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TREASURER'S HANDBOOK

2026-2027 EDITION

2026 Leadership

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NCRSP Fiduciary Duties

NCRSP

TREASURER'S HANDBOOK

2026–2027

A practical guide to responsible, accurate, and mission-centered financial stewardship

Prepared for NCRSP local and regional treasurers
Based on the NCRSP Treasurer Training materials

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Guide to doing your best!

Prepared from the NCRSP Treasurer Training presentations for convenient printing and reference by NCRSP Treasurer Gretchen Lampe. Formatted and expanded for presentation by NCRSP Secretary Julia Yamaoka Thorn, 7.29.26.

See the Live version online for all updates as they occur.

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This handbook combines the original Treasurer Training presentation with the expanded 2026 training slide deck into one practical reference.

Local and regional procedures should always follow current NCRSP governing documents, policies, approved budgets, and applicable law.

See the Live version online for all updates as they occur in *real* time.

1 The Treasurer's Role

Financial stewardship begins with the organization's mission.

Core fiduciary responsibilities

- Ensure that membership dues and other funds are used to fulfill NCRSP's mission.
- Deposit funds promptly and only in properly insured checking or savings institutions.
- Work with a budget committee to prepare an annual budget for approval by the local or regional organization.
- Present regular financial reports at scheduled meetings and answer questions about the reports.
- Work with an appointed audit committee to complete an annual review of the organization's financial records.
- Manage financial matters such as approved payments, fundraisers, donations, reimbursements, and deposits.

> ***Important distinction: The treasurer safeguards and administers the organization's money. The treasurer does not make personal decisions about how local or regional funds will be spent.***

Good treasurer habits

- Keep complete, organized records.
- Reconcile the bank account every month.
- Follow the approved budget and adopted policies.
- Require appropriate authorization before issuing payments.
- Share information clearly and regularly.
- Ask questions whenever a transaction or instruction is unclear.

2 Annual Budget Responsibilities

Preparing and approving the budget

- Work with the appointed budget committee to prepare the annual budget.
- Connect each proposed expense to NCRSP's mission, priorities, programs, or member services.
- Present the proposed budget to the local or regional organization for review and approval.
- Send the approved budget to the NCRSP Office no later than October 15.

A useful budget should show

- Projected income by source
- Planned expenses by category
- Beginning and projected ending balances
- Expected dues income
- Meeting, program, travel, and administrative costs
- Any planned fundraising or donations
- A reasonable reserve for unexpected needs

> ***Budget principle: Approved spending should follow the budget. When circumstances require a change, document the authorization and follow the organization's governing procedures.***

Budget review questions

- ☐ Does the budget advance the mission?
- ☐ Are income estimates realistic?
- ☐ Are all recurring obligations included?
- ☐ Are reimbursements and mileage costs anticipated?
- ☐ Is the organization preserving enough cash for future obligations?
- ☐ Is every category clear enough for members to understand?

3 Membership Dues and Transmittals

2026–2027 general information

- Local treasurers will receive cash-pay forms for distribution in August.
- Cash-pay member dues are due by December 15.
- Send transmittals as dues are ready. When at least five checks are available, avoid holding them unnecessarily.
- Make all checks payable to NCAE.
- Dues are distributed to region treasurers monthly; region treasurers distribute dues to locals quarterly.
- Members may pay by payroll deduction, credit card, or electronic funds transfer (EFT).
- Officers receive monthly membership reports by email from NEA Reporting.

> ***Responsibility for funds: Local membership chairpersons do not collect dues money. Locals remain accountable for all funds received and for the accuracy and completeness of membership forms.***

Suggested transmittal workflow

1. Receive and date-stamp payments and forms.
2. Verify the member information and payment amount.
3. Record each payment in the local ledger.
4. Prepare the required transmittal form.
5. Make copies or retain digital records of all supporting materials.
6. Send the transmittal and payments promptly.
7. Record the date sent and confirm that the transaction clears.

4 Banking and Financial Controls

Bank account requirements

- Establish every bank account using an IRS-assigned Employer Identification Number (EIN).
- Confirm that the bank has the correct nine-digit EIN on file.
- Do not use a member's Social Security number to establish the organization's bank account.
- A local without an EIN must request one using the appropriate IRS application process.
- Reconcile every bank account monthly.

Recommended controls

- The treasurer and president, or another designated officer, should receive or have access to monthly bank statements.
- Issue payments only with proper approval and in accordance with the approved budget and applicable policies.
- Keep receipts, invoices, reimbursement forms, and other supporting records for every payment.
- Use sequential check numbers and account for voided checks.
- Separate duties when practical so that one person does not control authorization, payment, and reconciliation.
- Review outstanding checks and unusual transactions promptly.

> ***NCRSP mileage rate: The state mileage rate shown in the training material is 50 cents per mile. Locals and regions may establish their own rates, subject to their adopted policies.***

Monthly reconciliation checklist

☐ Compare the bank statement with the ledger.

☐ Confirm all deposits.

☐ Match cleared checks and electronic payments.

☐ Investigate fees, duplicate charges, or unknown transactions.

☐ List outstanding checks and deposits in transit.

☐ Verify the adjusted bank balance equals the ledger balance.

☐ Sign and date the reconciliation.

5 Financial Reports and Recordkeeping

Regular financial reports

- Present a financial report at scheduled local and regional meetings.
- A financial report ordinarily does not require a vote.
- After questions are answered, the presiding officer directs that the report be filed with the meeting records or minutes.
- Reports should be clear enough for members to understand the organization's current financial position.

A complete report may include

- Beginning balance
- Income received during the reporting period
- Expenses paid during the reporting period
- Ending balance
- Bank and investment account balances
- Outstanding obligations
- Budget-to-actual comparisons
- Notes explaining unusual transactions

Records to retain

Financial records	Supporting records
Ledgers and journals	Receipts and invoices
Bank statements and reconciliations	Deposit slips and transmittals
Budgets and amendments	Reimbursement and mileage forms
Financial reports	Contracts and approvals
Audit reports	Membership payment records

6 Audits and Accountability

Annual audit responsibilities

- Work with an appointed audit committee to review the books of the local or regional organization.
- A person authorized to sign checks may not serve on the audit committee.
- Provide the committee with complete records, including bank statements, reconciliations, receipts, ledgers, reports, and the approved budget.
- Correct discrepancies and document the resolution of each finding.
- Submit required audit reports according to NCRSP procedures and deadlines.

> ***Why the audit matters:* *An audit protects the organization, its members, and the treasurer by independently confirming that records are complete and funds were handled properly.***

Audit preparation checklist

- ☐ All months reconciled
- ☐ All deposits documented
- ☐ All expenditures supported
- ☐ Check numbers accounted for
- ☐ Budget and amendments available
- ☐ Meeting approvals available where required
- ☐ Beginning and ending balances verified
- ☐ Prior audit findings resolved

7 Tax-Exempt Status and EIN Requirements

Internal Revenue Code 501(c)(6)

The training material identifies NCRSP as a corporation exempt from federal income tax under Internal Revenue Code section 501(c)(6). An organization described in this section generally:

- Is an association of persons with a common business interest.
- Has a primary purpose of promoting that common business interest.
- Operates as a membership organization with meaningful membership support.
- Is not organized for profit.

Regional tax-exempt status

- NCRSP will work with a CPA regarding tax-exempt status for each NCRSP region.
- Region treasurers should provide their region's EIN to the NCRSP Treasurer as instructed.
- Before filing tax forms or making tax representations, use the organization's current guidance and consult a qualified tax professional when needed.

> ***Contact: Send region EIN information to Gretchen Lampe at glampe225@gmail.com, consistent with current NCRSP instructions.***

8 Insurance

Types of protection

- Fidelity bond insurance may protect against embezzlement, fraud, or other misuse of funds, subject to policy terms and exclusions.
- Liability insurance may protect against certain claims involving injury to people or damage to property, subject to policy terms and exclusions.
- Local affiliates are not generally covered under NCAE's liability insurance policy.

Certificate of Insurance exception noted in training

When a local hosts an event attended by an NCAE employee, NCAE may be able to obtain a Certificate of Insurance (COI). The venue owner commonly requests the COI. Confirm requirements well before the event.

> ***Always verify coverage:** Insurance protection depends on the exact policy, named insureds, covered activities, limits, deductibles, and exclusions. Obtain written confirmation rather than assuming an event, person, or loss is covered.*

9 Expanded Controls, Tax Filing, and Records Retention

The additional Treasurer Training slides provide more detailed safeguards and compliance reminders for local and regional treasurers.

Beginning-of-term compliance review

☐ Obtain and review the local or regional constitution, bylaws, and current financial policies.

☐ Receive the prior year's financial and membership records from the outgoing officer.

☐ Compare prior-year revenue and expenses with the new year's plans and budget assumptions.

☐ Confirm bank accounts, authorized signers, and current signature cards. The training recommends at least three authorized signers while still requiring the organization's approved signing controls.

☐ Confirm the organization's EIN and verify that the bank account uses the EIN—not an individual's Social Security number.

☐ Determine whether the organization's tax-exempt status is active and identify the annual federal filing required.

☐ Document all required due dates for budgets, audits, dues transmittals, tax filings, and year-end records.

Membership dues administration

- Local dues checks are generally mailed around the 25th of each month; membership totals affect the amount received.
- Keep the NCRSP/NCAE business office supplied with current treasurer and mailing information.
- Treat NEA and state membership dues as funds held in trust. Do not use those funds for local activities.
- Send PAC contributions directly through the required NCAE process; never deposit them into a local general account.

Prompt processing: Membership changes affect dues distributions. Record, transmit, and verify dues information without avoidable delay.

9A Cash Receipts and Cash Disbursements

Cash-receipt controls

- Whenever practical, the person receiving incoming checks should be different from the person preparing the deposit.
- List every incoming check in a receipt log before deposit.
- Stamp checks “For Deposit Only” promptly.
- Deposit checks and cash promptly—daily when funds are being collected.
- Do not remove cash from a deposit or use incoming cash to pay expenses.
- Retain deposit slips, receipt logs, event tallies, and other supporting records.

Cash-disbursement controls

- Make disbursements by check or another approved, traceable payment method and retain supporting documentation.
- Make every check payable to a specific person or company—never to “Cash.”
- Do not sign blank checks.
- Require original invoices, receipts, or approved reimbursement forms rather than paying from a statement alone.
- Use two signatures when required by policy; the training materials strongly recommend two signatures as a safeguard.
- Do not use an ATM or debit card on the association account unless a current, expressly adopted policy permits it and supplies equivalent controls.
- Do not withdraw cash from the association's bank account for routine spending.

Separation of duties: No one person should control receipt, authorization, payment, recordkeeping, and reconciliation for the same transaction whenever duties can reasonably be divided.

Supporting documentation for every payment

- ☐ Purpose of the expenditure and the budget category
- ☐ Invoice, receipt, contract, or reimbursement form
- ☐ Evidence of required approval
- ☐ Check number or electronic transaction identifier
- ☐ Date paid and the name of the payee

9B Internal Controls: Required Practices and Prohibitions

Internal-control practices

- Safeguard association assets and use them solely for authorized organizational purposes.
- Adopt the budget before the start of the fiscal year whenever possible.
- Prepare complete, accurate monthly financial reports for the board and membership.
- Make deposits promptly and preserve detailed deposit records.
- Remit required membership dues promptly.
- Require written supporting documentation and authorization for every disbursement.
- Reconcile bank statements monthly and have another authorized officer review the reconciliation or statement.
- Arrange an annual independent review or audit in accordance with NCRSP requirements.
- File federal and state reports by the applicable deadlines.
- Adopt written policies addressing conflicts of interest, ethics, document retention, travel reimbursement, check-signing authority, financial standards, and whistleblower protection.

Prohibited or high-risk practices

- Do not disclose members' personal information; secure membership and financial data.
- Do not operate "in the red" or commit funds beyond available resources and approved authority.
- Do not deposit association funds into a personal bank account or conduct transactions for private benefit.
- Do not accept post-dated checks.
- Do not spend funds on activities that have not been properly approved.
- Do not commingle PAC money with general operating funds.
- Do not destroy records before the applicable retention period has expired.

Policies and banking practices should be reviewed against current NCRSP governing documents, bank requirements, and applicable law. Where the training slide uses a recommendation, the local or region should adopt a clear written rule before relying on it.

9C Federal Tax Filing and Exempt-Status Maintenance

Annual federal filing thresholds shown in the training

Financial threshold	Filing identified in training
Gross receipts normally $50,000 or less	Form 990-N electronic notice (e-Postcard)
Gross receipts over $50,000 but under $200,000, and total assets under $500,000	Form 990-EZ or Form 990
Gross receipts $200,000 or more, or total assets $500,000 or more	Form 990

Tax thresholds and filing rules may change. Confirm the current requirement with the IRS or a qualified tax professional before filing.

Information needed for Form 990-N

- ☐ Employer Identification Number (EIN)
- ☐ Tax year
- ☐ Legal name and mailing address
- ☐ Any other names used by the organization
- ☐ Name and address of a principal officer
- ☐ Website address, when applicable
- ☐ Confirmation that annual gross receipts are within the 990-N threshold
- ☐ A termination statement if the organization has ended or is ending operations

Automatic revocation warning

Three-year rule: The IRS may automatically revoke tax-exempt status when an organization fails to file the required annual return or notice for three consecutive years. Reinstatement may require a new application and additional filings.

Status verification

- Verify the organization's current status through the IRS Tax Exempt Organization Search.
- Retain filing confirmations and all IRS correspondence permanently.
- Contact a qualified tax professional before submitting Form 1024, requesting reinstatement, or making uncertain tax representations.

9D Records Retention and Political Contributions

Records to retain permanently

- Articles of incorporation or formation documents
- Constitution and bylaws
- Audited financial statements and year-end balance sheets
- Deeds and other permanent property records
- Executive correspondence and official meeting minutes
- PAC deduction forms, when applicable
- IRS determination notices and all IRS correspondence

Retention schedule from the training materials

Record category	Minimum period shown
Wage and independent-contractor records	15 years
Cancelled checks, check registers, and receipts	7 years
Expense vouchers	7 years
Journal entries	7 years
Bank statements	7 years
Payroll registers and payroll tax/withholding records	7 years
Terminated leases	6 years
Financial statements and monthly detail	5 years
General correspondence and newsletters	3 years

A current adopted records-retention policy, legal hold, grant requirement, audit need, or applicable law may require longer retention. Never destroy records that are relevant to pending litigation, an audit, an investigation, or an unresolved transaction.

Political Action Committee contributions

- Do not deposit local, state, or national PAC contributions into a local association bank account.
- A new member's PAC check should be payable as directed by NCAE and sent directly to NCAE Headquarters with the required enrollment information.
- The NCAE Business Office deposits PAC funds and is responsible for required election reports.
- PAC funds may be used only as permitted by applicable law and NCAE procedures, including for properly endorsed candidates.
- Coordinate election-related activity with the UniServ office and the NCAE Government Relations Department.

10 Annual Treasurer Checklist

When	Treasurer action
Beginning of term	Confirm signers, EIN, bank access, records transferred, current policies, approved budget calendar, and reporting deadlines.
Monthly	Record all transactions; deposit funds promptly; reconcile accounts; review membership reports; prepare a financial report.
Quarterly	Confirm dues distributions and transmittals; compare actual activity with the budget; report unresolved items.
By October 15	Submit the approved local or regional budget to the NCRSP Office.
By December 15	Ensure cash-pay member dues are submitted.
Year-end	Close the books, prepare records for audit, resolve outstanding checks, and organize files for the next fiscal year.
Transition	Provide complete records, passwords/access information, reports, inventories, and explanations to the incoming treasurer.

Personal notes

Meeting and Training Notes

Key Personal Thoughts

- Your personal mission as an NCRSP treasurer
- Ways you can fulfill your fiduciary responsibilities
- What, if any, changes or practices you can adopt as an NCRSP treasurer.

Next steps

☐ Prepare a budget that furthers the mission.

☐ Submit required reports, including budgets and audits.

☐ Connect financial planning to the organization's strategic plan.

☐ Comply with NCRSP policies.

☐ Comply with applicable tax law.

☐ Maintain accurate, transparent, and accessible records.

> ***Final reminder: The strongest treasurers combine accuracy, timeliness, transparency, and good judgment. When in doubt, pause, document, verify, and ask.***

References:

2026 Treasurer's Training Videos Part 1 and Part 2, 7.21.26

2026 Treasurer's Training Transcripts Part 1 and Part 2, 7.21.26

2026 Treasurer's Slide Show, 7.29.26

2026 Treasurer's Handbook *LIVE,* 7.29.26

2026 Governing Documents *LIVE* , 7.29.26

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