



# Leadership Academy

Your Connection to **Great Ideas** & **Great People**.  
Exceptional Experiences & Essential Tools

## 2014

# The Chapter Treasurer

**Max Bates**

**FWD Treasurer**

**Slides by John Santora and Steve Roth**



# Overview

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This class will cover:

- The Treasurer's role and duties
- Taxes and forms
- Accounting procedures and tools
- Budgeting
- Other topics

# The Treasurer's Role and Duties

# You Tell Me...

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- What is the treasurer's role?
- What are the treasurer's duties?

# The Treasurer's Role

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## In order of importance

- Chapter Leader  
*an integral part of the leadership team*
- Communicator  
*keeps everyone informed of financial matters*
- Banker  
*keeps records and pays bills*

# The Treasurer's Role: Chapter Leader

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- Member of the Chapter Board
  - An equal voice in all board discussions and votes, not just financial ones
  - Part of the chapter management team (CMT)
- Financial Advisor
  - Not just a bean counter
  - Not just reactive – help to make plans
  - Don't be afraid to ask the tough questions:
    - Where will we get the money for that?
    - Is that worth what we'll be paying for it?

# The Treasurer's Role: Communicator

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- The treasurer needs to communicate:
  - Communicate financial results to the board, the chapter, the Society, the government, and the public
  - Communicate financial implications of proposed actions to the board
- Standard accounting procedures allow you to communicate these things quickly and credibly.

# You Tell Me

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- What formal communications (documents, reports, etc.) are required or recommended?



# Formal Communications

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- Annual budget
- Monthly report to the board
- Annual tax returns:
  - Federal forms 1099, 1096, 990
  - California forms 199, RRF-1, BOE-401, SI100
  - Nevada form APP-02.01
- Annual financial review
- Annual member letter about deductions

# The Treasurer's Role: Banker

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- Make sure all bills get paid on time
  - Money owed by the chapter
  - Money owed to the chapter
- Act as trustee for chapter funds
- Keep accurate and detailed records

# The Treasurer's Role: What It Isn't

- The treasurer does not ensure the financial health of the chapter.  
*The whole board, working together, must do that.*
- The treasurer doesn't write the budget.  
*He edits it, based on inputs from officers, and he ensures that it's sound and realistic.*
- The treasurer should not have revenue-generating or expense-incurring chapter jobs.  
*This allows the treasurer to be more independent and impartial when evaluating the budget.*
- The treasurer does not raise money.  
*Someone else should be responsible for fundraising, donor relations, grant writing, etc.*

# Specific Duties

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## Every Month

- Complete monthly accounting (forms 1-4 or equivalent)
- Pay bills (including Society' s)
- Reconcile bank accounts
- Prepare monthly report for the board

# The Society's Bill

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- Monthly bill is payable upon receipt.
  - Chapter can be suspended if payment is late.
- Includes:
  - Mandatory items (insurance, 800 number, Payment for ASCAP fees)
  - Items ordered by Secretary and others

# Specific Duties

## December (prior to your formal start)

- Prepare budget (with finance committee)
- Obtain necessary banking papers

## January

- Submit budget for board approval
- Formally authorize money handlers (bonding)
- Start previous year financial review
- Send federal forms 1099-MISC to individuals
- File California form BOE-401 if required

## February

- File federal forms 1096 and 1099-MISC
- Send deduction advice to members

# Specific Duties

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## April

- Review budget and variances with the board

## May

- File federal form 990-N, 990-EZ, or 990
- File California forms RRF-1, 199 if required
- Send prior year financial review to Society

## July

- Review budget and variances with the board

# Specific Duties

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## October

- Review budget and variances with the board

## November


- Review books with new treasurer

## December (end of your term)

- Assist new treasurer planning for his year
- *Congratulations!* You and your chapter have completed a successful year.



# Treasurers' Resources



BARBERSHOP HARMONY SOCIETY  
ENRICHING LIVES THROUGH SINGING

CalendarContactMarketplaceDonate**Documents**Members Login

Find Chorus/ChapterFind a Quartet

Google™ Custom SearchSearch

HomeAboutHistoryBecome a MemberSingNews & EventsCompetitionsEducationYouth ZoneResourcesBlog

## Search Document Center

Note: The document search will search all file names, and not document category or section names. (20 characters max)

## Most Recently Updated Documents

- Welcome Song - Pedersen (women)
- Welcome Song - Pedersen (men)
- Winter - Female
- Winter - Male
- Harmonizer Sept/Oct 2013 Teaser
- Copyright Basics for Barbershoppers
- You'll Never Know the Good Fellow I've B...
- 2014 CBQC Official Rules
- Membership Application and Transfer Form
- Convention Report by Board

## Website Tools for Your Chapter

145 Society Chapters  
already on board

## Documents

### Board of Directors

- Board of Directors (24)

### Business & Finance

- Chapter Secretary Documents (5)
- Chapter Treasurer and Expenses (13)
- General Chapter Business Documents (30)
- General Society Business Documents (1)
- Insurance Documents (7)
- Policy Documents (6)
- Show Clearance and Legal (ASCAP, etc) (3)
- Tax Documents (5)

### Contest & Judging

- Collegiate Quartet Contest (1)
- General Contest & Judging (6)
- Historical Contest Summaries (2)


# Treasurers' Resources

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On the Documents page:

- Treasurer manual, exhibits, templates
- Tax forms
- IRS Tax-Exempt Letter
- Insurance coverage details and forms
- Show clearance forms
- Financial review form
- and lots more...

# Treasurers' Resources



BARBERSHOP HARMONY SOCIETY  
ENRICHING LIVES THROUGH SINGING

[Calendar](#) [Contact](#) [Marketplace](#) [Donate](#) [Documents](#) [Members Login](#)

[Find Chorus/Chapter](#) [Find a Quartet](#)

[Home](#) [About](#) [History](#) [Become a Member](#) [Sing](#) [News & Events](#) [Competitions](#) [Education](#) [Youth Zone](#) [Resources](#) [Blog](#)

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# Treasurers' Resources

**ebiz.BARBERSHOP.ORG**  
customer portal to the Barbershop Harmony Society



Home RENEW MEMBERSHIP Find My Records **My Memberships** Quartets Order History Pay Others' Dues Contest Entry Documents

Welcome, Steven Roth

Logout

click to  
**RENEW  
NOW!**

**eBiz has recently undergone maintenance. If you experience any issues, please email [support@barbershop.org](mailto:support@barbershop.org) as soon as possible. We appreciate your understanding.**

If you need immediate assistance, please email [webmaster@barbershop.org](mailto:webmaster@barbershop.org) or dial (800)876-7464 to speak directly to a representative

My Chapters  
My Districts  
Download Rosters



**Register for  
Las Vegas now!**



**SHEET MUSIC**  
Search our catalog of thousands of charts

**For Treasurers! - How To  
File 990 in Ebiz**

**What do you get for your  
membership dues?**

[Click here to download the brochure](#)



**THE HARMONIZER**  
OFFICIAL PUBLICATION OF THE BARBERSHOP HARMONY SOCIETY  
**Download  
Full Issues**  
[Click here](#)

# Treasurers' Resources

## D026 Bay Area

[Meetings](#) - [Chapter Leaders](#) - [Dues Prices](#) -

### Member Count by Member Class

Member Class	Number of Members
L5	2
LS	1
RG	64
S5	4
SL	11
SN	6
Y2	7
Total	95

[Click here to see classification descriptions](#)

Potter's House  
748 Junction Ave  
San Jose, CA United States  
(877) 684-3844

Chapter Website: [www.vihchorus.org](http://www.vihchorus.org)

### Past Due Chapter Members

Member Number	Name	Address	Home Phone / Work Phone / Cell Phone	Email	Chapter Dues Paid Thru	Society Dues Paid Thru	Member Quotation	Years / MembType / Birthday	MoN Count / LastYear Recruited	ID	FirstName	LastName
254969	<a href="#">Michael Cating (Theresa Roeder)</a>	13650 Campus Dr Oakland, CA 94605	h510-638-7776 w510-332-6246 c510-332-6426	mike.cating@gmail.com	<b>09-30-2013</b> <b>OVERDUE</b>	<b>09-30-2013</b> <b>OVERDUE</b>	<b>48 Days overdue</b> Amount Due: \$250.00	16 RG 5/7	0 / None	254969	Michael	Cating
502036	<a href="#">Deran Conkling (Nika)</a>	822 Font Terrace San Jose, CA 95126	h541-778-4306	deran7@aol.com	<b>11-12-2013</b> <b>OVERDUE</b>	<b>11-12-2013</b> <b>OVERDUE</b>	<b>5 Days overdue</b> Amount Due: \$366.00	7 RG 8/5	0 / None	502036	Deran	Conkling

# Treasurers' Resources

**ebiz.BARBERSHOP.ORG**  
customer portal to the Barbershop Harmony Society

[Home](#) [RENEW MEMBERSHIP](#) [Find](#) [My Records](#) [My Memberships](#) [Quartets](#) [Order History](#) [Pay Others' Dues](#) [Contest Entry](#)

## D026 Bay Area Chapter Dues Prices

[Go to Chapter Management](#)

### Current Society/District Dues Prices

[Click here for the current Society/District dues prices document](#)

### Current Chapter Dues Prices

MemberClass	Price	Start Date	End Date
L5	\$0.00	04/11/1938	
LF	\$50.00	11/15/2008	
LF	\$50.00	11/15/2008	12/31/2016
LS	\$50.00	04/11/1938	
LT	\$50.00	04/11/1938	12/31/2016
NM	\$50.00	11/15/2008	12/31/2016
NW	\$50.00	11/15/2008	12/31/2016
R5	\$0.00	04/11/1938	
RG	\$50.00	11/15/2008	
RG	\$50.00	11/15/2008	12/31/2016
S5	\$0.00	04/11/1938	
SL	\$50.00	01/01/2010	
SN	\$50.00	04/11/1938	
Y1	\$25.00	10/01/2010	
Y2	\$25.00	10/01/2010	

#### Member Class Codes

L5 Lifetime with 50 years of service  
LS Lifetime Senior  
LT Lifetime Student  
ST Student  
LF Lifetime  
S5 Senior with 50 years of service  
R5 Regular with 50 years of service  
SN Senior  
SL Qualified senior as of 12/31/2009  
Y1 New Members under 26  
Y2 Existing Members under 26  
NW New Member  
RG Regular

### Future Chapter Dues Prices

**No Future Chapter Dues Prices exist.**

# Treasurer's Resources

## Chapter documentation

- By-laws, minutes, administration guide
- Newsletters

## People

- Your predecessor
- Other chapter treasurers
- Max Bates ([maxbates@juno.com](mailto:maxbates@juno.com))  
FWD District Treasurer
- Jama Clinard ([jclinard@barbershop.org](mailto:jclinard@barbershop.org))  
BHS Finance Controller / Accountant
- John Santora ([jsantora@mac.com](mailto:jsantora@mac.com))  
Head of Leadership Academy Treasurer Classes
- Steve Roth ([steve@rothskeller.net](mailto:steve@rothskeller.net))

# Taxes and Forms



# Non-Profit Corporation

Chapters are non-profit corporations.

- Inherit federal 501(c)(3) status from BHS
- Need to be registered with state as well
- Proving it is sometimes cumbersome

Benefits:

- Exempt from income taxes on related income
- Donors can deduct donations
  - Often eligible for employer matching donations
- Many businesses offer discounts
  - Can get shopper donations through eScrip, iGive, SHARES, etc.
  - Amazon.org

Protecting non-profit status is critical!

# Protecting Non-Profit Status

- Must operate in accordance with stated purpose:
  - To perpetuate the old American institution, the barbershop quartet
  - To promote and encourage vocal harmony and good fellowship among its members
  - To encourage and promote the education of its members and the public in music appreciation
  - To promote public appreciation of barbershop harmony
  - To initiate, promote and participate in charitable projects and to establish and maintain music scholarships and charitable foundations
  - To initiate and maintain a broad program of music education, particularly in the field of vocal harmony and the allied arts
- The IRS judges whether a chapter is “organized and operated exclusively” for these purposes by its actions.

# Protecting Non-Profit Status

To guard their non-profit status, chapters may not:

- Spend money from the public on anything unrelated to the chapter purpose
  - Using member dues and non-tax-deductible donations is OK
- Spend money from the public for the benefit of individual members
  - Using member dues, etc. is **not** OK – the IRS doesn't mind, but it's against the chapter bylaws
- Participate or intervene in any political campaign on behalf of any candidate for public office
- Influence legislation

**AUDIT WARNING!**

# Money Ins and Outs

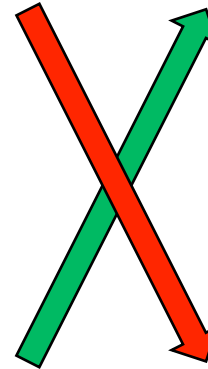
## Restricted Income:

- Profits from chapter activities
- Tax-deductible donations



## Related Expenses:

- Expenses to support our non-profit purpose



## Non-restricted Income (a.k.a. “Social” Income):

- Member dues / assessments
- Non-deductible donations



## Unrelated Expenses:

- Parties
- Refreshments
- Gifts

***DO NOT SPEND RESTRICTED INCOME ON UNRELATED EXPENSES!***

# What's a Related Expense?

## Related

- Meeting place costs
- Director's fee / salary
- Clinics / seminars
- Musical training / coaching
- Performances (incl. contests):
  - Transportation
  - Uniforms
  - Overnight Meals/Lodging
  - Staging of shows
- Administrative expenses

## Unrelated

- Refreshments for members
- Refreshments for ladies
- Banquets, picnics, parties
- Hospitality suites
- Gifts for officers / members

*BHS accounting methods are based on this distinction.*

# Payments to Members

## (or buying things for members)

Chapter Bylaws §2.01: “The chapter activities shall be conducted without personal gain for its individual members.”

But, according to discussions with Society HQ:

- OK to pay an individual (market rate) for services rendered
- OK to pay for token gifts: plaques, flowers, etc.

For expenses related to the chapter purpose, chapter can pay:

- For all members equally: OK
- For equitably defined groups of members: OK
  - e.g. all members who earned 20 attendance points
  - e.g. all youth members
  - e.g. the music team
- For specific individuals: not OK
  - For all red-headed basses named Larry: not OK

# You Tell Me

## Classify these expenses

## Classification

1. Your director's hotel room at District
2. Member travel expenses to a contest
3. Commemorative plaque for outgoing treasurer
4. Chapter subsidy of dues for low-income members
5. Refreshments for male guests
6. Your music coach's meals
7. Post-show afterglow
8. Your treasurer's mileage to Leadership Academy
9. Meal cost at board meeting held at restaurant

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## Classification

1. Performing + overnight travel: related
2. Performing: related; must be equitable
3. Unrelated
4. Unrelated; must be equitable
5. Related (recruiting expense)
6. Overnight travel: related. \*
7. Open to public: related
8. Related
9. Unrelated (unless overnight travel)

\* Note: FWD reimburses half of coaching expenses.



# Annual Tax Returns

## Required returns based on gross receipts (tax year **2013**)

- \$0 – \$49,999: IRS Form 990-N  
C: FTB Form 199-N
- \$50,000 – \$199,999: IRS Form 990-EZ  
IRS Schedule A  
CA: FTB Form 199
- \$200,000 and up,  
or total assets over \$500,000 IRS Form 990  
IRS Schedule A  
CA: FTB Form 199
- Unrelated income over \$1,000: add IRS Form 990-T  
CA: add FTB Form 109
- Donations over \$5,000 from any  
one source add IRS Schedule B
- All forms due by May 15.
- Society HQ gets copies of IRS forms (not FTB forms).

# Public Disclosure

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- Tax returns must be made available to anyone who asks for them.
  - For up to three years after filing
  - Must be exact copy of what was filed, with all schedules and attachments
    - Exception: can redact names of donors
  - May charge copy fee, in advance

# Annual Financial Review

- In January, have your president appoint a financial review committee.
  - May not include board members or officers from the year being reviewed.
  - Outside auditor not needed. Past treasurer or anyone with accounting experience will do.
- Give the committee access to all financial data for the year.
- The committee produces a report.
  - The Society has a recommended form.
- Treasurer must mail report to Society HQ by May 15.
  - Or submit online through eBiz web site.
  - Chapter can be suspended if report is late.
- Do another review if treasurer changes mid-year.

# Report Payments

- Money paid by chapter
  - To individuals
  - To unincorporated companies (e.g. quartets)
  - Over \$600 for the year
    - No, you can't spread money across a quartet to avoid it
  - Includes everything except *documented* expense reimbursements
  - Get W-9 information as you make these payments.
- Send payee IRS Form 1099-MISC by end January
  - You will need their tax ID number – get it before you pay them, otherwise you're required to withhold 30%
- File IRS form 1096, with copies of all 1099-MISC, by end February

***AUDIT WARNING!***

# State Incorporation Forms

- CA: Form SI-100 every two years
  - Due in the month you originally incorporated
- CA: Form RRF-1 every year with copy of 990
- CA: Form 199 every year

Due April 15

- NV: Annual list of officers
  - Due in the month you originally incorporated
- Fictitious Business Name: varies by county

These are the Secretary's responsibility

- Since they carry fees, you'll know if they've been done
- Help the Secretary remember to do them!

# Members' Tax Deductions

## **Many barbershop expenses are deductible.**

- Your expenses in support of the chapter's charitable purpose are considered non-cash donations, and donations are deductible.
- Only deductible if you itemize deductions using the full Form 1040 and Schedule A.
- Must have written records of expenses / donations.
- For donations of cash or property, must have written receipt or letter from chapter.
- It is helpful to remind members of these rules in early February each year. Point them to the guidelines on the BHS web site.

# Deductible Expenses

- Donations of money or property
  - **but not** the value of any benefit you receive in return
  - **but not** raffle and lottery tickets
- Travel, meals and lodging for out-of-town conventions and paid shows, if you are performing and not just attending
  - **but not** personal expenses, tickets to optional shows at convention, or travel, meals or lodging for guests
- Mileage in service to the chapter (if not reimbursed)
  - includes mileage to board meetings, Leadership Academy, etc.
  - actual gas/oil cost, or 14¢ per mile
  - **but not** car repairs, maintenance, depreciation, etc.
  - **but not** mileage to regular meetings, unless you have a chapter job there (director, treasurer collecting funds, etc.)
- Cost and upkeep of required member-owned uniforms  
“without general utility”

# You Tell Me

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- What's your most advantageous treatment of the mileage to come here?
  - Get it reimbursed
  - Donate it and deduct actual cost
  - Donate it and deduct standard rate
- When we go out for pizza tonight, is yours deductible?



# You Tell Me

- What's your most advantageous treatment of the mileage to come here?
  - Get it reimbursed ~57 ¢
  - Donate it and deduct actual cost ~20 ¢
  - Donate it and deduct standard rate 14 ¢
- When we go out for pizza tonight, is yours deductible?  
*Only if you're here overnight from out of town.*

# Acknowledge Donations

## A courtesy to your donors (not a requirement)

- Send an acknowledgment letter by end January for donations the previous year
- Report amount of donation. For property, note description and market value when given.
- If all or part of a donation is not tax deductible, say so.
  - Not deductible if used for unrelated expenses.
  - If goods or services received in return for the donation, their value is not deductible.
- Otherwise, state that your chapter is a non-profit organization under IRS regulation 501(c)(3) and that their donation *may* be tax deductible.
- Give your EIN and formal corporation name

This is your fundraiser's responsibility, but he'll probably need to be reminded, and may need data from you.

# Sales Taxes (California)

## **If you sell anything tangible** (including to members)

- You must get a CA seller's permit
- You must pay sales taxes on anything sold in-state
  - Usually you collect them from the end purchaser, but that isn't required
- Sales tax rates:
  - For items sold in person, use the rate where the sale occurred.
  - For items sold by phone/mail/internet, it's safest to use the rate where the item is delivered.
  - Rates are published at [boe.ca.gov](http://boe.ca.gov).
- Taxes are usually due annually by end January on form BOE-401.

# Sales Taxes (Nevada)

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**Nonprofit corporations are exempt from sales tax.**

- Exemption is not automatic; must apply every five years with DoT form APP-02.01.

# Accounting Procedures

# Accounting Principles

- The fiscal year runs January to December.
- We use cash accounting:
  - Income is counted when money is received
  - Expenses are counted when money is paid
- We use single-entry bookkeeping. \*
- Everything must be documented
- Record each transaction separately
  - Don't combine transactions
  - Don't net activities
- All income and expenses are positive
  - Except when correcting errors, e.g. refunds

# Spending Money

- Pay everything by check if you can.
  - Avoid paying anything by cash. If you must pay something by cash, get a receipt.
  - Chapters should not have credit cards. If something *must* be paid by credit card, have a member do it and reimburse them by check.
  - Debit cards can be used, but keep receipts. Keep the debit card under tight control!
  - Write one check per purchase or payment, even if that means you write multiple checks to the same person.
- When possible, pay for things directly rather than reimbursing members.
  - When reimbursing members, you must get documentation of their actual expenses.

# Receiving Money

- By check: make sure purpose is written on it.
- By cash: write a receipt and keep a copy.
- By credit or debit card:
  - Make sure buyer name is recorded
  - Make sure purchase is itemized
  - In person services: Square, PayPal Here, GoPayment, etc.
  - Online purchases: WePay, PayPal, Stripe, Braintree, etc.
- It doesn't have to be just you!
  - Assistants can receive and deposit funds.  
(Include them in bonding list.)



# Bank Accounts

- Get a board resolution on who can write checks in what amounts.
  - When are two signatures required?
  - Make sure resolution is in the minutes.
  - Give those minutes to the bank along with the matching signature card.
  - Resolution should also cover who has access to online services that work with the bank, e.g. PayPal.
- Separate bank accounts for separate purposes are not worth the hassle.
  - If your accounting is good, there's no need.
  - Exception: BHS wants separate account when running a convention
- Reconcile bank statements each month.
- Retain statements and canceled checks.
- Get deposit-only ATM cards.

# Money Ins and Outs

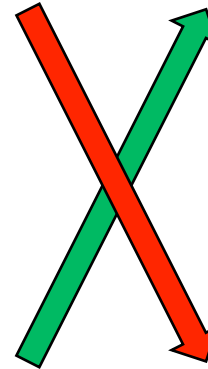
## Restricted Income:

- Profits from chapter activities
- Tax-deductible donations



## Related Expenses:

- Expenses to support our non-profit purpose



## Non-restricted Income (a.k.a. “Social” Income):

- Member dues / assessments
- Non-deductible donations



## Unrelated Expenses:

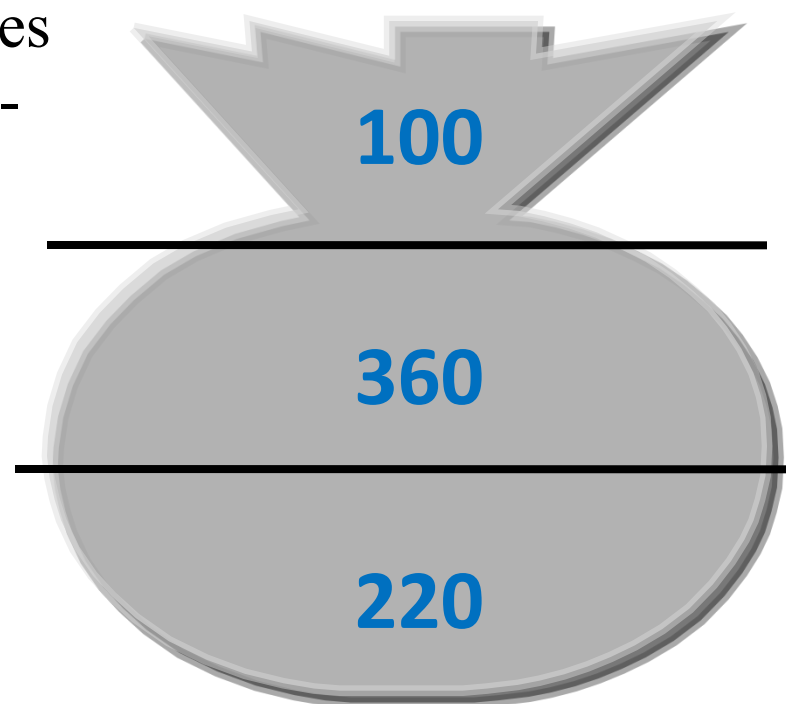
- Parties
- Refreshments
- Gifts

***DO NOT SPEND RESTRICTED INCOME ON UNRELATED EXPENSES!***

# Basic Accounting

## Your money on hand is divided into “funds”

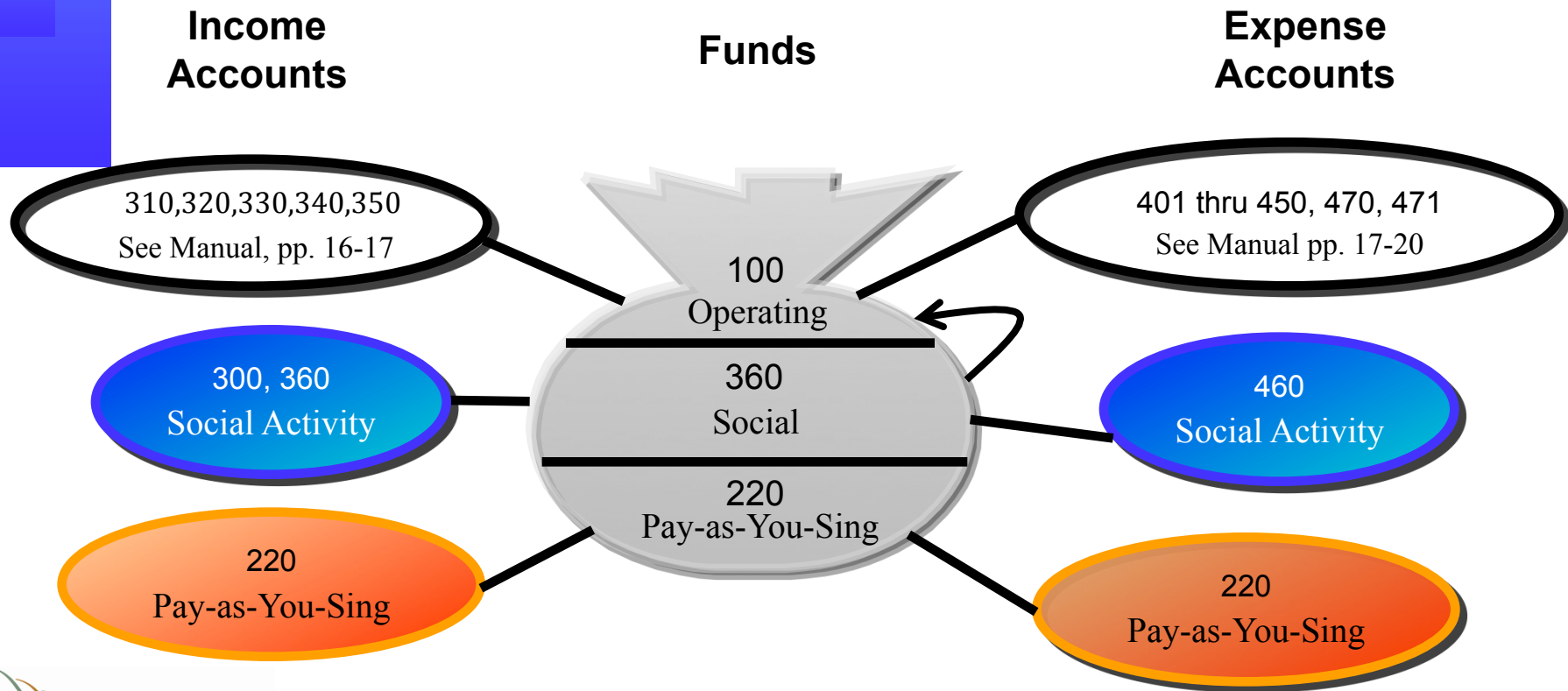
- “Operating Fund” (100) receives restricted income and pays non-profit related expenses.
- “Social Fund” (360) receives unrestricted income and pays unrelated expenses.
- You can have other funds for specific purposes, e.g. Pay-As-You-Sing (220).



# Basic Accounting

- Every income transaction is associated with a numbered “income account” based on its source.
- Every income account is associated with a fund.
  - Restricted income goes into the “Operating Fund”.
  - Unrestricted income goes into the “Social Fund”.
- Every expense transaction is associated with a numbered “expense account” based on its purpose.
- Every expense account draws from a particular fund.
  - Non-profit-related expenses draw from the Operating Fund.
  - Unrelated expenses draw from the Social Fund.
- Money may be transferred from Social to Operating but **never** from Operating to Social.

# Chart of Accounts



# You Tell Me

## Which expense account?

## Expense Account

1. Your director's hotel room at District
2. Member travel expenses to a contest
3. Commemorative plaque for outgoing treasurer
4. Chapter subsidy of dues for low-income members
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## Expense Account

1. Performing + overnight travel: 421; otherwise 460
2. Performing: 421, else 460
3. 460
4. 460
5. 435
6. Overnight travel 413, else 460
7. Open to public 471, else 460
8. 413
9. 460 (unless overnight travel, then 421 or 438)

# Basic Accounting

---

- Record every income transaction along with its income account.
- Record every expense transaction along with its expense account.
- At the end of each month, summarize the income, the expenses, and the resulting cash position.



# Monthly Financial Report

---

- Keep it high level: not too much detail.
  - Did we bring in enough money?
  - Are we spending according to plan?
  - Are we spending wisely?
- Use forms 3 and 4 (or software equivalent) if you wish.
  - Don't get bogged down with individual account details.

# Accounting Tools

# Accounting Tools

- Paper forms
- Computer Spreadsheets
  - Microsoft Excel
  - Google Docs, Office 360, etc.
- Computer Finance Software (Tech Soup)
  - Quicken
  - Quickbooks
- It's your choice!  
It's the results that count.

# Be Replaceable!

Treasurers are often tempted to:

- Make a different chart of accounts
- Design their own accounting forms
- Use double-entry bookkeeping
- Use professional accounting tools, e.g. QuickBooks

Every step away from the BHS standard makes it harder to replace you when you want to step down.

# Paper Forms

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- BHS Form 1: income transactions
- BHS Form 2: expense transactions
- BHS Form 3: income summary and cash position
- BHS Form 4: expense summary

## CASH RECEIPTS

January  
MONTH

20XX  
YEAR

1	2		3	4		5		6		7		8		9		10		11		
DAY	RECEIVED FROM	DESCRIPTION	RECEIPT NO.	TOTAL RECEIVED		220 PAY-AS-YOU SING		300 CHAPTER DUES		310 ANNUAL SHOW		320 PERFORMANCE FEES		350 OTHER REVENUES FROM PUBLIC		360 OTHER REVENUES FROM MEMBERS		MISC		
																		ACCT. NO.	AMOUNT	
4	Ralph Dimes	Foundation Mug Rec	91	12	70													340	12	70
20	Anytown PTA	Christmas Performance	92	50	00							50	00							
20	Harry Smith	Ladies Night Party	93	80	50											80	50			
20	SPEBSQSA	Chapter Dues	94	30	00			30	00											
20	Local Arts Council	Charitable Donation	95	500	00													340	500	00
20	Donald Dollar	Pay As You Sing	96	42	50	42	50													
31	Bill Gower	Show Ad Receipts	97	200	00					200	00									
		TOTALS		915	70	42	50	30	00	200	00	50	00			80	50		512	70
	TRANSFER TOTALS TO FORM 3, COL. 1					LINE 7		LINE 1		LINE 2		LINE 3		LINE 5		LINE 6				

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THESE CASH RECEIPTS AND DISBURSEMENTS REPRESENT ALL OF THE TRANSACTIONS OF

THE \_\_\_\_\_ CHAPTER NO. \_\_\_\_\_ FOR THIS MONTH.

TREASURER'S  
SIGNATURE

TREASURER'S  
SIGNATURE \_\_\_\_\_

## CASH DISBURSEMENTS

January  
MONTH20XX  
YEAR

1	2		3	4		5		6		7		8		9		10		11		
D A Y	PAID TO	DESCRIPTION	CHEC K NO.	CHECK AMOUNT		411 CHORUS DIRECTOR'S FEES		432 OFFICE SUPPLIES		434 PURCHASE OF MUSIC		450 CHARITABLE CONTRIB.		460 SOCIAL ACTIVITIES		470 MISC EXPENSE		MISC		
																		ACCT. NO.	.AMOUNT	
4	Arm Waver	Directors Fee-Dec	810	50	00	50	00													
4	Hed Mann	Convention Delegate	811	40	00													438	40	00
4	BBS District	Convention Travel	812	50	00													412	50	00
12	SPEBSQSA, Inc	Monthly Billing-Dec.	813	461	75			15	00	236	75							436	210	00
12	Prime Printing	Nov/Dec Bulletin	814	24	30													433	24	30
15	Sue's Office Supplies	Secretary Supplies	815	8	60			8	60											
16	APEX Cleaners	Uniform Cleaning	816	16	50													422	16	50
18	Hed Mann	Telephone Expense	817	4	30			4	30											
18	Prime Printing	Show Posters	818	30	00													447	30	00
20	SPEBSQSA, Inc	SOCAN Fees	819	55	00													448	55	00
20	Harmony Foundation	Contribution	820	50	00							50	00							
21	Charles House	Mtg Refreshments	821	4	60									4	60					
21	Harmony Hall	Hall Rent-Jan	822	20	00													401	20	00
21	Anytown High Sch	Deposit-Auditorium	823	50	00													441	50	00
	TOTALS			865	05	50	00	27	90	236	75	50	00	4	60				495	80
	TRANSFER TOTALS TO FORM 4, COL. 1					LINE 2		LINE 7		LINE 9		LINE 24		LINE 25		LINE 26				

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THESE CASH RECEIPTS AND DISBURSEMENTS REPRESENT ALL OF THE TRANSACTIONS OF

THE \_\_\_\_\_ CHAPTER NO. \_\_\_\_\_ FOR THIS MONTH.

TREASURER'S  
SIGNATURE \_\_\_\_\_ 64



## CASH DISBURSEMENTS

February  
MONTH20XX  
YEAR

1	2		3	4		5		6		7		8		9		10		11		
D A Y	PAID TO DESCRIPTION		CHECK NO.	CHECK AMOUNT		411 CHORUS DIRECTOR'S FEES		432 OFFICE SUPPLIES		434 PURCHASE OF MUSIC		450 CHARITABLE CONTRIB.		460 SOCIAL ACTIVITIES		470 MISC EXPENSE		ACCT. NO.	MISC AMOUNT	
1	Del Carter	Ladies Night Party	824	70	40									70	40					
4	Anytown High Sch	Auditorium Rent-Show	825	200	00													441	200	00
4	Arm Waver	Directors Fee-Jan	826	50	00	50	00													
11	Sue's Office Supplies	File Folders	827	12	60			12	60											
11	SPEBSQSA, Inc	Monthly Billing	828	20	00					20	00									
12	Just In Time	Airfare-Harmony Hall	829	796	00													445	796	00
18	Harmony Foundation	Contrib	830	46	70							46	70							
18	Ace Printers	Show Tickets	831	9	60													444	9	60
20	Postmaster	Stamps	832	50	00			50	00											
25	The Greener	Flowers-Sunshine	833	12	00													437	12	00
28	Hed Mann	Refund-Delegate Exp	R102	-5	00													438	-5	00
28	Anytown High Sch	Return of Deposit	R103	-50	00													441	-50	00
28	Bill Gower	Refund of Dues	835	8	50													220	8	50
28	SPEBSQSA, Inc	Dues-Steed, Rodman	836	136	00													220	136	00
	TOTALS			1356	80	50	00	62	60	20	00	46	70	70	40				1107	10
	TRANSFER TOTALS TO FORM 4, COL. 1					LINE 2		LINE 7		LINE 9		LINE 24		LINE 25		LINE 26				

TO THE BEST OF MY KNOWLEDGE AND BELIEF, THESE CASH RECEIPTS AND DISBURSEMENTS REPRESENT ALL OF THE TRANSACTIONS OF

THE \_\_\_\_\_ CHAPTER NO. \_\_\_\_\_ FOR THIS MONTH.

TREASURER'S  
SIGNATURE \_\_\_\_\_

**SUMMARY OF  
GROSS RECEIPTS**

**January**  
Month

**20XX**  
Year

L i n e  N o.	A c c t.  N o.	ACCOUNT	Adds to cash acct.	From Form 1 Col.	1		2		3		4	
					Total This Month		Total Year to Date Last Month		Total Year to Date - Col. 1 & 2		Annual Budget	
1	300	Chapter Dues & Fees (also Line 15, Col. 6)	360	6	30	00			30	00	1001	00
2	310	Gross Receipts from Show	100	7	200	00			200	00	25012	00
3	320	Performance Fees (other than 310)	100	8	50	00			50	00	1500	00
4	340	Charitable Contributions Received	100	11	512	70			512	70	520	00
5	350	Other Revenues - Earned	100	9							200	00
6	360	Other Rev. - Fm. Memb. (Also Ln. 15, Col 6)	360	10	80	50			80	50	24000	00
7	220	Pay-As-You-Sing (Also Ln. 14 Col. 6)	220	5	42	50			42	50		
8												
9												
10		Total Receipts (same as Total Form 1, Col. 4)			915	70			915	70	52233	00
11		Total Disbursements (from Form 4, Line 33)			865	05			865	05	47511	00
12		Net Receipts over Disbursements			50	65			50	65	4722	00
13		Net Disbursements over Receipts										

# SUMMARY OF DISBURSEMENTS

**January**  
Month

**20XX**  
Year

1

2

3

4

L i n e  N o.	A c c t.  N o.	EXPENDITURES	Sub. from Cash Acct.	Fm. F.2 - Col.	Total This Month		Total to End Last Month		Total Year to Date Col. 1 & 2		Annual Budget	
1	401	Meeting Place Expense - Rent, Utilities	100	11	20	00			20	00	440	00
2	411	Chorus Director's Fees	100	5	50	00			50	00	600	00
3	412	Contributions to District Chorus & Quartet Fund	100	11	50	00			50	00	500	00
4	413	Costs of Attending Schools, Clinics & Seminars	100	11							500	00
5	421	Travel & Exp. - Part. In Shows & Contests	100	11							29771	00
6	422	Uniform Expense	100	11	16	50			16	50	1300	00
7	432	Office Supplies & Expense	100	6	27	90			27	90	500	00
8	433	Publications - Bulletins - Directories	100	11	24	30			24	30	1400	00
9	434	Purchase of Music	100	7	236	75			236	75	200	00
10	435	Program Expense for Regular Meetings	100	11							375	00
25	460	Social Activities (Enter also Form 3, Col. 7 Line 15)	360	9	4	60			4	60	1000	00
26	470	Miscellaneous Expense	100	10							500	00
27	471	Afterglow Expense	100	11							400	00
28												
29	220	Pay-As-You-Sing (Enter also Form 3, Col 7 Line 14)	220	11								
30												
31												
32												
33		TOTAL DISBURSEMENTS (Carried to Form 3, Line 13)			865	05			865	05	47511	00

## SUMMARY - RECEIPTS, DISBURSEMENTS AND CASH BALANCES

L i n e  N o.	A c c t.  N o.	FUNDS	5		6		7		8	
			Balance Column 8 Last Report		Receipts This Month		Disbursed This Month		Balance at End of This Month	
14	220	Pay-As-You-Sing	97	00	42	50			139	50
15	360	Social Activities & Chapter Dues	113	10	110	50	4	60	219	00
16										
17										
18	100	Operating Fund	879	43	762	70	860	45	781	68
19	100A	Uniform Fund	2000	00					2000	00
20										
21										
22										
23		Totals	3089	53	915	70	865	05	3140	18
<div> This report submitted _____ 20 _____ By _____ Chapter Treasurer </div>										

# Software Tools

Choose your software based on your needs:

	Excel	Google Docs	Quicken
Does the math for you	✓	✓	✓
Links values between forms	✓	✓	✓
Lets multiple people see/use the books		✓	
Free		✓	
Automatic checking account download			✓
Compare actual spending with budget			✓



Find Payment or Deposit Search

## ▼ Accounts

## All Transactions

▼ Banking \$5,265

▼ Checking 2,765

Savings 2,500

▼ Property &amp; Debt \$6,600

File Cabinets 200

Risers 4,000

Trailer 2,400

## Checking

All Dates Any Type All Transactions Reset Find Account Actions ▼

Date ▲	Check #	Payee	Category	Tag	Memo	Payment	Clr	Deposit	Balance
2010-02-28	103	Anytown High Sch	440G Show Expenses:441	Annual Show	Return of Deposit			50 00	2,174 38
2010-02-28	105	Harry Edwards	310G Show Receipts:312	Annual Show	Show Ticket Sales			740 00	2,914 38
2010-02-28	834	Bill Gower	310G Show Receipts:311	Annual Show	Refund Ad Sales	5 00			2,909 38
2010-02-28	835	Bill Gower	220E Pay-As-You-Sing	Trust Fund	Refund of Dues	8 50			2,900 88
2010-02-28	836	SPEBSQSA, Inc.	220E Pay-As-You-Sing	Trust Fund	Dues-Steed, Rodman	136 00			2,764 88
2013-11-10	Check...	Payee							
		Category		Tag	Memo				

49 Transactions

Ending Balance: 2,764.88

Download Transactions

Bill and Income Reminders (2 Due)

Status	Due	Pay To / Receive From	Amount	Web	Action
Overdue	2010-03-01	Arm Waver	-50.00		Enter Edit▼ Skip
Overdue	2010-03-28	Harmony Hall	-20.00		

Add Reminder ▼

Manage Reminders

Lowest Balance Forecast before 2013-12-10: -435.12

Net Worth \$11,865

+ Add an Account

To Do Help





## FORM 1 - Cash Receipts

Delete Export Data ▼ Sort ▼

Preferences ? How Do I?



Back



History



Forward



Print



Save Report



Find &amp; Replace



Customize

## FORM 1 - Cash Receipts - 2010

Date range: Yearly ▼ 2010 ▼ Subtotal by: Category ▼

2010-01-01 through 2010-12-31

Edit ▼

Expand All ►

Collapse All ▼

Date ▲ || ... || Description || Memo || Category || Amount ||

INFLOWS						1,897.20
220 Pay-As-You-Sing						132.00
2010-01-20	96	Donald Dollar	Pay As You Sing...	220 Pay-As-You-Sing		42.50
2010-02-25	1..	Donald Dollar	Pay As You Sing...	220 Pay-As-You-Sing		30.00
2010-02-25	1..	John Steed	Dues-Bal of Ren...	220 Pay-As-You-Sing		59.50
300 Chapter Dues						30.00
2010-01-20	94	SPEBSQSA, ...	Chapter Dues	300 Chapter Dues		30.00
310G Show Receipts						1,011.00
311 Advertisements						235.00
2010-0...	97	Bill Gower	Show Ad Receipts	310G Show Receipts:3...		200.00
2010-0...	99	Bill Gower	Show Ad Receipts	310G Show Receipts:3...		40.00
2010-0...	8..	Bill Gower	Refund Ad Sales	310G Show Receipts:3...		-5.00
312 Ticket Sales						776.00
2010-0...	98	Harry Edwards	Show Ticket Sales	310G Show Receipts:3...		36.00
2010-0...	1..	Harry Edwards	Show Ticket Sales	310G Show Receipts:3...		740.00
320 Performance Fees						50.00
2010-01-01	92	Anytown PTA	Christmas Perform	320 Performance Fees		50.00
340 Donations Received						546.70
2010-01-04	91	Ralph Dimes	Mug Receipts	340 Donations Received		12.70
2010-01-20	95	Local Arts C...	Charitable Dona...	340 Donations Received		500.00
2010-02-18	1..	Ralph Dimes	Foundation Mug...	340 Donations Received		34.00
350 Other Public Revenue						47.00
2010-02-28	D..	Union Bank	Interest on acc...	350 Other Public Revenue		47.00
360 Other Member Revenue						80.50
2010-01-20	93	Harry Smith	Ladies Night Party	360 Other Member Rev...		80.50
OVERALL TO...						1,897.20



# Budgeting

# Why Make a Budget?

- The most important communications vehicle.
  - It helps decide what activities the chapter can pursue.
  - It makes sure money is kept available for the most important activities.
  - It encourages the whole board to consider finances.
  - It gives you an easy and effective way to say “no” to unwise, unplanned expenses.
- The budget does not stand by itself.
  - It has to reflect the priorities and plans of the chapter.

# Treasurer's Role in Budgeting

- Start and drive the budgeting process
  - You'll probably have to push officers to write their budgets.
- The treasurer edits the budget.
  - The content comes from the chapter officers.
  - They write the budgets for their departments, and they're on the hook for compliance.
  - Treasurer provides prior years' data on request.
- The treasurer provides a reality check.
  - If the budget doesn't balance, don't accept it.
  - Make sure the officers have considered everything.
- The treasurer monitors and enforces the budget.
  - Question all expenses – did we budget for them?
  - Question all income – did we get as much as we planned?
  - Review budget vs. actuals with the board periodically.

# Budget Considerations

- Look at the past as a guide for the future.
  - Look two to three years back; last year might have been unusual.
- Consider chapter goals for 2015 and 2016.
  - What expenses needed in 2015 to meet them?
  - Consider special events.
  - Consider long-term needs like uniforms.
  - Treasurer's manual has a list of items to consider.
- Budget conservatively.
  - Income: aim high, budget low.
  - Expenses: aim low, budget high.
  - Aim for the most likely scenario, not the best or worst

# Budget Considerations

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## Internal Factors

- Chapter mission
- Member demographics
- Connections to community
- Community involvement and support
- Internal coaching

## External Factors

- Size and type of community
- Area demographics
- Other chapters in the area
- Other entertainment options in the area
- Public relations and media assistance
- State of the economy

# Revise the Budget

---

- The budget is not written in stone.
- Review and update it periodically.
  - At least every four months.
  - Modify it for changing circumstances.
  - Stay focused on the chapter goals.
  - It's a communications tool, not a weapon.

# Other Topics

# Records Retention

- Everything you need to support your tax return must be kept for 3 years after it's due or filed.
- Contracts should be kept for 3 years after they end.
- Bank account and loan agreements should be kept permanently.
- Documents relating to incorporation (including renewals) and tax-exempt status should be kept permanently.



# Music Licenses

- Arranger's Fees and Per-Copy Costs
  - For music ordered through the Society, these are on the Society monthly bill.
  - Make sure your chapter has paid for every arrangement and every piece of music you use.
- Performance Licenses
  - BMI: flat fee per show
  - ASCAP: percentage of gross (but usually a minimum - \$237)
- Mechanical Licenses
  - For distributing recordings (CD, cassette, digital download, etc.)
  - Distribution to anyone including members (e.g. learning tracks)
  - Purchase through Harry Fox Agency or similar

All of these things are the Secretary's responsibility.

# Insurance

- General Liability
  - Bodily injury
  - Property damage
  - Products liability
  - Medical
  - Liquor at some events
- Automobile Liability
  - Personal vehicles
  - Not chapter vehicles
  - Not rental vehicles
- Umbrella Liability
- Personal Property
  - Not chapter property
- Bond Coverage
  - Covers elected chapter officers
  - Board resolution to cover others
  - \$1,000 deductible

# Conclusion

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This class covered:

- The Treasurer's role and duties
- Taxes and forms
- Accounting procedures and tools
- Budgeting
- Other topics