

Revised June 13, 2017

## **Financial Roles and Responsibilities at RRUUC**

The stewardship of financial resources at the River Road Unitarian Universalist Congregation (“RRUUC” or the “Congregation”) is an important responsibility that is shared by elected and non-elected volunteers and by ministers and paid staff. This document describes the roles and responsibilities of the Board, committees, and positions that contribute to financial stewardship. This document does not define roles and responsibilities but rather is intended as a working document, based on RRUUC’s articles of incorporation, bylaws, committee charters and policies.

### **Board of Trustees**

The Board of Trustees (“Board”) is responsible for the overall management of the Congregation and exercises general supervision and direction of the affairs of the Congregation. The Board of Trustees is responsible for establishing policy over all aspects of the Congregation and monitoring the implementation of its policies. Specific finance-related activities of the Board include:

- Establish and maintain policies for the financial responsibilities to be assumed at RRUUC.
- Establish the pledge goal for the annual Stewardship Campaign, with input from the Senior Minister, the Financial Stewardship Committee and the Finance Committee.
- Adopt an annual budget prior to the start of each fiscal year, based on a proposed budget prepared by the Senior Minister and reviewed by the Finance Committee. Prior to adopting the annual budget, the Board presents a proposed final budget at a meeting open to all Members of the Congregation, who are provided an opportunity for comment. After considering any comments, the Board adopts the annual budget.
- Appoint the Treasurer and any assistant treasurers, all seven members and the chair of the Finance Committee, all three members of the Audit Committee, all three voting members of the Endowment Committee, the members of the Financial Stewardship Committee, and designate its chair (either an

appointed or ex-officio member), and the chair of any capital fund drive.

- Review and approve proposed equipment purchases in amounts exceeding the spending authority that the Board has delegated to the Senior Minister if the equipment will be subject to depreciation and is not included in other budgets. (Proposals for such purchases are usually developed by RRUUC staff.)
- Request from the Finance Committee or Treasurer special studies and analyses that may be needed to further the Board's decision process.
- Ensure that the Congregation's reserves are managed in accordance with the bylaws and any reserves policy.
- Ensure that Board members sign the Trust Agreement for the Johnson Minority Scholarship Trust.
- Prepare and revise policies on financial topics. (For the current list, see: <http://www.rruuc.org/about-us/governance/policies-procedures.html>.)

## **Finance Committee**

The Finance Committee consists of seven members appointed by the Board for two-year terms. The Board appoints the chair of the Committee. Members may not serve more than three consecutive terms. The Senior Minister, Treasurer, and the Bookkeeper are ex-officio non-voting members of the Committee. The Committee advises the Board on financial matters. The Finance Committee's activities include:

- Conduct a congregational forum on the proposed budget prior to the annual meeting of the Congregation.
- Review quarterly financial reports for consistency with the budget.
- Project future financial needs and advise the Board of these needs.
- Manage the investment of reserves and other assets designated

by the Board of Trustees, except the Endowment Fund or other accounts managed by the Endowment Committee.

- Select appropriate investments for each reserve or asset, monitor performance at least annually, and revise as appropriate.
- Prepare an annual report to the Board by September 30 on investment performance.
- Monitor the reserve accounts for consistency with the minimum levels specified by the bylaws, and make recommendations for appropriate reserve levels.
- Develop recommendations on the financial aspects of RRUUC's strategic plans.
- Work with the Treasurer, RRUUC staff, and committees to assist in establishing accounting methods and procedures for handling, recording, depositing, and security of funds.
- Periodically review RRUUC insurance needs and make recommendations to the Board regarding coverage.
- Work with Financial Stewardship Committee in an advisory role to identify and promote the development of financial resources necessary to carry out RRUUC's mission.
- Make recommendations to the Board regarding conduct of the periodic (at least once every five years) financial review or audit, including composition of the Audit Committee.
- Review the results of each financial audit or review and assist in implementing appropriate recommendations.

### **Financial Stewardship Committee**

The Financial Stewardship Committee is responsible for ensuring that there is a year-round effort to promote financial stewardship among RRUUC members and friends. The Committee consists of five members appointed by the Board who serve three-year terms. Committee members select a chair each year. Members may serve two consecutive three-year terms, and may rejoin the Committee after a one-year recess. Specific finance-related activities of the

Financial Stewardship Committee include:

- Initiate and respond to recommendations to improve existing or implement new programs to raise funds to support of RRUUC's operations, programs, and capital expenditures, including providing advice to the Board and Finance Committee regarding the initiation of capital campaigns.
- Support fundraising for RRUUC's endowment program.
- Once the RRUUC Board has provided a pledge target to the Committee, make strategic decisions about the operation of the Annual Stewardship Campaign.
- Ensure that an operations team for the Annual Stewardship Campaign is in place, including recruiting additional leaders and members, if necessary. These leaders will make operational decisions and implement the Annual Stewardship Campaign. The Campaign chair may not be the Chair of the Financial Stewardship Committee.
- Ensure that membership materials pertaining to financial stewardship, including on the RRUUC website, are current.
- Make pledge guidelines readily available to RRUUC members, friends, and people benefiting from the programs provided by the congregation.
- Contact new members as part of the new member process and solicit their pledges.
- Work with the ministers and staff to monitor and follow-up on non-pledging or contributing members and participants in congregational activities.
- Work with RRUUC staff to ensure that adequate data is available to support targeted approaches toward increasing pledging and contributions.
- Coordinate with the Membership Committee, Finance Committee, Endowment Committee, Board, and Social Justice Council, as needed.

## **Endowment Committee**

The Endowment Committee manages the RRUUC Endowment Fund and promotes gifts and bequests to the Endowment Fund and to RRUUC. The Endowment Committee consists of three voting members appointed by the Board plus the Treasurer, who is a non-voting member. Committee members select a chair and a secretary every year. Specific finance-related activities of the Endowment Committee include:

- Administer and manage the Endowment Fund, including presenting reports to the Board and the Congregation, in accordance with RRUUC's bylaws and the Endowment Committee Charter.
- In coordination with the Financial Stewardship Committee, promote gift giving to the Endowment Fund and to RRUUC and maintain records of gift giving as appropriate.
- Execute responsibilities that may be assigned to it or its chairperson by the Board with respect to receiving and processing gifts.

## **Other Fund-Raising Committees**

Various committees conduct fund-raisers to benefit the Congregation or outside organizations. Also, the Social Justice Ministry Team ("SJMT") conducts an annual pledge drive in conjunction with pledging for the operating budget. These activities are governed by the following requirements:

- The Board has delegated authority to the SJMT to engage in fund-raising pursuant to the Policy on Fundraising/Solicitation at RRUUC. Fundraising by groups other than the SJMT must be submitted to the Board for approval.
- All revenue must be received by RRUUC as Congregation funds and will be credited to appropriate accounts. The only exceptions are where money is going directly to an affiliated UU organization or in certain situations involving invited speakers and rentals by outside groups as specified in the Policy on Fundraising/Solicitation.

- All expenses will be reimbursed by RRUUC upon submission of documentation as determined by the Congregational Administrator. All social justice grants to outside organizations will be paid by the Congregation based on a written request by the SJMT or by the chair of the individual task force.
- Each committee and social justice task force responsible for spending social justice pledges or the proceeds of special fund-raisers must prepare a report to be included in the Annual Report for the annual meeting. This report must include the amounts and uses of pledge revenue and net proceeds of fund-raisers as of the month prior to the annual meeting.

## **Treasurer**

The Treasurer is responsible for overall supervision of the financial operations of the Congregation. Most of the regular operations are conducted by the Congregational Administrator and the Bookkeeper. The Treasurer is appointed annually by the Board. The Treasurer is an ex-officio, non-voting member of the Finance Committee, and Endowment Committee. Specific finance-related activities of the Treasurer include:

- Review vouchers, invoices, and other supporting documentation and sign checks (accounts payable and payroll) prepared by the Bookkeeper.
- Oversee the processing of gifts to RRUUC, the Endowment Fund, or other accounts, including the sale of securities or other property and the crediting to the appropriate congregational account and sending confirmation letters to donors. Confirmation letters should include RRUUC's estimated fair market value of the gift and the account to which the gift has been credited.
- Review monthly and annual status reports on the Congregation's financial condition and account balances.
- Prepare reports as specified in the bylaws or Congregation policy, including:

- (1) summary status report for inclusion in the Congregation's Annual Report in advance of the Annual Meeting in the spring;
  - (2) annual report to the Board by September 30 on the completed fiscal year;
  - (3) assisting in the preparation of reports to the Board regarding the Johnson Minority Scholarship Fund per the trust agreement of December 2000, including reporting on annual earnings of the Trust Fund by January 30 of the succeeding year.
- Consult with staff and participate on the Finance Committee, and the Endowment Committee necessary to assure efficient and accurate financial management.

### **Minister(s)**

The Senior Minister is an ex-officio, non-voting member of the Finance Committee. Specific finance-related activities of the Senior Minister include:

- Provide recommendations to the Board on financial matters such as budget priorities, Stewardship Campaign goals, and specific expenditures.
- Prepare a proposed Annual Budget for review by the Finance Committee and approval by the Board.
- As head of staff, supervise the Congregational Administrator and the Bookkeeper.

### **Congregational Administrator**

The Congregational Administrator is responsible for the administration of RRUUC's day to day operations and carrying out such functions as may be assigned by the Senior Minister. Specific finance-related activities of the Congregational Administrator include:

- Initiate/approve payment vouchers/invoices.
- Monitor spending on expenses versus the budget.

- Deposit weekly church receipts.

## **Bookkeeper**

The Bookkeeper reports to the Senior Minister and works closely with the Congregational Administrator and the Treasurer. The Bookkeeper attends meetings of the Finance Committee to present quarterly reports and answer questions. The Bookkeeper maintains the general ledger, processes receipts, disbursements, payroll and payroll taxes, and generates financial statements using the Congregation's financial management computer software system. Specific finance-related activities of the Bookkeeper include:

- Notifying the Congregational Administrator and/or Treasurer immediately of errors or inconsistencies in accounts or other financial details.
- Maintaining the General Ledger account by entering receipt/disbursement data into RRUUC's financial management software system (currently ACS). The General Ledger Account is comprised of the following

### Receipts:

- (1) Contributions are given to the Bookkeeper who reviews all incoming contributions against pledges and codes the fund designation on the check. A trained volunteer posts each contribution check to the contributor's individual pledge/gift record and prints a summary report. The Bookkeeper prepares the bank deposit slip and posts the General Ledger accounts totals found on the summary report. The Congregational Administrator takes the deposit to the bank.
- (2) For non-contribution receipts [e.g. bookstore, rentals, special events], the Bookkeeper prepares and maintains a spreadsheet and assembles the deposits. The Bookkeeper reviews and posts the General Ledger accounts totals from this spreadsheet.
- (3) For the Sunday collection, the ushers put the collection in the safe. The safe is opened by the Congregational Administrator or the Administrative Assistant and the cash given to a volunteer who counts it and prepares the control

sheet and deposit ticket.

Contributions: Enter and update pledges in ACS, generate quarterly pledge statements, generate IRS-required end-of-year records, and track all deductible gifts to RRUUC.

Disbursements: Prepare payroll checks for RRUUC Staff and contract employees, as approved by the Congregational Administrator and/or Treasurer. Maintain all necessary benefit and tax records. Prepare accounts payable checks based on vouchers/invoices approved by the Congregational Administrator and/or Treasurer. The Treasurer signs all checks.

- Preparing financial reports, at least quarterly, showing total receipts and disbursements for each operating account and special account, with budget comparisons; and providing special reports upon request.

### **Audit Committee**

An Audit Committee of three members shall be appointed by the Board on a periodic basis (but at least once every five years) to ensure that the financial systems and records of the Congregation are appropriate and accurate. This determination shall be made by a financial review or audit of the books and records by a qualified outside auditor under the direction of the Audit Committee. The review or audit shall be submitted to the Board by the Committee, along with its summary of the findings and recommendations of the outside Auditor and any recommendations of the Audit Committee and the Board shall place the report on file with RRUUC's records.