

All Souls Church, Unitarian

Financial Policies and Procedures

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All Soul's Church, Unitarian (ASC) Financial Policies and Procedures

A. Fiscal Year and Accounting System

1. The church's fiscal year is January 1 – December 31.
2. The church will adhere to generally accepted accounting principles of the accrual system.

B. Cash Management and Control (account information)

1. Types of Accounts

- a. The church will have two types of accounts: checking and endowment accounts.
- b. Separate checking accounts for the following will be maintained:
 - i. General church operations
 - ii. Beckner Advancement Fund.

2. Opening/Closing Accounts

- a. The approval of the Board of Trustees is required to open or close bank or endowment accounts.
- b. General checking and endowment account information must be provided on Attachment A. Contact information must be kept current by Director of Finance and Administration and copies of this information must be given to the Treasurer and Board President.

3. Checking Accounts

a. General Operating Account Signatories.

- i. The incumbents in the following positions are authorized signatories for ASC general operating checking accounts:
 - a. Executive Director
 - b. Board President
 - c. Board Vice President
 - d. Treasurer
 - e. Assistant Treasurer
- ii. The treasurer will be provided Internet view access to all general operating accounts.
- iii. The Executive Director is responsible for submitting all required information and documents to ensure that all signors listed above are authorized signors. Signature

cards and other forms should be completed at the first meeting of the new Board each year.

- iv. The Executive Director will distribute a check register (listing all checks issued and general ledger accounts charged) to the Treasurer in advance of check signing
- v. Checks of \$1,500 or less may be signed by the Executive Director (or any other authorized signatory)
- vi. Checks above \$1,500 must be signed by the Board President, Board Vice President, Treasurer, or Assistant Treasurer only.
- vii. Account signatories must not sign checks payable to themselves or for which they are the direct or indirect beneficiary.

b. Non-Operating Account Signatories.

- i. Incumbents in the following positions are authorized signatories for non-operating checking accounts (i.e., Beckner/Shively checking account, etc) with limits and restrictions consistent with the General Operating Account:
 - a. Executive Director
 - b. Board President
 - c. Board Vice President
 - d. Treasurer
 - e. Assistant Treasurer

4. Endowment Accounts

a. Definitions

i. The *Investment Committee* is a standing committee of the Board of Trustees with responsibility for the Church's Endowment. This section applies the terms: *Endowment*, *Endowment Account*, *Endowment Fund*, and *Bequest* as defined in the Investment Committee's Terms of Reference.

b. Transfers from the Endowment

- i. Transfers from the Endowment shall obey the following basic sequence:
 - a. Written recommendation from the Investment Committee as to the amount of the transfer from an endowment account. (In particular, each year the Investment Committee will recommend, in writing, amounts that should be transferred from the Endowment

Accounts to general operating accounts in the coming fiscal year.)

b. Formal vote of the Board of Trustees authorizing the transfer.

c. Implementation of the transfer by the Director of Finance and Administration and account signatories.

ii. Each transfer request (Attachment J) must be reviewed and signed by both:

a. the Investment Committee Chair, and

b. one of the following authorized incumbents:

- Board President
- Board Vice President
- Treasurer

The transfer shall not be effected without both of these authorizing signatures.

iii. At all times, the Board and the Investment Committee will respect Endowment Fund restrictions when formulating a recommendation for a withdrawal allocated to a specific Endowment Fund. At its discretion, the Investment Committee may seek third-party professional advice.

iv. The Investment Committee may move funds among Endowment Accounts within the Endowment without approval of the Board of Trustees. (For example, funds may be transferred from TIFF to BoNY as part of ordinary ongoing investment management.) However, the Investment Committee will notify the Board of Trustees. The transfer request form and signature requirements for such intra-Endowment transfers are the same as for transfers out of the Endowment, described in section 4.B.2 above.

v. The Director of Finance and Administration is responsible for submitting all required information and documents to ensure that all signors listed in section 4.B.2 are recognized as authorized signors by the relevant financial institutions. In particular, signature cards and related forms should be prepared in advance, and completed at the first meeting of the new Board each year.

c. Transfers to the Endowment

- i. Any revenue additions to an Endowment Account are immediately subject to all the rules on Endowment withdrawals given in section 4.B.
- ii. Without exception, Bequests shall be added to the Endowment in order that they will be subject to the rules on Endowment withdrawals. In particular, Bequests shall be transferred to the Endowment in their entirety. No portion of a Bequest may be expended before it has passed into the Endowment. Once included in the Endowment, a new Bequest shall be treated as any other Endowment funds. No special Board approval is required before adding a Bequest to the Endowment.
- iii. Adding non-Bequest funds to the Endowment requires a vote by the Board of Trustees, authorizing the addition of funds. The Board, at its discretion, may seek a recommendation from the Investment Committee before adding to the Endowment.
- iv. The Investment Committee shall allocate new Endowment funds among the Endowment Accounts. Among other things, the Investment Committee will consider bequest restrictions, portfolio diversification, and investment manager performance when making the allocation decision. The Investment Committee shall report its decision to the Board.

d. Distribution of Endowment Account Information

- i. Incumbents in the following positions are authorized to receive Endowment Account information:
 - Board of Trustees President
 - Board of Trustees Vice President
 - Treasurer
 - Investment Committee Chair
 - Director of Finance and Administration
 - ASC consultant accountant
- ii. The Director of Finance and Administration is responsible for ensuring that the individuals in positions listed above have access to Endowment Account information.

5. Deposits to Checking Accounts:

- a. Money from church service collections, fundraising events, or other church activities will be verified and/or counted, entered into the accounting system, and

deposited into the appropriate bank account by authorized church staff within three business days of the collection.

- b.** The Director of Finance and Administration will identify staff who are authorized to make deposits into checking accounts. All persons making deposits will be bonded as required in section I4.

c. Collections:

i. Church Service Collections

- a.** Money collected at church services will be initially tallied by counting teams that consist of at least two individuals.
- b.** The process for counting Sunday collections and preparing deposit are detailed in Attachment B.
- c.** The church staff will verify count, and notify the assistant treasurer of any discrepancies in the count. The assistant treasurer will note the change on his/her copy of the deposit summary form; the staff will note changes on the original deposit summary sheets, (Attachment B).
- d.** At least monthly, the assistant treasurer or treasurer will verify Sunday collections deposited into the general operating account either by viewing a hard copy of the monthly bank statement or accessing account information on-line.
- e.** The assistant treasurer and staff will bring any significant discrepancies to the board's attention.
- f.** The Director of Finance and Administration will retain a copy of all deposit summary forms.
- g.** As stated in 5(a), Sunday collections will be deposited within three business days of collection.

ii. Other Revenues Collected for Deposit:

- a.** Revenues collected from fundraising events, programs, or other church related activities should be tallied and placed inside an envelope.
- b.** The envelope must clearly state:
 - 1) the committee, group, church program, etc. that is to be credited for this revenue,
 - 2) the date the money was submitted for deposit, and the amount of the deposit.

- 3) name and phone number of person making deposit.
- c. The envelope must be placed in the cash box in the safe or in the lockbox on the caged door.
- ii. Church staff will verify all deposits and ensure that deposits are made within three business days of receipt.
- d. Pledge Payments:
 - i. Pledge payments may be made via cash, check, direct account debit, or credit card. The form to be used to set up pledge payments by credit card or direct debit is located in Attachment C.
 - ii. Pledges paid by cash should be placed in an envelope which clearly states the individual's name, amount enclosed, and that this amount is to be credited toward the amount pledged.
 - iii. Pledge payments made by check should have "Pledge" on the check's memo line.
 - iv. If "Pledge" is not written on the check memo line then:
 - a. The full amount will be applied to the individual's pledge.
 - b. If the pledge has been fulfilled, the full amount of the check is applied as a donation which will be noted as a general contribution on the individual's statement.

6. Deposits to Investment Accounts

a. Stock Transfer Procedures

- i. Individuals wishing to donate stock need to call the church office for relevant information pertaining to the ASC account where stocks will be transferred.
- ii. Individual transferring shares will need to communicate to the church office the company name and number of shares to be transferred to All Souls.
- iii. Financial advisor notifies Director of Finance and Administration weekly of all stock transfers with name of company and number of shares.
- iv. Director of Finance and Administration confirms with financial advisor that stock is to be sold immediately.

- v. Financial advisor notifies Director of Finance and Administration of the number of shares and total sale price of the stock donation.
- vi. Transfer proceeds that are restricted must follow the donor's instructions and guidelines regardless of amount.
- vii. The required minimum balance must be maintained in the ASC stock transfer account to avoid paying a quarterly broker fee.
- viii. Director of Finance and Administration drafts an acknowledgement letter to member/donor with appreciation for the gift, including details of the stock transfer and sales price.
- ix. Additional instructions and forms needed for stock transfer are located in Attachment D.

7. Cash Disbursements

- a. Cash is not to be removed from plate collection or other funds (including receipts for lunch, scrip, and book sales) for the cashing of checks, cash advances, or any other purpose
- b. Cash disbursements may only be made using the petty cash procedures detailed in the section below.

8. Petty Cash Fund

- a. The Petty Cash Fund is used either to reimburse an individual who made authorized purchases out of personal funds or to advance cash to make an authorized purchase for an approved budget category.
- b. A petty cash fund of five hundred dollars (\$500) will be maintained at the Church.
- c. Petty Cash Fund disbursements are limited to \$75 per transaction. For amounts in excess of \$75, the procedure for receiving a reimbursement or cash advance must be followed.
- d. The Director of Finance and Administration will determine the ASC staff person who will serve as the custodian responsible for maintaining the petty cash account.
- e. A receipt for each expense paid out of petty cash must be submitted and the receipts are totaled when replacement funds are requested.
- f. The total of the receipts (cash disbursed from petty cash) and cash remaining must equal \$500 at all times.

9. Cash Advances

- a. A church committee, program, or individual must show a need for an advance to meet certain expenses that cannot be handled through established petty cash funds or check requests. In certain circumstances, the Church recognizes that employees or members may need cash advances (e.g. purchases of food items for lunch, employee travel, etc.).
- b. Cash advances can only be made to ASC staff or ASC members.
- c. Cash advances may not exceed \$300.
- d. An individual will be allowed to have only two (2) outstanding cash advances.
- e. An individual may not receive a cash advance if the individual has unreconciled cash advances or owes the church money.
- f. Cash advances greater than \$75 will be issued as checks only; they will not be disbursed as cash or via direct deposit. If the amount is less than \$75, the petty cash procedures detailed in section above must be followed.
- g. Requests for cash advances must be on the Cash Advance Form (*Attachment E*) and must be approved by the Director of Finance and Administration.
 - i. The first section of the Cash Advance Form must be completed when the cash advance is requested.
 - ii. The second section of the Cash Advance Form must be completed once the advance has been used and supporting receipts are submitted.
 - iii. Individuals may not authorize cash advances to themselves.
- h. For ASC employees, IRS regulations require that all employee expense advances must be settled “within a reasonable period of time.” Per the IRS, this reasonable period of time means 60 days after the expenses were paid or incurred. If an employee does not submit the accounting for the advance and related expenses, and does not return any excess cash within 120 days of the advance, the Church is required to report the total cash advance as taxable income on the employee’s Form W-2.

- i. Until reconciled, cash advances are initially charged to the Prepaid Expenses account. Once actual expenses are known, the appropriate budget accounts are charged accordingly.

10. Expense Authorization:

a. Expense Authorization for Budgeted Expenses that do not exceed Authorized Budget Amount:

- i. Expense Authorization Forms (*Attachment G*) are used to receive reimbursement or authorization for an expense.
- ii. To receive expense reimbursement or authorization the following procedures must be followed before a check will be issued:
 - a. Receipts or other documentation that support the expenses must be attached to the Expense Authorization Form.
 - b. Expense Authorization Forms that request payments of \$300 or less require the signatures of:
 - 1) The committee chair, group leader, or staff person responsible for a budget line item and
 - 2) The Director of Finance and Administration.
 - c. Expense Authorization Forms that request payments more than \$300 require the signatures of:
 - 3) The committee chair, group leader, or staff person responsible for a budget line item (if applicable) and
 - 4) The Director of Finance and Administration and
 - 5) The ASC Treasurer, Assistant Treasurer, or Board President.
 - d. Unauthorized expenses may become the responsibility of the individual who incurred the expense.
 - e. Reimbursements, other than Professional Expenses, must be submitted within 30 days of expense being incurred. Expense reimbursements not submitted in a timely

manner may become the responsibility of the individual who incurred the expense.

- f. Reimbursements for Professional Expenses must be submitted at least quarterly.

b. Expense Authorization for Unbudgeted Expenses:

- i. For unbudgeted expenses or for expenses that will exceed authorized budget amounts, the following process must be completed and documentation submitted to the members of the Executive Team for review and approval:
 - a. Detailed written explanation of the purpose of the proposed project justifying its congruence with All Souls' Mission and Ends Statements.
 - b. Detail of revenue (when applicable) and expenses covering the breadth of the project as well as a proposed timeline in which both will be realized.
 - c. Oral presentation to the Executive Team to include a cost/benefit analysis of project, justification for launching a project in the absence of budgeted funds.
 - d. Designation of a project leader who holds accountability for proposed outcomes and communication with the Executive Team as necessary.
 - e. Approval of the project, including associated revenue and expense projections by the Executive Team.
 - f. The Executive Team may approve and authorize unbudgeted expenses of less than \$1,000 per project, up to an aggregate of \$10,00 in each fiscal year, provided that the Board President and Vice President are notified at the time of the approval and the Board of Trustees signals its non-objection at the next board meeting.
 - g. In addition to approval by the Executive Team, prior approval must also be received from the Board of Trustees for unbudgeted expenses exceeding \$1,000 per project or exceeding \$10,000 in the aggregate for each fiscal year. The Board of Trustees may set a new aggregate for a fiscal year if, in the view of the Board of Trustees, circumstances exist that would justify a new aggregate in that fiscal year.

- ii. Reallocation of funds between approved budget line items
 - a. The Executive Team may reallocate funds (revenues or expenses) from one approved budget line item to another as long as the reallocation does not result in a net loss to the Church.
 - b. If the reallocation is \$10,000 or less, the Executive Team may reallocate funds without prior Board approval but must notify the board at the next board meeting.
 - c. If the reallocation is greater than \$10,000, the Executive Team must obtain Board approval before reallocating the funds.
- iii. In an emergency situation (e.g. boiler needs immediate repair) where funds in excess of \$10,000 are unbudgeted or must be reallocated, the Executive Team can get initial approval from the Board President (or designee) to proceed and does not have to wait until the next board meeting for approval. A full discussion of the reallocated or unbudgeted expenses must, however, be presented at the next board meeting for Board of Trustee review and approval.

c. Travel Expenses and Reimbursement

- i. Staff is reimbursed for travel and related expenses while on approved church business. The church's approved per diem amounts and mileage rates are consistent with the Federal Government per diem guidelines.
 - ii. Travel reimbursements should be submitted using the Expense Authorization form (Attachment G).
 - iii. All travel expenses for which staff request payment must be validated by a receipt which is attached to the appropriate expense form.
- d. Submission of an expense authorization form does not imply approval of expenses. Only when the form is approved using the procedures above, will payment or reimbursement be made.
 - e. Individuals must not approve Expense Authorization Forms payable to themselves.

11. Account Reconciliations

- a.** The operating checking accounts and investment accounts must be reconciled by the 15th day of each month for the previous month (i.e., April's bank reconciliation must be completed by May 15th).
- b.** If the Treasurer does not have electronic access to the Church's checking account(s), the Treasurer must open the bank statement envelope, review all transactions and cleared checks and sign off on the bank statement prior to reconciliation. If the Treasurer has electronic access, he/she will review all items posted to the accounts before the 15th of each month. If the Treasurer is unavailable to review bank statements, either the Board President or Assistant Treasurer must review the bank statement (hard copy or electronic) prior to reconciliation.

C. Borrowing Funds or Establishing Lines of Credit

- 1.** All borrowing of funds, establishment or increases of all credit lines (including credit cards) must be approved by the Board of Trustees before execution.

2. Credit Cards

- a.** Credit cards will be issued to ASC staff, only with approval of the Executive Team.
- b.** Credit cards will only be used for business purposes. Personal purchases of any type are not allowed.
- c.** The maximum line of credit allowed on an ASC credit card is \$2,500.
- d.** Credit cards must not be used to make purchases that exceed \$1,000. Credit card purchases exceeding \$1,000 must be pre-approved by the Director of Finance and Administration, Senior Minister, or Associate Minister. For transactions exceeding \$1,000, it is preferred that the expense authorization process (detailed in the next section) be followed.
- e.** The following purchases are not allowed:
 - i.** Items or services on term contracts
 - ii.** Maintenance agreements
 - iii.** Personal items or loans
 - iv.** Any other items deemed inconsistent with the Church's values

- f. Cash advances on credit cards are *not* allowed.
- g. Cardholders will be required to sign an agreement indicating they accept these terms. Individuals who do not adhere to these policies and procedures may have their credit card privileges revoked (*Attachment F*).
- h. The Director of Finance and Administration will ensure that credit card application is submitted for ASC cardholders.
- i. Detailed receipts must be retained and attached to the credit card statements.
- j. The monthly credit card statement must be attached to the expense authorization form (*Attachment G*). The expense authorization form must be used to summarize and group all credit card transactions on the statement.
- k. Monthly statements, with attached detailed receipts, must be submitted to the Director of Finance and Administration within seven days of receipt of the statement to enable timely payment of amounts due. If statements are not submitted in a timely basis, the cardholder may be responsible for any late fees or finance charges.
- l. Cardholders should make every effort to ensure that purchases do not include sales tax.
- m. Individuals on the ASC Executive Team may not approve credit card applications to themselves.

D. Payroll System

1. Payroll will be processed no more than bi-weekly.
2. The Executive Team may select the company that will process payroll. Staff must inform the Board of Trustees which company is processing payroll and promptly notify the Board of Trustees and Treasurer if changing to another payroll company.
3. The payroll company must be bonded.
4. The Director of Finance and Administration is responsible for ensuring that all payroll taxes have been paid when due.
5. Once a month, the church Treasurer will review all payroll reports.
6. Hourly workers must submit a time sheet for payment. The time sheet must be approved by the Director of Finance and Administration.

7. Independent contractors must submit an invoice that details the dates of service, description of service, number of hours, hourly rate, and the total amount requested for payment.
8. All individuals who receive payment from ASC for employment (salaried, hourly, or independent contractor) will be issued the appropriate tax documents as prescribed by law.

E. Contracts and Grants Agreements

1. The execution of contracts and grants must be within the scope of the church's mission, goals, and annual plans.
2. Contracts may be negotiated by ASC staff or members. However, only incumbents in the following positions may execute contracts or grant agreements on behalf of All Souls Church:
 - a. Senior Minister
 - b. Associate Minister
 - c. Director of Finance and Administration
 - d. Board President
 - e. Board Vice President
3. Contracts less than \$10,000 may be approved and signed by any member of the executive team or Board President. At each board meeting, the Director of Finance and Administration will provide a listing of all contracts, agreements, or grants agreements under \$10,000 executed by the church since the previous board meeting.
4. All contracts in the amount of \$10,000 or more require approval of the Board of Trustees before being signed by designated individuals listed in section 2 above.

F. Budget Process

1. As per Church policies, the Executive Team and Treasurer shall ensure that a final budget for the next year reaches the board no later than one week prior to its November meeting.
2. The Director of Finance and Administration and Treasurer will provide training on the budget process to committee, group, and event leaders.
3. Preliminary budget is reviewed by Treasurer and Board of Trustees.
4. Prior to the November board meeting, the Executive Team and the Treasurer will hold one or two budget hearings which will give the congregation an opportunity to review next year's proposed budget and provide input.

5. Prior to the Congregational Annual Meeting, the Board of Trustees will review final budget draft.
6. Final budget is approved by ASC members at the Congregational Annual Meeting held in December.
7. Budget forms are located in Attachment H.

G. Fundraising Activities

1. To ensure that new fund raising proposals are consistent with the mission of the Church and do not compete with one another, all fund raising plans should be cleared through the Director of Finance and Administration or Executive Team.
2. The fund raising activity must have an approved budget that includes gross revenues, expenses, and net proceeds anticipated.
3. See Attachment I for form to be used and instructions.
4. Recurring fund raising events and activities (those that have already been approved in prior years) should use the process outlined in the budget section above.

H. Financial Reporting and Board Oversight

1. The Board of Trustees may request financial information at any time. At a minimum the following reports/information shall be made available to the Treasurer monthly:
 - a. Transaction Detail by Account
 - b. General Ledger (deposits and withdrawals)
 - c. Year-to-date Profit and Loss statement compared to budget.
 - d. Balance sheet
 - e. Statement of Cash flows
 - f. Listing of contracts and agreements entered into by ASC.
 - g. Year-to-date gross pledges and pledge payments.
2. The Treasurer will review and discuss above information with Director of Finance and Administration and present any issues or concerns to the Board of Trustees.
3. The Director of Finance and Administration will ensure that Treasurer and Board President will have electronic access to the Church's financial accounting system.
4. In addition to the financial information listed in H1 above, at least monthly, the treasurer will review checking account statements (either hard copies or electronically) and review payroll reports.

I. Asset Safeguards and Physical Controls

1. Incumbents in the following positions are authorized access to the ASC safe:
 - a. Director of Finance and Administration
 - b. Board President
 - c. Board Vice President
 - d. Treasurer
 - e. Assistant Treasurer
 - f. Senior Minister
 - g. Associate Minister
 - h. The Executive Team may authorize other individuals or positions to have access to the safe, however, the Board of Trustees must be informed of these additional authorizations.
2. The Director of Finance and Administration will change the safe combination at least annually and notify authorized individuals of the new combination.
3. The Director of Finance and Administration will ensure that all financial and donor data are backed up and at least one back up copy is kept in a secure, off-site location.
4. Cash Receipts: Employees and church members who handle cash are bonded in the amount of \$30,000 per loss.

J. Audit

1. An annual audit shall be conducted on all ASC accounts.
2. The Audit Committee shall recommend to the Board of Trustees the firm that will conduct the audit. The Board of Trustees will contract with the firm for the audit.
3. The audit results shall be reported to the audit committee, Board of Trustees, Treasurer and Assistant Treasurer, and ASC executive team.
4. The audit results will be posted on the ASC web site after Board of Trustee approval.

K. Insurance

1. The church will maintain the following insurance coverage:
 - a. Liability insurance
 - b. Workers' Compensation Insurance
 - c. Automobile insurance
 - d. Directors and Officers insurance
 - e. Boiler and Machinery insurance
 - f. Fine Arts insurance
2. The Board of Trustees will be informed about insurance limits and coverage amounts at least annually.

L. Investment Policy

1. The Investment Committee will recommend an investment policy to the Board of Trustees for approval.
2. The current Investment Policy for ASC is included in the addendum of this document. (This needs to be located or developed)

M. Financial Policies and Procedures: Revisions and Dissemination

1. Any changes or modifications to the ASC Financial Policies and Procedures must be approved by the Board of Trustees.
2. The Director of Finance and Administration and Treasurer are responsible for revising and updating the document as required.
3. The Director of Finance and Administration will ensure that these procedures and policies are posted on the Church's website.

Attachment A: ASC Listing of Financial Institutions

1. List the financial institutions where ASC checking account(s) are located with contact information (do not list account numbers on this form):

Financial Institution	Contact Person	Phone Number

2. List all investment accounts for ASC along with contact information:

Financial Institution/Investment Account	Contact Person	Phone Number

This information is to be kept on file by the Director of Finance and Administration and a copy must also be given to the Treasurer and Board Chair.

Attachment B: Plate Collections

Please check
here as
completed

Counting Checklist

	1	Introduce yourself to your fellow counters
	2	Make sure the blinds are drawn to the courtyard
	3	Separate cash from checks
	4	Place into lockbox on cage door any checks labeled for anything other than Sunday collection.
	5	Separate coins and currency
	6	Separate currency by denomination, making sure bills face the same way
	7	For currency received in envelopes or identified in other ways, verify amount, record total amount in "Labeled Cash" area of Deposit Summary Form; save envelopes
	8	Counter 1 - Count anonymous currency and complete Counting Summary
	9	Counter 2 - Count anonymous currency and complete Counting Summary
	10	Ensure counts agree
	11	Record and total Plate (anonymous) cash on Counting Summary
	12	Place all coins in cloth coin bag in the padlocked safe without counting
	13	Record total cash, pledged and anonymous, on outside of the manila Deposit envelope
	14	Rubber band currency and place inside envelope
	15	Stamp the back of all checks with the "For Deposit Only" stamp
	16	Run an adding machine tape to total the checks; use "I(tem) C(ount)" feature
	17	Verify check totals by proofing tape with 2nd person or running 2nd tape
	18	Record dollar amount of checks on Deposit Summary Form and outside of manila envelope
	19	Complete bank deposit slip. DO NOT list each check separately. Record the check total and the cash total, and the overall total.
	20	Staple pink copy of bank deposit slip to front of Deposit Summary Form
	21	Staple the photocopies of the checks and any envelopes with names to the Deposit summary form
	22	Photocopy completed, signed, and dated Deposit Summary Form
	23	Put photocopy of Deposit Summary Form in Asst. Treasurer mailbox.
		Ensure the following items are in the manila Deposit Envelope:
		• Cash
		• Checks
		• White and yellow copies of the Deposit Slip
		• The Original Deposit Summary Form with its attachments (pink deposit form, any labeled cash identifiers, check tape from calculator)
	24	Place the Deposit Envelope in the padlocked box in safe
	25	Padlock box and lock cupboard inside safe. Lock safe unless safe needs access.

Thank You for your assistance in counting!

Attachment B: Plate Collections

ALL SOULS CHURCH, UNITARIAN DEPOSIT SUMMARY FORM Collection Deposit Only

(Please photocopy, and place one copy in the Asst. Treasurer's mailbox. Original is to be placed in the manila envelope.)

TOTALS

1. CHECKS – “pledges,” “dues,” “tithe,” etc. or unspecified	1\$ _____, _____, _____
Pledge (Labeled) Cash – detail below	2 \$ _____, _____, _____
Plate (Anonymous) Cash	3 \$ _____, _____, _____
TOTAL CASH	\$ _____, _____, _____

LABELED CASH

Labeled Cash – in Envelopes with Names (Verify amounts; save or photocopy envelopes)

NAME	Amount
_____	\$ _____, _____, _____
_____	\$ _____, _____, _____
_____	\$ _____, _____, _____
_____	\$ _____, _____, _____
_____	\$ _____, _____, _____

SEPARATE LABELED CASH FROM ANONYMOUS CASH BELOW

TOTAL LABELED CASH (ALSO ENTER ABOVE ON LINE 2) \$ _____, _____, _____

PLATE COUNTING SUMMARY—ANONYMOUS CASH ONLY

Currency	Counter 1 Quantity	Amount	Counter 2 Quantity	Amount
100s		\$ _____, _____, _____		\$ _____, _____, _____
50s		\$ _____, _____, _____		\$ _____, _____, _____
20s		\$ _____, _____, _____		\$ _____, _____, _____
10s		\$ _____, _____, _____		\$ _____, _____, _____
5s		\$ _____, _____, _____		\$ _____, _____, _____
2s		\$ _____, _____, _____		\$ _____, _____, _____
1s		\$ _____, _____, _____		\$ _____, _____, _____

TOTAL AMOUNT (ALSO ENTER ABOVE ON LINE 3)

Counter 1: (Cash)

Printed Name _____

Signature _____

Counter 2: (Cash)

Printed Name _____

Signature _____

Attachment C: All Souls Church Unitarian Pledge Form

Today's Date: _____

Name(s): _____

Address: _____

Phone: Home _____

Work _____

E-mail address: _____

<p style="text-align: center;">Pledge Payment Plan</p> <p>I/We will pay the total pledge of \$ _____</p> <p>_____ Monthly, 12 payments</p> <p>_____ Quarterly, 4 payments</p> <p>_____ Annual, 1 payment</p> <p>_____ Other, please explain:</p> <p>_____</p>	<p style="text-align: center;">Payment Options</p> <p style="text-align: center;"><small>Please fill out, even if same as last year</small></p> <p>_____ Pay by check</p> <p>_____ Direct Debit from checking account</p> <p>Bank Routing #: _____</p> <p>Account #: _____</p> <p style="text-align: center;"><small>(Please attached cancelled check)</small></p> <p>_____ Credit Card – circle one</p> <p style="text-align: center;">VISA, Mastercard, Discover, AmEx</p> <p>Number _____</p> <p>Expiration Date: _____</p> <p>Name on Card: _____</p> <p style="text-align: center;"><small>(Please print)</small></p> <p>Signature: _____</p>
--	---

Pledging Guide

Gross Income	3% Level	4% Level	5% Level	10% Level
\$ 10,000	\$25 mo/\$300 yr	\$34 mo/\$400 yr	\$42 mo/\$500 yr	\$84 mo/\$1,000 yr
\$ 20,000	\$50 mo/\$600 yr	\$67 mo/\$800 yr	\$84 mo/\$1,000 yr	\$168 mo/\$2,000 yr
\$ 30,000	\$75 mo/\$900 yr	\$100 mo/\$1,200 yr	\$125 mo/\$1,500 yr	\$250 mo/\$3,000 yr
\$ 40,000	\$100 mo/\$1,200 yr	\$134 mo/\$1,600 yr	\$168 mo/\$2,000 yr	\$334 mo/\$4,000 yr
\$ 50,000	\$125 mo/\$1,500 yr	\$167 mo/\$2,000 yr	\$209 mo/\$2,500 yr	\$417 mo/\$5,000 yr
\$ 75,000	\$188 mo/\$2,250 yr	\$250 mo/\$3,000 yr	\$313 mo/\$3,750 yr	\$625 mo/\$7,500 yr
\$100,000	\$250 mo/\$3,000 yr	\$334 mo/\$4,000 yr	\$417 mo/\$5,000 yr	\$834 mo/\$10,000 yr
\$125,000	\$313 mo/\$3,750 yr	\$417 mo/\$5,000 yr	\$521 mo/\$6,250 yr	\$1,042 mo/\$12,500 yr
\$150,000	\$375 mo/\$4,500 yr	\$500 mo/\$6,000 yr	\$625 mo/\$7,500 yr	\$1,250 mo/\$15,000 yr

Attachment D: Transferring Stock to All Souls Church

TRANSFERRING STOCK TO ALL SOULS

Thank you for your gift of stock to All Souls Church. These gifts help us address our mission and ensure the financial security of our church community.

This document gives you the specific steps to make this transfer. Once the stock is received by our broker, it will be sold immediately and you will get credit for a donation in the amount of the resulting sale. We will send you an acknowledgment for the donation amount, which can be used as a charitable donation toward your taxes.

The shares that you want to donate are either held by your broker, and can be delivered to us electronically, or are actual certificates held in your possession. If a broker holds them, please follow the instructions in step 1.A. If you hold the certificates, please follow step 1.B. In either case please also follow step 2. (The attached Irrevocable Stock Power form is only used to transfer stock for which you physically hold the paper certificates – see further information below).

1.A. Electronic transfer of shares

In many cases, the shares will be held by your broker in "street name," and you will want to arrange an electronic transfer (also known as a "wire" or "DTC" transfer) of those shares. Your broker will then transfer ownership of those shares to All Souls via an electronic transfer system. The detailed wire-transfer instructions (i.e., the DTC address) are available from the Director of Finance and Administration.

Note that mutual fund shares cannot be transferred in this way. Please contact your mutual fund for instructions and forms for transferring these funds. The Director of Finance and Administration should be notified of the transfer.

1.B. Physical transfer of stock certificates

In some cases, you will be in physical possession of the share certificates. In this case, we will need to deliver the certificates to the Merrill Lynch office.

To do this, you may endorse the certificates by placing your signature in the "Transfer Form" on the reverse side of each certificate. Then deliver the certificates to the church Treasurer or Director of Finance and Administration, along with a written indication of your intent (for example, to pay your annual pledge, or to make a gift to a specific endowment fund, or to the unrestricted general endowment).

Alternatively, if you do not feel comfortable endorsing the certificates or if you have many individual certificates, you may instead submit the Irrevocable Stock Power form (see below). In this case, do **not** sign or write on the certificates themselves. Instead,

Attachment D: Transferring Stock to All Souls Church

sign the form, having your signature notarized. Do **not** complete any other blanks on the form.

If you are mailing the certificates, it is important that you **not**, mail the Stock Power form and certificates in the same envelope. Mail them separately, using certified mail, "return-receipt requested." If you hand-deliver them to the church, **please** deliver the certificates in person to the Treasurer or Director of Finance and Administration – that is, do **not** leave them anonymously in someone's mail slot.

2. Notify the Director of Finance and Administration

Important! Regardless of how you deliver the shares, **please** notify the Director of Finance and Administration in advance of what you are doing. This allows the Director of Finance and Administration to arrange for an immediate sale of the shares, so that you get full credit for the value of shares transferred. Otherwise the value of your donation (which is based on the date-of-sale valuation) could differ from the value at the time the shares were transferred.

Attachment D: Transferring Stock to All Souls Church

All Souls Church, Unitarian
 1500 Harvard St., NW
 Washington, DC 20009
 202-332-5266

DONATION OF SECURITIES FORM

Donor Information

Name(s) to credit	Date
Address	
City, State, Zip	Phone

Securities to be Transferred

Date to be transferred	Num. shares	Issuer or Company	Approximate value (\$)
			Total

Notes, including the purpose of the donation (e.g., pledge)

Instructions

- Please complete as much information as is available – this will help us correctly identify your donation.
- Please deliver this form to the Director of Finance and Administration when completed.
- Wire transfer instructions are available from the Director of Finance and Administration.
- If delivering paper certificates, you may use the attached Irrevocable Stock Power form to transfer ownership.
- **THANK YOU!**

Attachment D: Transferring Stock to All Souls Church

IRREVOCABLE STOCK POWER

FOR VALUE RECEIVED, *the undersigned does (do) hereby sell, assign and transfer unto All Souls Church, Unitarian* (Tax ID # 53-0196567), _____ *shares of the*
_____*Capital Stock of* _____
standing in my (our) name(s) on the books of said Corporation represented by Certificate(s)
No(s) _____ *herewith, and do*
hereby irrevocably constitute and appoint _____
attorney to transfer the said stock on the books of said Corporation with full power of
substitution in the premises.

Dated _____

X _____
Person(s) executing this power signs here

X _____
Person(s) executing this power signs here

In presence of

Witness

IMPORTANT: The signature(s) to this Power must correspond with the name(s) as written upon the face of the certificate(s) in every particular without alteration or enlargement or any change whatever.

Attachment E: Cash Advances

Instructions on how to use form:

- Sections 1 and 2 must be completed by the individual requesting the cash advance.
- Once the form has authorized signature indicating approval, a copy of the form is made.
- The original form and the copy are signed by the advancee to acknowledge receipt of check.
- The copy and check are given advancee.
- Once expenditures occur, advancee must complete Section 3 of the form and submit the copy, receipts, invoices and unspent cash to Church office.

NOTE:

- Advances must be reconciled within 30 days of issue. Receipts and invoices must be presented to support uses of cash.
- For ASC church employees, any discrepancies may be charged against salary.
- For church members, discrepancies will be charged against the appropriate budget line item.
- An individual or employee will be allowed to have only two outstanding cash advances.

Attachment E: Cash Advances

Section 1: To be completed by individual who will receive cash advance. If ASC employee, only information with asterisks is required.

Name*: _____	Date of Request*: _____
Address: _____ _____ _____	Phone: _____ e-mail address: _____
Reason for advance*: _____ _____	
Estimated Expenditure Date(s): _____	

Section 2:			Section 3:		
Use of Cash Description	Church Account to be charged	Estimated Cash Advance Amount	Receipt/Invoice Attached (√)	Actual Amount	Amount Returned or Due**
			<input type="checkbox"/>		
			<input type="checkbox"/>		
			<input type="checkbox"/>		
Totals:					

**If actual amount is greater than cash advance amount, then individual is owed money. If amount owed is less than \$75, payment may be made through petty cash and a copy of this form suffices as petty cash receipt. If amount is greater than \$75, then a check request form must be completed and again this form suffices as sufficient detail for the check request. If actual amount expended is less than the cash amount, then the amount returned represents the amount that must be remitted to the church.

Authorized Signature:

Date

Signature of Individual Receiving Cash Advance (must be signed when check is picked up)

Date

Attachment F: Credit Card Agreement Form

All Souls Church Unitarian CARDHOLDER AGREEMENT

I, _____, hereby acknowledge receipt of the following

credit card: _____ / _____ - _____ - _____ - _____
(type of credit card) (credit card number)

I understand that improper use of this card may result in disciplinary action as well as personal liability for any improper purchases. As a cardholder, I agree to comply with All Souls Church's (ASC) credit card policies as detailed in the ASC Financial Policies and Procedures.

I understand that by using this card, I will be making financial commitments on behalf of All Souls Church Unitarian and that the Church will be liable to _____
for all charges made on this card. (Name of Credit Card Company)

As a holder of this card, I agree to accept the responsibility and accountability for the protection and proper use of the card. I will return the card upon demand during the period of my employment. I further agree to return the card upon termination of employment. I understand that the card is not to be used for personal purchases. If the card is used for personal purchases or for purchases for any other entity, ASC will be entitled to reimbursement from me of such purchases.

Signature _____ Date _____
(Cardholder)

Signature _____ Date _____
(Director of Finance and Administration)

Administrative use only:

Date _____ Credit Limit approved \$ _____

Signature _____
(Director of Finance and Administration)

Attachment G: Expense Authorization Form

All Souls Church, Unitarian
EXPENSE AUTHORIZATION FORM

Instructions:

1. Complete form in its entirety including committee leader’s authorizing signature.
2. Attach receipt/invoice(s) as supporting documentation – include explanatory memo explaining any discrepancies between request amount and support documentation amount. Also include any important correspondence that should be kept on file such as contract for service or letter of agreement.
3. Make copy of form and all supporting documents for your records before submitting. Keep until paid.
4. Submit form with attachment(s) to Katie Loughary or Bookkeeper .
5. Allow at least two weeks for processing. Email Katie Loughary at kloughary@allsouls.ws or by calling 202-332-5266, Ext. 103 if you need to follow up.

Date:	Committee/Activity Name:		
Description of Activity Generating Expense Request (include activity date):			
Name and Phone # of Person Completing Form:		Committee Leader’s Signature:	
Person or Vendor to Receive Payment:			Total Amount Requested:
Payee Address & Phone #:			
Check Memo Line Entry:			

Use the table below to detail the total amount requested by Budget Account # & Name

Acct #	Budget Line Name	Amount
Total Amount Requested:		

Approval Status (Director of Finance and Administration or Minister): Total Amount Approved \$_____

Approved **Denied** **Signature** _____ **Date:** ___/___/___

Reason for Denial: _____

Check Signer Use Only

Approved **Denied** **Signature** _____ **Date:** ___/___/___

Reason for Denial: _____

Comments/Additional Information Needed: _____

Attachment H: Budget Forms

ALL SOULS CHURCH, UNITARIAN, MINISTRY PLANNING FORM

NAME OF COMMITTEE/TASK FORCE/GROUP: _____

MEASURABLE OBJECTIVE FOR THE CHURCH YEAR:

DESCRIBE HOW THIS OBJECTIVE FULFILLS ONE OR MORE OF THE CHURCH'S ENDS STATEMENTS:

ACTION STEPS

Action	Person Responsible	Date to be Completed	Check when Complete
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

HOW WILL WE KNOW IF WE'VE MET OUR OBJECTIVE?

Attachment H: Budget Forms

ALL SOULS CHURCH, UNITARIAN
 Budget Request Submittal Form
 For the fiscal year January 1 - December 31, 200X

Step 1: Program/Committee/Task Force Name and Purpose

Provide the name and a brief description of the services and/or activities that your program/committee/task force will provide or host from January 1 – December 31, 200X.

--

Step 2: List two key members of this Committee/Task Force. The first person listed will serve as primary contact in case of questions about this submission.

Full Name, Title	Phone #	Email

Step 3: Revenue and Expense Projections

List below any revenue that you anticipate your program/committee/ task force will generate during January 1 – December 31, 2007, and how you expect to generate it.

Revenue Amount	Description	Assumptions

_____ **Total Revenue**

List below projected expenses grouped together by category (such as supplies, postage, childcare) that you anticipate you will incur and rate the level of importance to your group’s overall goal(s): 1= very important, 2= somewhat important, 3= wish list

Expense Amount	Description/Assumptions	Rank

_____ **Total Expense**

Don’t forget to rate each expense line item. If cuts are necessary you want to save the most important item(s).

Attachment I: Fundraising Projects: Information and Form

Fundraising Project Proposal

Instructions for completing the form

These are the instructions for completing the Fundraising Project Proposal form. The goals of this process – completing the form, that is – are threefold: (a) To ensure that the necessary facilities for the fundraising event are available and adequate. (b) To ensure that the necessary bookkeeping is put in place to help you and the church account for receipts and expenses, and generate related reports. (c) To ensure that the theme and goals of your proposed fundraiser are consistent with the mission and needs of the church.

Description

List your name and the name of your organization, if applicable. Briefly describe what you are proposing to do. Feel free to attach additional documentation, if this will clarify the proposed activity for those who might be unfamiliar with it.

List the church facilities you will need, and when you will need them. You should discuss this with the Director of Finance and Administration to ensure those facilities will indeed be available when you need them. Similarly, describe any other staff or resources you will need (e.g., for cooking, cleaning, or decorating). The church typically charges a small fee for use of facilities and/or staff time, depending on the nature of the activity.

Anticipated revenue and expenses

This has three subsections (revenues, intended donation/expenses, and event expenses):

- The anticipated revenue is the gross (pre-expenses) cash intake you expect to earn from the event. Please be honest and realistic here. No one wins if the event is a disappointment.
- Your event is raising funds toward some specific goal – perhaps helping to fund the general operations of the church, perhaps for a specific program or purchase within the church, or perhaps for some purchase or donation to a worthy external cause. List here how you intend to use the net proceeds of the event, and indicate the relevant amount(s). Note that specific purchases are treated differently from cash donations:
 - A specific purchase – say, for example, a new piano for the music program – typically requires a minimum lump sum to buy. (E.g., you wouldn't buy half a piano.) Check the small box labeled "purchase," and list the cost of the desired item. If the proceeds from the event – net of all other expenses – exceed the purchase price, then the purchase will ensue, with any excess typically reverting to the church as a cash donation. Alternatively, in the awkward case that the funds raised are insufficient for the necessary lump sum, then the intended purchase must typically be abandoned or deferred; in this case, all the net proceeds

revert to the church as a cash donation. *You can negotiate an alternative contingency plan, but it is important that you do so up front and in writing.*

- A donation of funds is simpler. List the intended recipient of the funds (e.g., “general operating budget,” “religious education program,” “Whitman-Walker clinic,” etc.). If there is more than one recipient, list each on a separate line. List the dollar amount you wish to donate to each recipient. (With multiple recipients, you may specify the percentage to be donated to each.) Any excess will typically revert to the church as a cash donation.

You may also express plans for the donation of any excess funds. For example, suppose you anticipate revenues of \$1500, to purchase a piano costing \$1000, and you want any excess to go to the music program (anticipated at \$500, but still uncertain until after the fact). To indicate this on the form, list “Piano / \$1000” on the first expense line (check the purchase box), and “Music Program / ALL NET” on the other. All net proceeds (after paying for all other expenses, including the piano) would then go to the music program. Unless otherwise directed, excess funds revert to the church to pay for general operating expenses.

- Your fundraising event will typically incur costs to produce (e.g., photocopying fliers, hiring caterers or musicians, etc.). List these anticipated amounts here. Note that the church typically charges a small overhead fee for use of its space and other resources. The Director of Finance and Administration can provide details on the amount(s) involved. This charge should also be listed here.

Approvals

You need the approval of the ASC Executive Team (Senior Minister, Associate Minister, and Director of Finance and Administration). In special cases, you may also need board approval (to ensure consistency with mission and other activities of the church). The Director of Finance and Administration can help guide you through the process, which is as follows: (a) get preliminary approval from the Executive Team (and the board, if necessary) before asking the church to commit facilities and resources. (b) Next, arrange facilities with the appropriate ASC staff person. (c) Finally, if necessary, get formal board approval and the board secretary’s signature.

Attachment I: Fundraising Projects: Information and Form

All Souls Church, Unitarian
1500 Harvard St., NW
Washington, DC 20009
202-332-5266

Description:

Person and organization requesting	Date of request
Event description	
When and where (identify specific room(s) and time(s))	Date needed
Describe any "special" involvement of Church staff or resources	

Anticipated revenues and expenses:

Total anticipated revenue (before deducting expenses)	Anticipated revenue	
Expenses for specific purchase(s) or donation of funds raised	purchase <input type="checkbox"/>	Anticipated cost / donation
	purchase <input type="checkbox"/>	
Expenses incurred to stage fundraising event(s)		Anticipated expense
		Net (to operating budget)

Approval:

Board Secretary (If Board of Trustees approval required)	Date
Approval of Executive Team (signature of one member required)	Date

Notes

- **IMPORTANT:** Unless otherwise agreed by the Board of Trustees, any funds raised in excess of the donation/purchase goal(s) indicated here will go to the general operating budget of the church. Similarly, if the fundraiser intends a specific purchase, and the net funds ultimately raised are insufficient for that purchase, then the net funds will instead revert to the general operating budget.
- If all net funds are to go to a targeted program, write ALL NET as the "Anticipated cost / donation," and zero as the "Net (to operating budget)."
- Attach additional explanation and documentation, as necessary (e.g., price estimates for specific purchases).
- Don't forget to include overhead as an expense – the Director of Finance and Administration can help in this calculation.
- Submit the completed form to the Director of Finance and Administration.
- When approved, you will receive instructions for processing your expenses – please read and follow them.
- Accounting policies prohibit taking cash from fundraising proceeds to cover expenses. Instead, submit all revenues and all expense receipts to the church office; you will be reimbursed by check.

Attachment J: Transfer from Endowment Request Form

All Souls Church, Unitarian Transfer from Endowment Request Form

Instructions:

1. Complete form in its entirety.
2. The Director of Finance and Administration must complete the top portion of the form and sign where indicated.
3. A copy of the Investment Committee's recommendation to the Board must be attached.
4. The form must be reviewed and signed by the Investment Committee Chair.
5. The form must be authorized by the Board President, Vice President, or Treasurer.
6. Actual Transfers from Endowment of Investment accounts may only be made by the Board President, Vice President, or Treasurer.

Date:
Endowment Account Name:
Amount Requested to Transfer from Endowment Account: \$
Amount will be transferred into (provide account name):

Submitted by:

Signature _____
Director of Finance & Administration

Date: ___/___/___

Reviewed by:

Approved Denied Signature _____ Date: ___/___/___
Investment Committee Chair

Reason for Denial: _____

Authorized by:

Approved Denied Signature _____ Date: ___/___/___
BOT Pres., BOT Vice Pres., or Treas.

Reason for Denial: _____

Attachment K: Audit Committee Terms of Reference

All Souls Church, Unitarian Audit Committee Terms of Reference

PURPOSE: The Audit Committee is a standing committee of All Souls Church, Unitarian Board of Trustees. The main purposes of the audit committee are:

- to ensure that the audit process is objective and independent,
- to oversee internal accounting controls and practices,
- communicate with the board president, and board of trustees
- submit a report to the congregation at the annual meeting.

DUTIES

1. Interview and recommend auditor to board of directors.
2. Review draft audit and report issues or concerns to the Board of Trustees.
3. Work with the auditor and the Director of Finance and Administration to develop an audit plan for the year. This plan includes a timeline of activities and an estimated date for audit completion.
4. Meet with the auditor, review the annual audit, and recommend its approval or modification to the full board.
5. Monitor and oversee the church's internal control practices and financial policies and procedures. Recommend any changes to the board.
6. Report at regular intervals to the Board of Trustees (Quarterly?) and at times/occasions when events with fiduciary consequences needs Board attention.

MEMBERSHIP

The audit committee will consist of the following:

Seven Voting Members:

- Two board trustees,
- ASC treasurer and assistant treasurer, and
- Three congregants
 - a. 3 year terms (staggered so that one seat is up each year)
 - b. Board appointed (board may consider recommendations from the Church Council).

Staff Liaison: Director of Finance and Administration

Audit Committee Terms of Reference Approved by BOT at the November 2007 meeting.

Attachment L: Investment Committee Terms of Reference

Need to be attached when approved by board.

Attachment M: ASC Investment Policy

Updated investment policy is to be inserted here.