



Cascade Unitarian Universalist Fellowship

***FISCAL POLICY &
PROCEDURES MANUAL***

**Approved by the
Cascade Unitarian Universalist Fellowship Board of Trustees
February 12, 2019; Cap Campaign Fund added June 11, 2019
Legacy Fund added August 25, 2022.**

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OPERATING BUDGET

Development

The Cascade Unitarian Universalist Fellowship (CUUF) Board of Trustees requires that the resources of the Congregation be stewarded in a rational, responsible, and consistent manner. To that end the Board will develop an Annual Operating Budget to guide the use of resources for the Fellowship's fiscal year.

The Operating Budget as approved by the members of CUUF at its annual meeting establishes the spending plan for the Church year. This approval is the culmination of a six, nine-month budget development process. The budget process includes opportunities for the congregation to provide input that informs development of budget goals. The steps in this process are outlined below.

1. The Board provides the Finance Committee with annual congregational input gathered through 'Open Questions' or other congregational input process.
2. The Finance Committee prepares a list of recommended budget goals for the Board of Trustees to discuss, amend, and approve at the Board's December meeting.
3. The Treasurer, with the assistance of the Finance Committee, uses the budget goals to create a budget request form. This form is sent to chairpersons of working groups (committees, teams, task forces,) and individuals with budget needs and responsibilities in January. These budget authorities will use year to date financial information and their program goals to create a budget projection that complements the Board's budget goals. From those projections the Treasurer will produce a draft proposed budget to be used by the Board and the Stewardship Committee in setting pledge goals for the upcoming fiscal year. The Treasurer will produce this draft by the end of February.
4. After the stewardship campaign is completed, the Finance Committee will use the final pledge results to produce a revised version of the budget. This revised version will be presented to the Board of Trustees. Any adjustments made by the Board may be referred back to the Finance Committee to be incorporated into a final version. After approval of the Board of Trustees the Recommended Operating Budget will be presented to the Congregation at the Annual Meeting for approval.

Following membership approval, the Treasurer will allocate the annual budgeted amounts to the appropriate months, facilitating budget to actual comparisons on monthly and year to date financial statements.

Refer to Appendix F for a more detailed budget process timeline

Recording of Pledges

Donors' contribution statements will reflect the "gross value" of pledges, prior to any applicable fees (from online giving methods, for example).

Reporting

To enable the Board, Minister and other Budget Authorities to monitor the Fellowship's progress towards financial goals, the Treasurer will prepare a monthly financial statement to include a balance sheet and income statement along with a written report. These reports will be included in the consent agenda for the first Board meeting following month end. These reports will be available to the membership and budget authorities by request and attached to the first monthly membership newsletter sent out following the Board meeting.

Monthly statements reporting actual revenue and expenses will compare results to the calendarized Operating Budget and include:

- Results for the individual month and year-to-date.
- A discussion of variances from budget and when available, reasons for those variances and an estimation of their significance.

When requested or appropriate, the Treasurer will provide:

- Year-end projections based on current actual results and any additional significant inputs.
- Customized reports or information required by Working Groups or Budget Authorities.

Church accounting reports must be reconciled with financial institution statements as often as those statements are issued, and copies of such reconciliations must be provided to the Finance Committee of the Board for review.

CAPITAL BUDGET DEVELOPMENT

The Finance Committee will maintain a Capital Budget to provide for the long-term maintenance and replacement of the fellowship's facilities and equipment.

The Capital Budget as approved by the Board of Trustees and the Congregation at its annual meeting. Establishes the subsequent year's spending of the Capital Plan.

1. The Buildings and Grounds Team will maintain a rolling five-year Capital Plan that identifies all anticipated capital expenditures. Capital expenditures are all payments for any building additions, major improvement projects or equipment purchases over \$2,500. Any items in the Capital Plan that require business decisions by the Board, or the congregation shall be presented at the appropriate business meeting of the Board or congregation for approval.
2. Each year the Finance Committee will prepare a capital budget that will satisfy the anticipated capital expenses for the upcoming fiscal year. The Finance Committee will clearly state if the use of unrestricted net assets from prior years (capital reserves) is required. The capital budget will be approved at the Annual Business Meeting.

Authority for acquiring approved capital assets rests with the Board of Trustees. The Board may designate a church member to oversee the actual purchase though the final invoice will be signed and dated by the Board President.

EXPENSE REIMBURSEMENT

The Board has established this process for requesting, approving and disbursing funds to ensure the congregation's funds are used in accordance with the budget and fiscal policy.

The Treasurer will ensure the following process is observed when requesting funds:

1. A Check Request Form (Appendix A) must be prepared to be filled out by the requestor who includes details of the use of the funds along with supporting documentation such as receipts and/or work orders, the amounts, dates required, the working group supplying the funds and how the funds should be disbursed.
2. The request must then be approved by the Minister, Board President or chair of the working group of which the funds are being requested and allocated to a budgeted line item.
3. The Bookkeeper will disburse the funds after working group approval and verification that the group has the funds in its budget for disbursement.
4. Check Request Forms will be kept providing an audit trail for the transfer of the funds.

Disbursements for which no budgeted line item exists must be approved by the Board of Trustees and/or the membership.

SPENDING AUTHORIZATION

The operating budget, as approved by the Board of Trustees and the Congregation at its annual meeting, establishes the congregation's fiscal priorities for the Church year. The approved budget sets the authorized spending limit for each of the working groups' chairpersons. The Minister and Treasurer, with Board advice and approval, control and are responsible for all spending out of Fellowship accounts.

Operating Funds

1. For expenditures within the staff or working groups' budget limit: As expenditures are required, the working group's chairperson or their designate will initiate the expenditure. This may be done by requesting a check or request for reimbursement through the office assistant. The Minister, Board President or chairperson will complete a Check Request Form and attach appropriate purchase documentation.
2. For unanticipated expenses or expenditures in excess of the working group's approved budget, the Minister, Board President or chairperson will present justification to and seek approval from the Board of Trustees prior to purchase.
3. When a working group or staff realizes more than 20% of their budget will no longer be used for budgeted projects, they will resubmit to the board a new project list including costs and priorities for approval prior to spending the unused funds.
4. In the event that unrestricted operating revenues exceed expenses minus net assets released from restriction in a given fiscal year, the surplus shall flow to the unrestricted net assets of the Operating Fund, which are also referred to as Operating Reserves.

5. If unrestricted operating revenues are at risk of falling short of expenses minus net assets released from restriction, the Board will take fiscally prudent action to avoid a deficit at the close of the fiscal year. These actions may include but are not limited to additional fund raising or curtailment of planned expenditures. Finally, the Board may ask the membership to authorize use of the Operating Reserve to satisfy the final deficit.

Credit Cards

Church credit cards will be used to expedite purchasing when there is no established vendor account. The cards may be used for on-line purchases. The Board of Trustees will approve the issuing bank and set the credit limit.

Authorization

1. The Board of Trustees will approve the issuing bank and set the credit limit.
2. Cards may be used for on-line purchases.

Responsibilities

1. The Bank will issue cards to Board authorized staff.
2. The assigned cardholder will make purchases on the card in accordance with this policy and monitor their account balance.
3. Cardholders are personally liable for any misuse.
4. The Treasurer will review transactions monthly, bringing concerns to the attention of the cardholder's supervisor or the Board of Trustees.
5. The Office Assistant will maintain records of all cards.

Procedures

1. Receipts will be secured by the user when purchases are made. Statements with attached receipts will be submitted for payment ten days prior to the due date.
2. Personal charges on the church's cards are discouraged. When necessary, personal charges will be preapproved by the Treasurer. Card users will be responsible for reimbursing any personal charges when statements are submitted for payment.
3. Fees to include interest or over-limit charges resulting from failure to follow this policy will be considered personal charges
4. Purchases over \$500 will be preapproved by the Treasurer.
5. Failing to comply with these policies will result in loss of credit card privileges. The Treasurer may withdraw credit card privileges from any staff member who fails to abide by this policy.

ACCOUNTING AND FINANCIAL STANDARDS

The fiscal year of the Fellowship for both budget preparation, accounting and tax reporting purposes shall be July 1 through June 30. The Cascade Unitarian Universalist Fellowship's accounting and financial controls will conform to accepted best practices for churches of comparable size.

Separation of Functions

The functions of record-keeping, bank reconciliation, and cash disbursements will be under the control of separate, unrelated persons. Role descriptions:

Treasurer: as the Treasurer is a member of the Board of Trustees the functions for this role are described in the Board Policy Manual.

Bookkeeper: the functions of the bookkeeper are outlined below:

- Update CUUF accounting systems during the month with accounts receivable/payable information. Post transactions at the end of each month. Work with staff to gather invoices, print checks and monthly payroll.
- Enter contributions, pledges and other income amounts into accounting system; file offering statement in file cabinet and put checks and cash in the safe
- Deposit cash and checks at bank within [72] hours
- Prepare and file taxes and other required government filings

Approval Authority [this section to be moved from Bylaws to Fiscal Policy]

The President, the Treasurer (subject to the limitation mentioned in this subsection) and two other elected Board members designated by the Board have the authority to sign a check up to \$2000 for legitimate Fellowship expenses. The signatures of any two of the designated persons will be required for checks greater than \$2000. It is the intent of this provision that the Treasurer will be authorized to co-sign checks; however, the Treasurer will not be authorized to execute solely any Fellowship checks.

VALUES BASED SPENDING

To leverage our social and economic impact in the community, the Cascade Unitarian Universalist Fellowship (CUUF) Board of Trustees has created this values-based spending guideline. Value can be perceived economically and socially. Value is created when the Church receives quality goods and services from a business transaction. Additionally, the Fellowship recognizes economic value when the lives of our community members are enhanced. Social value is created when those we transact with are encouraged to join us in improving the lives of our community members. To get the best overall value for our organization, it is anticipated that

the Board, Ministry and working groups of CUFF will seek both economic and social value by considering the following elements when making spending decisions.

Economic Value

Economic value results from factors beyond the lowest price for goods and services. Quality of an offering must be a primary consideration. The lives of our community members can be economically enriched by keeping money within our local area. This is known as the multiplier effect and occurs when dollars are recirculated in a semi closed system by individuals, businesses and organizations. The positive effect this practice has on our organization can be explained by recognizing that successful members of our community are able to provide monetary support to CUFF.

Economic considerations when making purchases are:

- Does the vendor provide the best quality at a fair price?
- Is the provider a member of our community?
- Could we expect the provider to support our community with the proceeds of our transaction?

Social Value

An expectation for deriving social value is best explained by three of our seven Unitarian Universalist Principles:

- The inherent worth and dignity of every person.
- Justice, equity and compassion in human relations.
- Respect for the interdependent web of all existence of which we are a part.

As an organization we can leverage our social impact in our community with our spending. Supporting entities that share our values rewards positive behavior.

Social considerations when making purchases are:

- Fair compensation for employees - a living wage vs. minimum wage
- Health insurance and sick leave for employees
- Just, equitable and compassionate practices
- Minority hiring practices
- Sustainable practices
- Local spending

The Board recognizes that our world will never be economically or socially perfect. Additionally, we understand that our outlets for goods and services are finite. Our expectation is that staff and volunteers acting for our fellowship utilize these guidelines to make choices that result in the greatest economic and social impact for our community.

OFFERING/EVENT REVENUE

To maintain appropriate checks and balances, the Board has established the following procedure for the collection, recording and deposit of revenue from events and offerings.

Procedures

1. The collection, recording and depositing of funds will be performed by members of the responsible group.
2. A schedule will be maintained so that two members of the group are present to count the receipts. The pairings will also be mixed so that no two members work together all the time.
3. For service offerings, the members scheduled to record the collection will be responsible for obtaining the deposit bag in the Narthex after the ushers have finished with the offering.
4. The collection will be recorded on a COLLECTION FORM following the service or event by the designated counters, then secured in the church safe. A copy of the completed COLLECTION FORM will be placed in the Treasurer's mailbox.
5. The deposit will be prepared and recorded in the accounting system as soon as possible. A designated staff member will deposit the collection within 48 hours of the offering unless preapproved by the Treasurer.
6. The Treasurer will reconcile the bank statement with a copy of the COLLECTION FORM to ensure the integrity of the deposit process.
7. A list of checks received between deposits will be recorded by the Office Assistant. The list will be maintained with the checks and include the date received, check number and amount.

FUNDRAISING

The Board has established this policy to guide Cascade Unitarian Universalist Fellowship fundraising activities for any purpose, by any means, and at any location in order to ensure that these activities are consistent with the mission and vision of the Fellowship, the principles of the Unitarian Universalist Association (UUA) and our not-for-profit status. Fundraising activities should focus our resources on the Fellowship's priorities, the approved budget, and avoid overburdening the Congregation with requests for money.

Fundraisers are an important part of an active congregational life. For purposes of this policy statement, fundraising is any activity organized to solicit contributions from or sell goods or services to members of the Congregation or the public. They provide opportunities for congregants to build relationships and to strengthen their commitment to the Fellowship. Additionally, they provide for awareness of and interactions with the larger community. Finally, they provide funds for the operating budget as well as for approved charitable causes.

Any member or group of members of the Fellowship may raise money through CUFF to benefit the Fellowship or reputable charitable organizations as long the requirements set forth under this policy statement are met.

Scope

1. All CUFF fundraising activities must be reviewed and approved under this policy.
2. Any outside person/group requesting to raise funds at or through the Fellowship must have a member or working group as a sponsor for their fundraiser. The only exception is for children/youth selling items for scouts, school, or any unrelated activity (see Review Process below).
3. Any monies raised may not financially benefit directly or indirectly any individual member of CUFF. Potential conflicts of interest arising in connection with fundraising must be disclosed to the Board of Trustees.
4. Fundraising by members of a working group to serve the mission of that group falls under this scope.
5. Political fundraisers for individual candidates or parties are not permitted, but support for causes may be considered.
6. Performers and guest speakers who wish to sell CDs and other merchandise are covered by this policy.
7. Any costs and/or expenses that are incurred for fundraising must be substantially less than the anticipated funds to be raised.
8. Activities that request contributions intended only to cover the expenses associated with that event (e.g., food, supplies, honorarium for a speaker, equipment rental) are not considered fundraising events. Such break-even activities do not have to be reviewed under this policy. However, if contributions are shared with an outside group, then this fundraising policy does apply, and the fundraiser needs approval by the Board of Trustees.
9. Ongoing and annual fundraisers (such as Share the Plate) are covered by this policy. Once approved, these fundraisers do not need to come back for approval each year.

Review process

1. Fundraising Committee events are reviewed in accordance with their charter. All other fundraising activities must be approved in advance by the Board. A member must submit, to the Fundraising Committee, a FUNDRAISING AND EVENT INFORMATION FORM (Appendix B) on behalf of any group seeking to engage in fundraising activity. To allow time for Fundraising Committee and Board approval, the request must be submitted well in advance of the fundraiser, but no later than the first of the month two months prior to the event,
2. After being reviewed by the Fundraising Committee, their recommendation will be forwarded to the Board for final approval.
3. The Fundraising Committee and Board will consider fundraising requests considering the following criteria:
 - Coordination with other events on the Fellowship's calendar.
 - Consistency with our not-for-profit status.
 - Consistency with our Mission and Vision and UUA Principles and Purposes.
 - Consistency with the Congregation's priorities and approved budget.
 - Likelihood of success.

- Timeliness of the request.
- 4. Children/youth selling items for scouts, school, or any other activity requests are often less formal (even verbal) and go to the Office Assistant to check for conflicts on the Church calendar. No sales are allowed on “Share the Plate” Sundays. If approved by the Office Assistant, children/youth may set aside a table at social hour and allow people to approach them if interested. No monetary contribution to the Fellowship is required.
- 5. The Fundraising proceeds will benefit the general operating fund. If pre-approved by the Board, proceeds, or a percentage thereof, may go to a specific fundraising goal or not for profit group. If an outside group that is not a 501c3, the fundraisers are responsible for clearly communicating with donors that donations may not be tax deductible.

GIFT ACCEPTANCE AND SOLICITATION

Cascade Unitarian Universalist Fellowship (CUUF), a not-for-profit organization operating under the laws of the State of Washington, encourages the solicitation and acceptance of gifts to CUUF for purposes that will help CUUF to further and fulfill its vision, mission, and strategic plan. The following policy and guidelines govern acceptance of gifts made to CUUF or for the benefit of any of its programs. While CUUF appreciates the generosity of Members and others, for a variety of reasons, CUUF is not obligated to accept any gift.

Purpose of Policy

This statement articulates the policy of the CUUF Board of Trustees (the “Board”) concerning the acceptance of charitable gifts and provides guidance to prospective donors and their advisors when making gifts to CUUF.

Responsibility to Donors

Confidentiality: Information concerning all transactions between a donor and CUUF will be held by CUUF in confidence. Information will be disclosed only with the permission of the donor or the donor’s designee.

Anonymity: CUUF will respect the wishes of any donor offering anonymous support and will implement reasonable procedures to safeguard such donor’s identity.

Ethical Standards: CUUF is committed to the highest ethical standards. CUUF, its staff and volunteer representatives will adhere to both the Standards and Code of Ethical Principles outlined in Appendix C and D. CUUF will not participate in gift discussions if there is a question as to the title/ownership of the asset or the donor’s competency to transfer an asset.

Legal Considerations

Compliance: CUUF will comply with all local, state and federal laws and regulations concerning all charitable gifts it encourages, solicits or accepts. All required disclosures, registrations and procedures will be made and/or followed in a thorough and timely manner.

Endorsement of Providers: CUFF will not endorse legal, tax or financial advisors to prospective donors.

Finder's Fees and Commissions: CUFF does not pay fees to any person as consideration for directing a gift by a donor to CUFF.

Legal, Tax and Financial Advice: CUFF will not provide legal, tax or financial advice, and will encourage prospective donors to discuss all charitable gift planning decisions with their own advisors before entering into any commitments to make gifts to CUFF.

Preparation of Legal Documents: CUFF will not prepare legal documents for execution by donors. CUFF may provide model language, such as sample bequest language, gift agreements or charitable remainder trusts, but will strongly encourage prospective donors to have this language reviewed by their own counsel.

Payment of Fees: It will be the responsibility of the donor to secure an appraisal (where required) and to pay for the advice of independent legal, financial or other professional advisers as needed for all gifts made to CUFF.

Service as Executor or Living Trust Trustee: CUFF will not agree to serve as executor of a decedent's estate, or trustee of a living trust or other trust intended to serve as a person's primary estate planning document.

Trusteeship: CUFF may serve as trustee of trusts to maintain its gift annuity reserve accounts, as required by relevant state insurance law, in connection with CUFF's gift annuity program. CUFF may serve as trustee of charitable remainder trusts, provided that 100% of the remainder interest in the trust is irrevocably dedicated to CUFF, and the charitable remainder trust meets the minimum standards set forth in the Gift Acceptance Procedures. CUFF may serve as a trustee of trusts only in circumstances in which its investment authority as trustee is unrestricted. CUFF will not serve as co-trustee of a charitable trust.

Use of Counsel: CUFF will seek the advice of legal counsel in matters relating to the acceptance of gifts when appropriate. Review by counsel is recommended for gifts involving closely held stock transfers that are subject to restrictions; gifts involving contracts, such as bargain sales; reformation of charitable trusts; and transactions involving potential conflicts of interest.

Gift Acceptance

Implementation: Gift acceptance, as outlined in these policies, is delegated by the Board to the Treasurer. The Treasurer is authorized to accept all gifts permitted by this policy.

Approval of Exceptions: Acceptance of gifts outside the scope of this policy requires the unanimous, written approval of the Gift Acceptance and Solicitation Team (GAST). All gifts accepted as exceptions to the policy will be reported by the Treasurer to the Board at its next regular meeting.

Gift Acceptance Committee: The GAST will be made up of the President of the Board, the Minister and the Treasurer.

Gift Acceptance Procedures: The Board delegates to the GAST the responsibility of writing and administering Gift Acceptance Procedures to implement these policies.

Gift Agreements: CUUF generally uses non-binding statements of intent to document gift commitments. The GAST will create and maintain samples for use by staff and volunteer leadership. All statements of intent will include a short profile of the donor, the donor's commitment and timeframe for payments, CUUF's commitment (including restrictions), how the completed gift will be managed, alternative use and saving language, stewardship, and donor recognition.

- **Unrestricted Commitments within a Fiscal Year:** CUUF does not require statements of intent for unrestricted gift commitments within the current fiscal year.
- **Unrestricted Commitments Covering More Than One Fiscal Year:** If the unrestricted commitment will cover more than one fiscal year, a simple letter or card documenting the gift amount and payment schedule may be substituted for a formal statement of intent.
- **Commitments Subject to Restrictions:** CUUF requires an executed statement of intent for all commitments subject to restrictions, including restricted endowment gifts.
- **Commitments Over \$50,000:** CUUF requires an executed, binding gift agreement (pledge) for all commitments over \$50,000, unless waived in writing by the Treasurer.

Gift Restrictions

To provide CUUF with maximum flexibility in the pursuit of its mission, donors will be encouraged to consider unrestricted gifts. Restricted gifts will be considered.

Budgeted Items: CUUF may accept gifts restricted to specific budgeted programs and purposes.

Non-Budgeted Items: CUUF may accept gifts restricted to non-budgeted programs and purposes only upon the prior, written approval of the GAST. CUUF reserves the right to decline gifts which are too restrictive in purpose, too difficult or costly to administer, or for purposes outside of its mission.

Types of Property

These assets may be considered for acceptance by CUUF, subject to the following criteria:

Cash: Acceptable in any negotiable form, including currency, check and credit card gifts.

Securities:

- **Publicly Traded Securities:** Stocks, bonds and mutual funds traded on an exchange or other publicly reported market are acceptable.
- **Closely Held Securities and Business Interests:** Debt and equity positions in non-publicly traded businesses, hedge funds, Real Estate Investment Trusts, interests in limited

liability companies and partnerships may only be accepted upon prior written approval of the GAST after review in accordance with the Gift Acceptance Procedures.

- **Options and Other Rights in Securities:** Warrants, stock options and stock appreciation rights may only be accepted upon prior written approval of the GAST.

Life Insurance: CUFF will accept a gift of life insurance provided that the policy has a positive cash surrender value and CUFF has been named as both beneficiary and irrevocable owner of the policy.

Real Property: Personal and commercial real property, real estate interests/derivatives, and remainder interests in property (gifts subject to a retained life estate) may only be accepted upon review of the GAST, recommendation of the Board and approval of the congregation. Property will be reviewed in accordance with the Gift Acceptance Procedures, to include appropriate environmental screenings. CUFF does not accept debt-encumbered real property, real property subject to a mortgage or lien or time share interests. For gifts subject to a retained life estate, the donor or primary life beneficiary will be responsible for all expenses during the life tenancy, including but not limited to maintenance, real estate taxes, assessments and insurance.

Tangible Personal Property: Jewelry, books, works of art, collections, equipment and other property may only be accepted after review in accordance with the Gift Acceptance Procedures.

Other Property: Property not otherwise described in this section, whether real or personal, of any description (including but not limited to mortgages, notes, contract rights, copyrights, patents, trademarks, mineral rights, oil and gas interests and royalties) may only be accepted upon prior written approval of the GAST.

Structured Current Gifts

Bargain Sales: Transactions wherein CUFF pays less than full value for an asset and issues a gift receipt for the difference may only be accepted upon prior written approval of the GAST after review in accordance with the Gift Acceptance Procedures.

Charitable Lead Trusts: CUUF may accept a designation as income beneficiary of a charitable lead trust. CUFF will not serve as trustee of a charitable lead trust.

IRA Charitable Rollover: CUFF may accept all gifts directly transferred from an IRA, as permitted under the Pension Protection Act of 2006 and subsequent extensions.

Matching Gifts: CUFF will accept all matching gifts, subject to the terms and conditions of Section VI.

Other Structured Current Gifts: CUUF may only accept other structured current gifts with prior written approval of the GAST after review in accordance with the Gift Acceptance Procedures.

Future Gifts

Future Gifts Subject to a Payment Interest

- **Charitable Gift Annuities:** CUFF offers immediate payment, deferred payment, commuted payment and flexible payment charitable gift annuities. Prior written approval of the GAST is required for assets other than cash or publicly traded securities.
- **Charitable Remainder Trusts.** Prior written approval of the GAST is required for assets other than cash or publicly traded securities, although a broader array of assets will be approved for a charitable remainder trust than a charitable gift annuity. Investment management, administration, legal counsel and tax return preparation costs will be charged to the trust.
- **Pooled Income Funds:** CUFF offers a pooled income fund. Prior written approval of the GAST is required for assets other than cash or publicly traded securities. Investment management, administration, legal counsel and tax return preparation costs will be charged to the trust.

Future Gifts Not Subject to a Payment Interest

- **Gifts by Will or Living Trust:** Donors and supporters of CUFF will be encouraged to designate CUFF as a beneficiary of their wills or living trusts.
- **Retirement Plan, Life Insurance and Other Beneficiary Designations:** Donors and supporters of CUFF will be encouraged to designate CUFF as beneficiary or contingent beneficiary of their retirement plans, life insurance policies and other accounts on which they can name a beneficiary.

Donor Recognition

General: The Board, upon recommendation of the GAST, will establish criteria for the recognition, honoring and stewarding of donors.

Naming Opportunities: Commitments will not be made to donors without the recommendation of the GAST and approval of the Board.

Reporting and Valuation Standards

Gift Reporting and Counting: For outright gifts, CUFF will follow the Council for Advancement and Support of Education (CASE) Reporting Standards and Management Guidelines for Educational Institutions, Fourth Edition, 2009. For future gifts, CUFF will follow the Partnership for Philanthropic Planning (PPP) Guidelines for Reporting and Counting Charitable Gifts, Second Edition, 2009. All exceptions to these standards will be made by the GAST.

Gift Valuation: CUFF will follow the PPP Valuation Standards for Charitable Planned Gifts. All exceptions to these standards will be made by the GAST.

Periodic Review

Regular Review: The GAST will review these policies in even numbered years to ensure that they continue to accurately describe the policies of CUUF with respect to acceptance of charitable gifts and will propose to the full Board for ratification those revisions that the GAST will determine to be necessary or appropriate.

Special Review: The GAST will initiate a supplemental review of these policies upon the enactment or promulgation of legislation or regulatory rules affecting fundraising and gift acceptance by CUUF, or prior to the start of a formal fundraising campaign. All proposed changes will be shared with the full Board for ratification.

LENDING AND BORROWING

Lending or borrowing of funds requires careful due diligence to ensure the Fellowships financial standing is not compromised.

- CUUF: Money, for use by the Fellowship, may be borrowed from designated funds as outlined in the fund's procedure. When borrowing from an outside source, congregational approval is required.
- Members and Friends: Loans to members and friends are outlined in the Minister's Emergency Care Fund. In general, the amount provided should be limited to the Emergency Care Fund balance.

DESIGNATED FUNDS

Designated Funds are restricted by Governing Board action to be used for special purposes and will be established by the Board to facilitate the Board's fiduciary responsibilities. Designated Funds can be established with the advice of the appropriate committee, taskforce or team.

Designated Fund policy is required for each Designated Fund expected to contain, on a regular basis, more than a [\$5,000]. Designated Fund policy will detail fund purpose, source of funds, allowed uses and required authorization, restrictions, potential contingency uses, and circumstances and procedure for dissolution. [As drafted, "Designated Funds" would include the smaller balance sheet line-items like Packing Friendship, but a policy would not be required if regular balances are expected to be less than [5k]].

Contingency Fund

To ensure the financial future of Cascade Unitarian Universalist Fellowship, the Board of Trustees has established a Contingency Fund. The Board recognizes the importance of maintaining funds sufficient to operate the church for one year.

Building

The Board intends to budget ten percent per year to the fund. Membership's approval of this line item in the operating budget will obligate the Treasurer to allocate monthly to the contingency fund. If underfunded, the Board will prioritize allocating any excess revenue over expense at fiscal year end to the Fund.

Maintaining

Adjustments to the fund level will be considered during the annual budgeting process and made ratably in the next fiscal year. When the contingency fund has reached a level equal to the current year's budgeted revenue, allocated monthly payments will continue to the fiscal year end.

Utilizing

The membership will be notified within ten days of any use of the Contingency Fund. In the event of a revenue shortfall during a fiscal year or an emergent congregational need, the Board may authorize a draw of ten percent of the operating budget from the contingency fund. If the shortfall is recovered during the fiscal year, the Board will direct the Treasurer to pay back the used funds. Any use of the Fund beyond ten percent must be approved by the membership at a general meeting.

Contingency funds will be segregated from the General Fund Checking in an interest-bearing account. Any earnings from deposited funds may be used to satisfy an underfunded contingency allocation.

Looking Towards the Future Fund

The purpose of this fund is for the long-term enhancement of Cascade Unitarian Universalist Fellowship (CUUF) facilities, programs, and ministries to support the financial health and spiritual growth of our community.

Uses

The Board of Trustees has established the Looking Towards the Future Fund to be used with membership approval for:

- Capital improvements.
- Retiring or decreasing property debt.
- Accommodating facilities and staff expenses related to unexpected growth.
- Purchasing real estate to include land and/or buildings.

Approval for use of this fund will be obtained by a majority vote of the membership at an annual or special congregational meeting.

Restrictions

It is the intention of the Board of Trustees that this fund be restricted from use for:

- Current budget or operating expenses.
- Emergency care of members or friends of the Fellowship.
- Subsidizing conference or training expenses for board, working group or staff members.

Contingency Uses

In the event of unexpected revenue shortfalls or expenditures creating a fiscal emergency, Looking Towards the Future funds may be loaned to another fund or budget. A single loan of up to \$10,000 may be authorized by the Executive Committee. The Board of Trustees will be notified immediately. Within ten days after a loan from the fund, the Membership will be notified of the purpose and amount of the loan. The Board will approve a repayment plan at their next scheduled meeting.

Loans exceeding \$10,000 must be submitted by the Board to the Membership for prior approval, with an explanation of the proposed loan amount, purpose and repayment plan.

Capital Campaign Fund

The purpose of this fund is to hold financial contributions collected through the capital campaign authorized January 13, 2019. Funds are intended for construction of a “Phase One” building or for purchase of a suitable property.

Uses

The Board of Trustees established the Capital Campaign Fund to be used with membership approval for:

- Capital improvements.
- Retiring or decreasing property debt.
- Purchasing real estate to include land and/or buildings.

Approval for use of this fund will be obtained by a majority vote of the membership at an annual or special congregational meeting.

Restrictions

It is the intention of the Board of Trustees that this fund be restricted from use for:

- Current budget or operating expenses.
- Emergency care of members or friends of the Fellowship.
- Subsidizing conference or training expenses for board, working group or staff members.

Contingency Uses

In the event of unexpected revenue shortfalls or expenditures creating a fiscal emergency, Capital Campaign funds may be loaned to another fund or budget. A single loan of up to

\$10,000 may be authorized by the Executive Committee. The Board of Trustees will be notified immediately. Within ten days after a loan from the fund, the Membership will be notified of the purpose and amount of the loan. The Board will approve a repayment plan at their next scheduled meeting.

Loans exceeding \$10,000 must be submitted by the Board to the Membership for prior approval, with an explanation of the proposed loan amount, purpose and repayment plan.

Legacy Gift Fund

As per Vocabulary.com; "Legacy comes from the Latin verb, legare "to appoint by a last will, send as an ambassador." Originally, the noun meant "ambassador" or "envoy" but soon shifted to mean the money and property a person leaves behind in his will."

We can infer from this definition that this transfer of one's assets is made with the intent of their being used to ensure continuation of the decedent's interest in the long-term success of the party to whom the asset is bequeathed, or in a specific way (per the decedent's specific instructions).

Purpose

We will hold legacy contributions bequeathed through memberships, wills and/or trusts in this fund until they are applied to other purposes as per CUUF's guidelines detailed below. We receive donations of any kind into two categories: either "restricted" (for a specific intention) or "unrestricted" (for use as needed). Unrestricted donations are by far the most simple and inexpensive for a congregation. For this reason, the CUUF Board advises that unrestricted gifts best meet the congregation's needs.

Uses

Use of unrestricted funds will first be considered by the Finance Committee, which will forward its recommendations to the Board for a confirmation vote. Without prior congregational approval, the Board may use up to the lesser of 10% of the annual budget or \$20,000 of existing unrestricted legacy funds annually for purposes appropriate to the fund's intent (including an emergency transfer to the contingency fund). This action will require a 65% Board approval vote. Larger expenditures of this fund will require a presentation to, and approval by the congregation.

Contingency uses

As budgetary demands occur and maintaining the financial health of the church is fundamental to its mission, transfers from the legacy fund to the contingency fund will be authorized as noted above.

Reporting

The Board will report each legacy donation to the Congregation, and how the funds are intended to be used. All Legacy Fund transactions will be reported to the congregation within 10 business days. The Treasurer and staff Bookkeeper and Office Administrator will ensure the transparency of these funds.

Restricted gifts/bequests

The CUFF Board advises that unrestricted gifts best meet congregational needs. However, should a bequest be made with defined purposes, we may be required to create a separate restricted fund.

Monies bequeathed to CUFF for the sole purpose of being an endowment with interest/dividends going to CUFF will be deposited into the existing Walter Bell UUA account, or through the creation of a specially designated account if deemed appropriate by the Finance Committee and Board.

Donors may make their bequest to the UUA or other UU entities, a process called “umbrella giving”. The UUA administers the distribution of these funds to all of the named beneficiaries. CUUF is not dependent upon the UUA for gifts through a bequest, but the option is available.

Restrictions

The Board reserves the right to refuse Legacy donations that require maintenance fees, or other excessive administrative time, expense, or restrictions on use

APPENDIX A

Cascade UU Fellowship—Check Request Form

Instructions: Please fill out this form completely. Only authorized requests will be paid. If this request is for a working group's activity, the group's chair must sign this form.

Check Request:

Check made out to: _____

Address: _____

Amount: _____

Notes/Instructions: _____

Expenditure:

For _____

☐ This is a request for reimbursement of expenditures.

NOTE: Receipts must be attached.

☐ This is a request for a check to a third party.

NOTE: Invoice or other documentation must be attached.

Authorization:

Name of person authorizing check: _____

Position (Staff, Board, Working Group Chair): _____

Account to be drawn from (Working Group name, board discretionary, maintenance, earmarked funds, etc.): _____

Signature: _____

Date: _____

For Office Administrator:

Check # _____ Date of check: _____ Initials _____

APPENDIX B

Cascade Unitarian Universalist Fellowship(CUUF) Fundraising and Event Information Form

TO: Cascade Unitarian Universalist Board of Trustees

FROM: _____
(Name of CUUF member, working group, or outside organization proposing the fundraiser)

Date Submitted: _____ Date Board Approval Needed: _____

SPONSORING INDIVIDUAL – Must be a member of CUUF – Please Print.

Name: _____

Phone: _____ E-Mail: _____

DESCRIPTION OF FUNDRAISER: _____

STATEMENT: The purpose of this fundraiser does not conflict with the mission, principles, and/or the covenants of CUUF.

Signed: _____ Date: _____
(Signature of voting member of CUUF)

DURATION OF FUNDRAISER: _____
(Start Date/Time) (End Date/Time)

FACILITIES: Will the physical facilities of the Fellowship be used for this fundraiser?

No _____ Yes _____
(Initials) (State the section of the Fellowship's buildings or grounds to be used)

USE OF THE FUNDS RAISED: Please state the beneficiary of the fundraising activity. If not otherwise stated, the funds flow to the CUUF General Fund:

SOURCE OF FUNDS? Internal (Congregation) percentage? _____
External percentage? _____

SHARING OF FUNDS? Internal (Congregation) percentage? _____
External percentage? _____

HOW WILL FUNDS BE RAISED? (For example, yard sale, bake sale, tea party)

IS A SPECIAL COLLECTION PLANNED DURING SUNDAY SERVICE?

Yes _____ No _____ Date of collection _____

Fundraising and Event Information Form (cont.)

HANDLING OF FUNDS:

1. Who will receive and account for advanced funds (to include a cash box)?

Name: _____

Phone: _____ E-Mail: _____

2. Who will deliver the proceeds (including cash and checks) to the Treasurer along with identifying information within seven days of the conclusion of the activity?

Name: _____

Phone: _____ E-Mail: _____

3. Who will provide the Treasurer with a record of the gross receipts, disbursements, and net receipts of the activity within fourteen days of the conclusion of the activity or receipt of the bills?

Name: _____

Phone: _____ E-Mail: _____

ESTIMATED FINANCIAL RESULTS:

Cash Inflows _____

Cash Outflows _____

Net Cash Generated _____

ATTACHMENTS: If the event is being run by an outside organization, please attach the organization's certificate of insurance. Additionally, include any available permits or licenses required. Licenses or permits legally required but not submitted with this application must be presented in a timely manner to the Office Administrator prior to the event. Please note when unattached permits/licenses will be obtained and presented to the Office Administrator:

Permit/License: _____ Date: _____

Permit/License: _____ Date: _____

Permit/License: _____ Date: _____

APPROVAL:

Approved By: _____ Date: _____
(Chair of Fundraising Committee)

Approved By: _____ Date: _____
(President of the Board)

APPENDIX C

Model Standards of Practice for the Charitable Gift Planner

Adopted and subscribed to by the National Committee on Planned Giving and the American Council on Gift Annuities, May 7, 1991. Revised April 1999.

PREAMBLE

The purpose of this statement is to encourage responsible gift planning by urging the adoption of the following Standards of Practice by all individuals who work in the charitable gift planning process, gift planning officers, fundraising consultants, attorneys, accountants, financial planners, life insurance agents and other financial services professionals (collectively referred to hereafter as "Gift Planners"), and by the institutions that these persons represent. This statement recognizes that the solicitation, planning and administration of a charitable gift is a complex process involving philanthropic, personal, financial, and tax considerations, and as such often involves professionals from various disciplines whose goals should include working together to structure a gift that achieves a fair and proper balance between the interests of the donor and the purposes of the charitable institution.

I. PRIMACY OF PHILANTHROPIC MOTIVATION

The principal basis for making a charitable gift should be a desire on the part of the donor to support the work of charitable institutions.

II. EXPLANATION OF TAX IMPLICATIONS

Congress has provided tax incentives for charitable giving, and the emphasis in this statement on philanthropic motivation in no way minimizes the necessity and appropriateness of a full and accurate explanation by the Gift Planner of those incentives and their implications.

III. FULL DISCLOSURE

It is essential to the gift planning process that the role and relationships of all parties involved, including how and by whom each is compensated, be fully disclosed to the donor. A Gift Planner shall not act or purport to act as a representative of any charity without the express knowledge and approval of the charity, and shall not, while employed by the charity, act or purport to act as a representative of the donor, without the express consent of both the charity and the donor.

IV. COMPENSATION

Compensation paid to Gift Planners shall be reasonable and proportionate to the services provided. Payment of finder's fees, commissions or other fees by a donee organization to an independent Gift Planner as a condition for the delivery of a gift are never appropriate. Such payments lead to abusive practices and may violate certain state and federal regulations. Likewise, commission-based compensation for Gift Planners who are employed by a charitable institution is never appropriate.

V. COMPETENCE AND PROFESSIONALISM

The Gift Planner should strive to achieve and maintain a high degree of competence in his or her chosen area and shall advise donors only in areas in which he or she is professionally qualified. It is a hallmark of professionalism for Gift Planners that they realize when they have reached the limits of their knowledge and expertise, and as a result, should include other professionals in the process. Such relationships should be characterized by courtesy, tact and mutual respect.

VI. CONSULTATION WITH INDEPENDENT ADVISORS

A Gift Planner, acting on behalf of a charity shall in all cases strongly encourage the donor to discuss the proposed gift with competent independent legal and tax advisors of the donor's choice.

VII. CONSULTATION WITH CHARITIES

Although Gift Planners frequently and properly counsel donors concerning specific charitable gifts without the prior knowledge or approval of the donee organization, the Gift Planners, in order to ensure that the gift will accomplish the donor's objectives, should encourage the donor, early in the gift planning process, to discuss the proposed gift with the charity to whom the gift is to be made. In cases where the donor desires anonymity, the Gift Planners shall endeavor, on behalf of the undisclosed donor, to obtain the charity's input in the gift planning process.

VIII. DESCRIPTION AND REPRESENTATION OF GIFT

The Gift Planner shall make every effort to assure that the donor receives a full description and an accurate representation of all aspects of any proposed charitable gift plan. The consequences for the charity, the donor and, where applicable, the donor's family, should be apparent, and the assumptions underlying any financial illustrations should be realistic.

IX. FULL COMPLIANCE

A Gift Planner shall fully comply with and shall encourage other parties in the gift planning process to fully comply with both the letter and spirit of all applicable federal and state laws and regulations.

X. PUBLIC TRUST

Gift Planners shall, in all dealings with donors, institutions and other professionals, act with fairness, honesty, integrity and openness. Except for compensation received for services, the terms of which have been disclosed to the donor, they shall have no vested interest that could result in personal gain.

APPENDIX D

Association of Fundraising Professionals

ETHICAL STANDARDS

Adopted 1964; amended October 2014

The Association of Fundraising Professionals believes that ethical behavior fosters the development and growth of fundraising professionals and the fundraising profession and enhances philanthropy and volunteerism. AFP Members recognize their responsibility to ethically generate or support ethical generation of philanthropic support. Violation of the standards may subject the member to disciplinary sanctions as provided in the AFP Ethics Enforcement Procedures. AFP members, both individual and business, agree to abide (and ensure, to the best of their ability, that all members of their staff abide) by the AFP standards.

PUBLIC TRUST, TRANSPARENCY & CONFLICTS OF INTEREST

Members shall:

- Not engage in activities that harm the members' organizations, clients or profession or knowingly bring the profession into disrepute.
- Not engage in activities that conflict with their fiduciary, ethical and legal obligations to their organizations, clients or profession.
- Effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
- Not exploit any relationship with a donor, prospect, volunteer, client or employee for the benefit of the members or the members' organizations.
- Comply with all applicable local, state, provincial and federal civil and criminal laws.
- Recognize their individual boundaries of professional competence.
- Present and supply products and/or services honestly and without misrepresentation.
- Establish the nature and purpose of any contractual relationship at the outset and be responsive and available to parties before, during and after any sale of materials and/or services.
- Never knowingly infringe the intellectual property rights of other parties.
- Protect the confidentiality of all privileged information relating to the provider/client relationships.
- Never disparage competitors untruthfully.

SOLICITATION & STEWARDSHIP OF PHILANTHROPIC FUNDS

Members shall:

- Ensure that all solicitation and communication materials are accurate and correctly reflect their organization's mission and use of solicited funds.
- Ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.
- Ensure that contributions are used in accordance with donors' intentions.

- Ensure proper stewardship of all revenue sources, including timely reports on the use and management of such funds.
- Obtain explicit consent by donors before altering the conditions of financial transactions.

TREATMENT OF CONFIDENTIAL & PROPRIETARY INFORMATION

Members shall:

- Not disclose privileged or confidential information to unauthorized parties.
- Adhere to the principle that all donor and prospect information created by, or on behalf of, an organization or a client is the property of that organization or client.
- Give donors and clients the opportunity to have their names removed from lists that are sold to, rented to or exchanged with other organizations.
- When stating fundraising results, use accurate and consistent accounting methods that conform to the relevant guidelines adopted by the appropriate authority.

COMPENSATION, BONUSES & FINDER'S FEES

Members shall:

- Not accept compensation or enter a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees.
- Be permitted to accept performance-based compensation, such as bonuses, only if such bonuses are in accord with prevailing practices within the members' own organizations and are not based on a percentage of contributions.
- Neither offer nor accept payments or special considerations for the purpose of influencing the selection of products or services.
- Not pay finder's fees, commissions or percentage compensation based on contributions.
- Meet the legal requirements for the disbursement of funds if they receive funds on behalf of a donor or client.

APPENDIX E

GIFT ACCEPTANCE PROCEDURE

For Gifts of Publicly Traded Securities (adopted April 2019)

These procedures cover gifts to CUUF of stocks, bonds and mutual funds and other liquid securities traded on an exchange or other publicly reported market. *Adapted from the [Evangelical Council for Financial Accountability](#)*

Securities transfer instructions: Donors interested in gifting publicly traded securities will be provided with CUUF's Instructions for contributing stocks, bonds, and other saleable financial securities (see Appendix I).

Valuation of contributed investments for accounting purposes: Contributed investments are recorded at the fair market value on the date they are received. If the stock or bonds are sold quickly (within a week of receipt), the contribution amount should be recorded as the total amount of the proceeds. If they are not sold within a week, donated investments should be recorded at their fair market value. When investments are not immediately sold, their future sale will result in an investment gain or loss, unless the market price remains unchanged.

Policy to dispose of marketable securities: Unless otherwise directed by the donor and approved by the GAST, marketable securities will be liquidated no later than 30 days following receipt into CUUF's custody.

Acknowledging contributed investments: When acknowledging investment donations, the IRS gift-in-kind acknowledgment rules apply. The acknowledgment will include the amount and types of securities received as well as the date(s) they were received. Reporting the fair market value of the investments at the contribution date is the giver's responsibility and will not be included on the acknowledgment. Treasurer or designated staff will send the donor a Securities Charitable Gift Acknowledgement (see Appendix II).

Form I

Instructions for contributing stocks, bonds, and other saleable financial securities

Please adapt and provide the following letter of instruction to the financial institution holding your securities:

To: [ABC (your broker/bank)],

Please accept this letter as your authorization to transfer through the DTC system [###] shares of the [XYZ Company] from my (our) account [### at ABC (broker/bank)].

Please deliver to: Ameriprise Financial, DTC #: 0756, for the sub-account of Cascade Unitarian Universalist Fellowship, account #: 84594024

Owner(s) signature(s)

(Please note: If the stock is held jointly, both owners must sign the letter.)

Since CUUF's policy is to sell gifted securities upon receipt, please email the Treasurer (cuuf.treasurer@gmail.com) to alert of the pending transfer and to advise on how the gift should be applied (e.g., Pledge 2019-20, or Capital

Campaign). Note that the sending institution may charge a fee (generally ~\$25) to transfer securities which are the responsibility of the donor.

Please note that Contributed investments are recorded at the fair market value on the date they are received. If the stock or bonds are sold quickly (within a week of receipt), the contribution amount should be recorded as the total amount of the proceeds. If they are not sold within a week, donated investments should be recorded at their fair market value. When investments are not immediately sold, their future sale will result in an investment gain or loss, unless the market price remains unchanged.

Form II

Securities Charitable Gift Acknowledgment

[DATE]

Received from: [Donor name]

Investments received are described as follows:

Received on [May 1, 20XX, one hundred shares of Dell stock (for example)].

Received on [May 3, 20XX, 50 shares of McDonald's stock].

[*Note:* No value is shown for the gift. Valuation is the responsibility of the donor.]

Any goods or services you may have received in connection with this gift were solely intangible religious benefits.

This document is necessary to qualify you for any available federal income tax deduction on your contribution. Please retain it for your records.

Acknowledgment issued on: [May 30, 20XX]

Acknowledgment issued by: [Treasurer name], Treasurer
Cascade Unitarian Universalist Fellowship
1550 Sunset Hwy
East Wenatchee, WA 98802

APPENDIX F

Approximate Annual Schedule for Development of CUFF Operating Budget

October

The Board provides the Finance Committee with congregational input (e.g., responses to open questions) to inform development of recommended budget goals for the operating budget

November

The Finance Committee prepares a list of recommended budget goals informed by congregational input as well as previous budget goals and commitments. The recommended budget goals are provided to the Board.

December

Board discusses, amends, and approves budget goals

January

The Treasurer, with the assistance of the Finance Committee, uses the budget goals to create a budget request form. This form is sent to chairpersons of working groups (committees, teams, task forces, etc.) and individuals with budget needs and responsibilities. These budget authorities will use year to date financial information and their program goals to create a budget projection that complements the budget goals and CUFF's mission. Responses are requested by the end of January.

February

Treasurer consolidates budget request responses into a draft proposed budget and writes a one-page budget summary to be used by the Board and Stewardship Committee in setting pledge goals for the upcoming fiscal year. The Treasurer will produce the draft proposed budget and summary by the end of February.

March

The Treasurer presents a draft proposed budget to the Board. Board provides a draft proposed budget to the Stewardship Committee to share with the congregation during the annual pledge campaign.

April - May

After the stewardship campaign is completed, the Treasurer and Finance Committee will use financial results of the annual stewardship campaign to create and recommend an updated draft budget for Board approval. Any adjustments made by the Board may be referred to the Finance Committee to be incorporated into a final version. After Board approval, the recommended operating budget is included in the annual congregational meeting packet

June

Congregation approves budget at annual congregational meeting.