this handbook.

Financial Review Report

The Financial Review committee is responsible for preparing a report of its findings and recommendations. Once the review is completed, the committee prepares a report that will be received by the executive, shared with the provincial treasurer and available to all local members. This report becomes a permanent part of the annual financial record and can be posted on the chapter website or published in a local newsletter. A number of report samples are included in the appendices.

APPENDICES



APSSP TREASURER'S DOCUMENT CHECKLIST

Received	ITEM
<input type="checkbox"/>	APSSP Constitution (most current)
<input type="checkbox"/>	APSSP Chapter Local Bylaws (most current)
<input type="checkbox"/>	APSSP Treasurer's Handbook
<input type="checkbox"/>	APSSP Financial Motions & Policies
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Chapter Cheque Book(s)/Cheques Bank: _____ Chequing Acct: _____ Savings Acct: _____ GIC Acct: _____
<input type="checkbox"/>	Expense Claim Form
<input type="checkbox"/>	Annual Budget (most current and previous years if available)
<input type="checkbox"/>	Financial Reports (executive mtgs, AGM (most current))
<input type="checkbox"/>	Annual Financial Statements
<input type="checkbox"/>	Semi-Annual & Year End Provincial Reports for Provincial Treasurer (most current)
<input type="checkbox"/>	Key to Local Safety Deposit Box
<input type="checkbox"/>	Fixed Asset Inventory (computers, printers, scanners, etc.)
<input type="checkbox"/>	Current Fiscal Year General Ledger (i.e. QuickBooks, Excel etc.)
<input type="checkbox"/>	Past Years' General Ledgers (for past 5-6 years)
<input type="checkbox"/>	Current Fiscal Year Cancelled Cheques and Bank Statements
<input type="checkbox"/>	Past Years' Cancelled Cheques and Bank Statements (for past 5-6 years)
<input type="checkbox"/>	Current Fiscal Year's Payments (revenue)
<input type="checkbox"/>	Current Fiscal Year's Bills (expenditures)
<input type="checkbox"/>	Past Years' Bills (expenditures)
<input type="checkbox"/>	Current Year's Membership Dues & Rebate Reports from Provincial Treasurer



APSSP EXPENSE CLAIM SHEET

(please print)

Office Use

Name: _____

Date: _____

Chapter: _____

Cheque #: _____

Executive Position: _____

Amount: _____

DATE

EXPENSE

AMOUNT


	<u>Total</u>	\$

Date of Submission _____

Signature of Claimant: _____

Approved by: _____

APSSP EXPENSE CLAIM SHEET - EXCEL

	A	B	C	D	E	H	I	J	K	L						
1	Name:				<div style="text-align: right;">Office Use Only</div>  <table border="1" style="width: 100%;"> <tr> <td>Date:</td> <td></td> </tr> <tr> <td>Cheque #:</td> <td></td> </tr> <tr> <td>Issued:</td> <td></td> </tr> </table>						Date:		Cheque #:		Issued:	
Date:																
Cheque #:																
Issued:																
2																
3	Chapter:															
4																
5	Position:															
6																
7																
8	APSSP EXPENSE CLAIM SHEET															
9	Date	Expense Particulars			Expense Category			Cost								
10																
11					<ul style="list-style-type: none"> Accommodations Cell Phone Child Care Committee/Mtg. Allowance Consulting Equipment Executive Allowance 											
12																
13																
14																
15																
16																
17																
18																
19																
20																
21																
22																
23																
24																
25																
26																
27																
28																
29																
30																
31					Total			\$0.00								
32	Date of Submission: _____															
33	Signature of Claimant: _____					Approved by: _____										
34																
35																

INTERNAL FINANCIAL CONTROLS

Internal controls are needed to safeguard the Chapter's assets. They provide checks and balances which protect Treasurers and other executive officers from any appearance of questionable activities. Internal controls also enhance the accuracy and efficiency of the financial records. Internal controls include, but are not limited to, the following:

APPROVALS

- Two signatures should be required on all cheques and bank accounts.
- There should be three signing officers who are current members of the Executive committee.
- Cheques should not be pre-signed.
- No member should approve his or her own expenditures.
- Original documents should be required for all disbursements.
- Where possible, duties involving disbursements and other financial tasks, such as authorizing payments and signing cheques, should be segregated as much as possible.
- All large, unusual, or non-budgetary expenditures should be approved by the Executive before any commitments or payments are made. For example, the approval of the purchase of a computer should be included in the Executive Committee minutes.

BANKING

- Cheques should be written in sequential order.
- Deposits should be made as soon as possible after receipt of cheques.
- No cheques should be made payable to "Cash."
- Petty cash accounts should be avoided.
- Cheque books and financial records should be kept in secure locations, accessible only to those who have authority to write cheques or who should have access to those records.
- As banks are not responsible for errors after 30 days, monthly bank reconciliations should be completed.

BUDGETS/FINANCIAL REPORTS

Annual budgets should be adopted/approved by the Chapter Executive and membership at the AGM.

Monthly written financial reports should be distributed and adopted at Executive meetings.

OTHER

Financial records should be kept for seven years.

CHAPTER SEMI-ANNUAL REPORT

Chapter: _____

Date: _____

Statement of Income and Expenses:

Balance forward: \$ _____

Income:

Chapter Rebates: \$ _____

Total: \$ _____

Expenses:

Executive Expense allowances: \$ _____

Other Expense allowances: \$ _____

Operating expenses: \$ _____

Additional expenses: \$ _____

Total: \$ _____

Investments: \$ _____

Closing Balance: \$ _____

(total income – total expenses + investments)

Investments:

Description:	Amount:

Financial Institution

Account #

Chapter Treasurer

CHAPTER SEMI-ANNUAL REPORT (explanation)

Chapter: _____

Date: _____

Statement of Income and Expenses:

Balance forward: \$ _____ *A (Chapter balance as of last report)*

Income:

Chapter Rebates: \$ _____ *B (Chapter rebates for past 6 months)*

Total: \$ _____ *C (A + B)*

Expenses:

 Executive Expense allowances: \$ _____ *D*

 Other Expense allowances: \$ _____ *E*

 Operating expenses: \$ _____ *F*

 Additional expenses: \$ _____ *G*

Total: \$ _____ *H (D+E+F+G)*

Investments: \$ _____ *I*

Closing Balance: \$ _____ *J (C-H+I)*

Investments:

Description:	Amount:

_____ **Financial Institution**

_____ **Account #**

_____ **Chapter Treasurer**

CHAPTER SEMI-ANNUAL REPORT - EXCEL

	A	B	C	D	E	F	G	H	I	J	K	L
1												
2												
3												
4	SEMI-ANNUAL REPORT											
5												
6	Chapter						Date:					
7												
8	STATEMENT OF INCOME & EXPENSES											
9												
10	Balance Forward						\$	-		<i>as of last report</i>		
11												
12	Income:											
13	Chapter Rebates:						\$	-		<i>past 6 months</i>		
14	Total:						\$	-				
15												
16	Expenses:											
17	Executive Expense Allowances:						\$	-				
18	Other Expense Allowances:						\$	-				
19	Operating Expenses:						\$	-				
20	Additional Expenses:						\$	-				
21	Total:						\$	-				
22												
23	Investments:						\$	-				
24												
25	Closing Balance:						\$	-				
26												
27	Description of Investment:									Amount		
28												
29												
30												
31												
32												
33	Financial Institution						Account#					
34												
35												
36	Chapter Treasurer											
37												



FINANCIAL REPORTS

At a minimum, the financial report should contain the following information:

Dates of period covered: _____

Opening bank balance \$ _____

Rebates received and other revenues \$ _____

Expenses

- Meetings \$ _____
- Operational \$ _____
- Other \$ _____

if you want to draw people's attention to new expenses or under-budgeted/over-budgeted items, list these under "other" to highlight and say a few words about them

Bank balance at the end of the period being reported: \$ _____

BALANCE SHEET

The financial report should include a Summary Balance Sheet covering a specific time period.

_____ APSSP Chapter	Summary Balance Sheet As of September 20, 2018	Sept 20-18
ASSETS		
Current Assets		
Chequing/Savings		\$ 35,000.46
Total Current Assets		\$ 35,000.46
Other Assets		\$ 2,500.00
TOTAL ASSETS		<u>\$ 37,500.46</u>
LIABILITIES & EQUITY		
Equity		\$ 37,500.46
TOTAL LIABILITIES & EQUITY		<u>\$ 37,500.46</u>



PROFIT & LOSS STATEMENT

A financial statement should include a Profit & Loss Statement covering a specific time period and outlining Income and Expenses, as well as surpluses and/or deficits.

Financial Statement	
_____APSSP Chapter	
Sept. 1-17 to Aug. 31-18	
<u>Income</u>	
Chapter Dues Rebate	\$ 22,000.00
Chapter Base Rebate	\$ 4,200.00
Technology Rebate	\$ 1,500.00
Interest	\$ 27.00
Total Income:	<u>\$ 27,727.00</u>
<u>Expenses</u>	
Executive Expense Allowance	\$ 12,000.00
Equipment/Computer	\$ 3,000.00
Food	\$ 1,200.00
Meeting Expense	\$ 2,000.00
Meeting Allowance	\$ 150.00
Mileage/Travel	\$ 1,000.00
PR Initiatives	\$ 1,000.00
Special Project	\$ 1,000.00
Total:	<u>\$ 21,350.00</u>
<u>Other Expenses</u>	
Annual General Meeting	\$ 1,500.00
Bank Charges	\$ 100.00
Camp Bursary	\$ 300.00
Charitable Donation	\$ 200.00
Gifts	\$ 350.00
Misc.	\$ 200.00
Total:	<u>\$ 2,650.00</u>
<u>Professional Development</u>	
Conference/Training	\$ 1,500.00
Speaker/Presenter	\$ 500.00
Total:	<u>\$ 2,000.00</u>
<u>Total Expenses:</u>	<u>\$ 26,000.00</u>
Balance:	\$ 1,727.00



APSSP CHAPTER BUDGET WORKSHEET

INCOME	Budgeted income last year	Actual income last year	Amount under/over last year	Estimated income this year
Base rebate				
Membership dues rebates				
Technology rebate				
Other income (interest)				
SUBTOTAL	0	0	0	0
TOTAL INCOME	0	0	0	0

EXPENSES	Budgeted income last year	Actual income last year	Amount under/over last year	Estimated income this year
Executive Expense Allowance				
Equipment/Computer				
Food				
Meeting Expense				
Printing				
Meeting Allowance				
Mileage/Travel				
PR Initiatives				
Postage/postal Box				
Special Project				
Supplies				
Other				
SUBTOTAL	0	0	0	0
OTHER EXPENSES				
Annual General Meeting				
Bank Charges				
Camp Bursary				
Charitable Donation				
Gifts				
Other				
SUBTOTAL	0	0	0	0
PD & TRAINING				
Conference Training				
Speaker/Presenter				
Other				
SUBTOTAL	0	0	0	0
TOTAL EXPENSES	0	0	0	0



APSSP CHAPTER BUDGET WORKSHEET – EXCEL

	A	B	C	D	E
1	INCOME	Budgeted income last year	Actual income last year	Amount under/over last	Estimated income this year
2	Base rebate				
3	Membership dues rebates				
4	Technology rebate				
5	Other income (interest)				
6	SUBTOTAL	\$ -	\$ -	\$ -	\$ -
7					
8	TOTAL INCOME	\$ -	\$ -	\$ -	\$ -
9					
10	EXPENSES	Budgeted income last year	Actual income last year	Amount under/over last	Estimated income this year
11	Executive Expense Allowance				
12	Equipment/Computer				
13	Food				
14	Meeting Expense				
15	Printing				
16	Meeting Allowance				
17	Mileage/Travel				
18	PR Initiatives				
19	Postage/postal Box				
20	Special Project				
21	Supplies				
22	Other				
23	SUBTOTAL	\$ -	\$ -	\$ -	\$ -
24					
25	OTHER EXPENSES				
26	Annual General Meeting				
27	Bank Charges				
28	Camp Bursary				
29	Charitable Donation				
30	Gifts				
31	Other				
32	SUBTOTAL	\$ -	\$ -	\$ -	\$ -
33					
34	PD & TRAINING				
35	Conference Training				
36	Speaker/Presenter				
37	Other				
38	SUBTOTAL	\$ -	\$ -	\$ -	\$ -
39					
40	TOTAL EXPENSES	\$ -	\$ -	\$ -	\$ -
41					



ANNUAL FINANCIAL REVIEW GUIDELINES

Checklist for Review Committee

- Compare deposit slips and deposits to the bank statements. **RANDOM SAMPLE**
- Check addition and subtraction on deposit slips and deposits. **RANDOM SAMPLE**
- Confirm that all disbursements were properly approved.
- Confirm that all disbursements were properly documented with an invoice or receipt.
- Confirm that all cheques were signed with two signatures.
- Confirm that all cheques were deposited or cashed by the payee indicated and that no information on the face of the check has been altered.
- Confirm there are no missing cheques.
- Review the monthly treasurer reports to verify that correct ending balances were carried forward as beginning balances on subsequent reports.
- Check the details in monthly treasurer reports for accuracy. **RANDOM SAMPLE**
- If exceptions are noted during the review (errors, irregularities), consult with the treasurer (and president, if necessary) to resolve the exception. The treasurer is responsible for making any corrections.
- If exceptions are noted, prepare a separate exceptions report to submit with your review report and worksheet. The exceptions report should detail:
 - Exceptions noted
 - Steps taken to remedy the exceptions
 - Recommendations to prevent further occurrence of these exceptions
(the treasurer and president are responsible for acting on the recommendations)
- Review the annual budget and compare budgeted amounts to actual amount spent
- Review the equipment inventory for accuracy and completeness
- When the review is complete, prepare a brief report; sign and date it.
- File a copy of the review report with the president and treasurer.



ANNUAL FINANCIAL REVIEW REPORT SAMPLE 1

Chapter Name: _____

Date of Review: ____/____/____ **Fiscal Year Reviewed:** _____

Review Committee: _____

Review Findings:

- The current treasurer has implemented the QuickBooks software program for all book keeping activities. This has provided more detailed and accurate information on a timely basis.
- A sample of income transactions was reviewed to source documentation and all samples were found to be correct.
- A sample of expense transactions was reviewed to source documentation and all samples were found to be correct.
- A sample of cheques was reviewed to verify the amount and current signatories.
- All invoices and expense claims were approved and paid accurately in a timely manner.

Conclusions:

The financial records reviewed indicate that the chapter closing balance at the end of the fiscal year was _____. Surplus money is invested in a GIC which will mature on _____ and has a value of _____. All income and expenses reflected the annual budget. All documents are kept in an orderly fashion and appear to be complete.

Recommendations:

The QuickBooks software program should continue to be used.

_____ APSSP _____ Chapter

Financial Review Committee



ANNUAL FINANCIAL REVIEW REPORT SAMPLE 2

Financial Review Committee review of Chapter transactions October 1, 2017 through September 30, 2018

Date Review Performed:

November 10, 2018

Committee Members:

Jane White – Member, Committee Chair

Bruce Morrissey – Member

Mary La Crosse – Executive Member

_____ Chapter Financial Review Committee made up of 2 members at large and 1 executive member performed a 12-month review of all financial transactions with the following findings:

QuickBooks vs. Bank Statements

The committee found that QuickBooks matched the statements provided by the bank at 100% for the period in review. No issues noted.

Transactions – Budgeted vs. Actual

The committee found corresponding invoice and matching payment support for all budgeted line items for the period in review. The following items were identified as variances to the approved budget. Support for these variances is included.

- October 2017 - \$XXX in budget for Training Event. This was not spent due to the selected participant not being able to attend.
- September 2018 - \$XXX spent over anticipated \$XXX AGM budget due to higher than normal attendance

Summary

Support for all transactions was available and all statements matched QuickBooks with no issues noted. The Financial Review Committee approves the reviewed period based upon all information presented to the committee on November 10, 2018.

Recommendations for Board Consideration

During the financial review, the committee determined that the Treasurer's report varies in format from executive meeting to meeting. It is the recommendation of the committee that the Treasurer's report become uniform by utilizing the QuickBooks 'Transaction List by Date Report' (sample attached) to show all transactions occurring between meetings. We feel that this will allow a more-complete Executive approval of the transactions along with allowing a more-streamlined review of 12-month financials by the Financial Committee.

October 1, 2017 - Sept 30, 2018

Checking Account	Date	Transaction Type	Num	Memo/Description	Split	Amount	Balance
							Beginning Balance
	01/13/2018	Check	1091	AIA Service Bear Wear	REGULAR CHECK Hats for Cable Game participants	601 Training Supplies	
	02/01/2018	Deposit			PPD Square Inc 160130P2 ACH DEPOSIT	-Split-	
	02/08/2018	Deposit		Inno Trans Communications	PPD Square Inc 160206P2 ACH DEPOSIT	Training Seminars:Sponsorship Training Seminars	
	02/22/2018	Check	1092	Holiday Inn Fond du Lac	REGULAR CHECK	Training Seminar Expense:Meals Training Seminar	
	03/04/2018	Deposit		Inno Trans Communications	PPD Square Inc 160304P2 ACH DEPOSIT	Training Seminars:Sponsorship Training Seminars	
	03/04/2018	Deposit			TELLER DEPOSIT	-Split-	
	03/10/2018	Deposit			CCD SCTE TRADE PAYACH DEPOSIT	-Split-	
	03/17/2018	Deposit			PPD Square Inc 160317P2 ACH DEPOSIT	-Split-	
	03/22/2018	Deposit			TELLER DEPOSIT	-Split-	
	03/23/2018	Deposit			CCD SCTE TRADE PAYACH DEPOSIT	-Split-	
	03/23/2018	Deposit		TWC	PPD Square Inc 160323P2 ACH DEPOSIT	-Split-	
	03/25/2018	Check	1093	Holiday Inn Fond du Lac	REGULAR CHECK	-Split-	
	03/30/2018	Deposit		Alpha	TELLER DEPOSIT	-Split-	
	03/31/2018	Deposit		Arris	PPD Square Inc 160331P2 ACH DEPOSIT	Vendor Days:Exhibitors Vendor Days	
	04/08/2018	Deposit		Charter Communications	PPD Square Inc 160408P2 ACH DEPOSIT	-Split-	
	04/11/2018	Deposit		DeLuca & Tobin Cable Contractors	PPD Square Inc 160409P2 ACH DEPOSIT	-Split-	
	04/14/2018	Deposit			PPD Square Inc 160414P2 ACH DEPOSIT	-Split-	
	04/14/2018	Deposit			CCD SCTE TRADE PAYACH DEPOSIT	-Split-	
	04/15/2018	Deposit		West Shore Corp	PPD Square Inc 160415P2 ACH DEPOSIT	-Split-	
	04/15/2018	Check	1094	Dakota Territory Chapter	REGULAR CHECK	Board Meeting Exoense:General Board Meeting Meals	
	04/19/2018	Deposit			PPD Square Inc 160419P2 ACH DEPOSIT	-Split-	
	04/21/2018	Check	1097	Brian Erickson	REGULAR CHECK	Travel/Lodging:CLC Reimbursement Travel/Lodging	
	04/21/2018	Deposit			PPD Square Inc 160421P2 ACH DEPOSIT Safety Seminar	-Split-	
	04/22/2018	Deposit		DFC	TELLER DEPOSIT	-Split-	
	04/22/2018	Deposit			PPD Square Inc 160422P2 ACH DEPOSIT	-Split-	
	04/25/2018	Deposit			CCD SCTE TRADE PAYACH DEPOSIT	-Split-	
	04/26/2018	Check	1095	Brilliant Impressions	REGULAR CHECK	Vendor Days Expense:Gift & Awards Vendor Days	
	04/26/2018	Deposit			PPD Square Inc 160426P2 ACH DEPOSIT Safety Seminar	-Split-	
	04/27/2018	Check	1098	Holiday Inn Fond du Lac	REGULAR CHECK	-Split-	
	04/29/2018	Deposit			PPD Square Inc 160429P2 ACH DEPOSIT	-Split-	
	04/29/2018	Check	1100	Tom Piontek	REGULAR CHECK	Travel/Lodging:CLC Reimbursement Travel/Lodging	
	05/02/2018	Deposit			CCD SCTE TRADE PAYACH DEPOSIT	-Split-	
	05/03/2018	Deposit			PPD Square Inc 160503P2 ACH DEPOSIT	-Split-	
	05/05/2018	Check	1099	River Country CoOp	REGULAR CHECK	-Split-	
	05/05/2018	Deposit		Arris	PPD Square Inc 160505P2 ACH DEPOSIT	-Split-	
	05/10/2018	Deposit		PRG	PPD Square Inc 160510P2 ACH DEPOSIT	-Split-	
	05/11/2018	Deposit			CCD SCTE TRADE PAYACH DEPOSIT	-Split-	
	05/16/2018	Deposit			PPD Square Inc 160514P2 ACH DEPOSIT	-Split-	
	05/19/2018	Deposit		FS3 Inc	TELLER DEPOSIT	-Split-	
	05/20/2018	Deposit		Primex	PPD Square Inc 160520P2 ACH DEPOSIT	Vendor Days:Vendor Table Fees Vendor Days	