



One of the most important and sometimes complicated issues of convention and event service is management of the funds. Effective and efficient processes that ensure accurate budgeting and accounting while protecting NA funds are foundational to the success of the event. This resource is intended to provide a solid base for financial management processes that support a successful event.

Some NA events are intended to be “break-even,” that is, they are planned to generate just enough funds to pay for the expenses of the event. Typically these break-even events are planned to provide NA members the opportunity to celebrate recovery in NA. Other events are planned as fundraisers. Some NA communities rely on the funds generated by these events to provide much-needed services in their community. Whether an NA event is a celebration, a fundraiser, or a combination of the two, all funds collected in NA, whether from contributions or sales, are “NA funds.”

 **Concept 11:** NA funds are to be used to further our primary purpose, and must be maintained responsibly.

Procedures that ensure the safeguard of NA funds as a part of the planning of an event provide the highest possibility for a successful outcome. This includes critical consideration when identifying those trusted servants who are charged with the tasks of managing our money. Our Fourth Concept reminds us that we all share the responsibility for selecting effective leaders, and nowhere is that more important than in identifying those responsible for managing NA funds.

Communication, cooperation, and accountability within the committee and with the hosting ASC or RSC are foundational to the effective management of funds. All committee members are responsible to work together, using procedures that are understood and agreed to by all. The convention or event committee should adhere to any applicable ASC or RSC financial policies or guidelines.

Below are some ideas, approaches, and best practices compiled from NA committees across the Fellowship. All may have value to some committees, but none should be considered a mandate. Copy, adapt, or build upon any of them as you see fit.

## Creating and maintaining budgets for the event

- Using information from the previous year (or years) as a starting point, all subcommittees create draft budgets of expected income and expenses. It is important to base these budgets on factual information, past performance, and future trends to ensure the greatest accuracy.
  - ✓ It may be helpful for the committee treasurer to meet with each subcommittee when developing their budget.
  - ✓ Budgets that include timelines are most helpful. Timelines provide the ability to determine when funds will be available and when expenses must be paid.
- Subcommittee budgets should be compiled into a single budget for the entire convention, typically by the convention treasurer.
- The compiled budget should be reviewed and adopted by the committee. Subcommittees should use the budget as a financial guide for their work.
- Convention or event committee leadership, including all subcommittee chairs, provides information to the treasurer to ensure all income and expenses are accurately recorded.
- Monthly, the treasurer should provide a report to the convention committee of all “actual to budget” financial activity to the committee.
  - ✓ Variances in this report should be discussed by the committee to determine whether any changes are required to meet the financial goal of the event.
  - ✓ All monthly “actual to budget” reports should be archived for future budgeting needs.



## Managing financial services accounts

- Financial services accounts, including bank checking accounts, online payment accounts, and so forth, should have at least three signers on the account, ensuring access if one or two trusted servants are no longer available.
- Printed monthly account statements should be provided from all financial services accounts. These account statements should not go directly to the treasurer; another trusted servant should review the statement first to verify the financial activities reported by the treasurer.
  - ✓ As a safeguard, some committees do not include the treasurer as a signer to the financial services accounts. As the bookkeeper, the treasurer holds the checkbook, maintains records of financial activities, and compares that information with the printed monthly financial services statements.
  - ✓ Be advised that most banks will process a check with a single signature, even if committee policy requires two signers. The usefulness of requiring two signers can depend on the treasurer monitoring the signatures on the checks as they return from the bank.
- Timely transfer of all account signers as new trusted servants are elected is critical to ensuring accountability and security of those accounts.
- Any payments from the committee should coordinate with expenses listed in the budget. The committee should avoid using cash for payments or writing checks payable to “cash.”

## Approaches and safeguards for onsite cash and credit sales management

- The committee should provide and require pre-event training for cash and credit sales operators. Operators should work in teams of two.
- Preprogramming cash register keys, computers, and pads for commonly sold items can reduce operator errors and speed up transactions.
- Cash register drawers should be balanced often to ensure that operators are adequately trained.
  - ✓ The committee treasurer or other assigned trusted servant should schedule periodic pickups (remove cash from the register drawer) and run a transaction report (sometimes called a “Z report”). These pickups should be done in teams of two and at regular intervals, for example, every two hours.
  - ✓ The pickup and report should be transported to the money room, where the cash will be immediately counted and balanced. If the pickup is out of balance ( $\pm 5$  percent), the committee should take immediate and reasonable action, for instance, remove that volunteer team from sales duties.
- Some digital sales platforms (PayPal, Square, Apple Pay, etc) provide the option to set up a “deposit only account.” Any device set to this account and used for committee transactions is limited to depositing funds to the account. This is especially important if committee members are using personal devices for swipe or tap transactions.
- Register tapes, reports, and electronic records should be retained for future needs and financial archiving.

## Counting, storing, and transferring funds from the event

- A secure, private room should be assigned as the “money room.”
  - ✓ Access is typically limited to those who are required to be present for any money counts. There should be at least two trusted servants in the money room any time access is required.
  - ✓ The money room may be used for secure storage of registration packages, badges, tickets, and other items of monetary value.
  - ✓ The money room should not be available for other activities or meetings; the money room should not be a trusted servant’s sleeping room.
- All money should be counted at least twice to ensure accuracy.
  - ✓ Professional security or facility staff should be present for all money counts.
  - ✓ Bill counting machines provide a quick and accurate money count.
- All money should be stored in a locked safe; it may be possible to use the hotel’s safe to store money during the event.
- All transport or transfers of money should require two trusted servants to be present.
  - ✓ All money collected should be deposited to the bank nightly or the next day. Night and weekend deposit services are typically available.
  - ✓ The committee should use sealable, bank-issued deposit bags to secure money before transporting it for deposit.
  - ✓ Professional security or facility staff should be present for all large money transfers.



## Protecting tickets, badges, and packages

- All event tickets, badges, and prepackaged materials (registration packages) should be considered “cash” and should require the application of all applicable cash-handling procedures.
  - ✓ All tickets, badges, and packages should be counted (inventoried) prior to the start of the event and after the event has ended.
  - ✓ Itemized reports of all sales of these materials should be maintained to ensure accurate accounting and effective budgeting.
- Any unused or unclaimed tickets, badges, or prepackaged materials should be retained by the committee for any post-event audit or final accounting needs.

## Managing pre-event fundraisers and sales

- It is particularly hard to protect and account for NA funds at pre-event fundraisers. The convention committee should use all of the above practices to ensure that NA funds are managed responsibly at fundraisers.
- Wherever possible, the committee should minimize or eliminate pre-event cash sales, and instead accept credit or debit cards for preregistration, including pre-event banquet sales and merchandise sales.
- To protect any cash collected, immediately after the fundraiser, funds should be deposited or converted to a money order. Some banks offer a “deposit only” ATM card. Large sums of cash should not be held by a committee member

## Financial reporting and accountability

- Financial account statements, with sensitive information deleted, can be included in monthly treasurer’s reports to the committee. This allows all reported expenses, income, and deposits to be confirmed.
- A final financial report of the entire event, including any pre-event sales, should be prepared and presented to the convention committee, typically no later than 60 days after the event.
  - ✓ Any premiums or credits earned by the committee should be included in the final financial report.
- The convention committee is accountable to its ASC or RSC. Financial reporting to the ASC or RSC should follow the direction of the ASC or RSC.
- Final decision for the use of any excess funds is the responsibility of the ASC or RSC; these funds are not the property of the convention committee. Seed funds may be retained by the convention committee with the agreement of the ASC or RSC.
- All financial records and reports should be archived and retained for budgeting, auditing, and other needs. Electronic archiving avoids the need to maintain paper records. Records should be stored so they are accessible as trusted servants rotate through the committee.

## Money-handling agreement and theft policy

- The convention committee should develop a written agreement for the management of funds and repayment of any funds that go missing as part of a trusted servant’s service. The agreement should be approved by the ASC or RSC.
- All money handlers should be required to read and agree to the written agreement for the management of funds.

## Selection of trusted servants

- It is important to thoroughly evaluate all trusted servants who are required to handle cash and cash equivalents prior to electing them or assigning these tasks. Using the guidance offered in our Fourth Concept, the committee will benefit from ensuring that the member’s skills are appropriately matched to necessary tasks.
- The committee should set and honor cleantime requirements for all trusted servants who handle cash or cash equivalents.
- A history of successfully handling large sums of cash is valued. Any history of mismanagement or misappropriation of funds should be thoroughly investigated prior to assigning any cash-handling responsibilities.



