

E. Tidmarsh

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JOA

Atlantic Research Laboratory
National Research Council
1411 Oxford Street
Halifax, NS
B3H 3Z1

July 28, 1983

L.D. O'Quinn, Secretary
National Steering Committee
for JOA-82
c/o Dept. Fisheries & Oceans
8th Floor West, 240 Sparks St.
Ottawa, ON
K1A 0E6

Dear Leo:

Re: Final Report: JOA Finances.

A final report about money matters is enclosed for your consideration. I hope it will be acceptable to you and useful as you write the historical romance from which others may learn how JOA-82 happened.

Of course, I will be very happy to see financial matters wound down soon and the JOA accounts closed.

I am really sad, too, though as our JOA-82 organization finally disappears. It was such a pleasure to meet so many people who worked together so effectively to make it all happen, and HAPPEN so successfully.

I particularly enjoyed getting to know you and working with you. Your capacity to absorb problems and facts then construct suitable order from potential chaos was a wonder to behold.

National Steering Committee/ *Comité national de direction*

Mr. G.N. Ewing
Chairman, National Steering Committee/
Président, Comité national de direction

Mr. L. O'Quinn
Executive Secretary/*Secrétaire exécutif*

Dr. C. Garrett
Scientific Liaison Committee/
Comité de liaison scientifique

Mr. J. Brooke
Facilities Committee/
Comité des installations

Mr. B. MacLellan
Housing Committee/
Comité d'hébergement

Mr. E. Murray
Public Relations Committee/
Comité des relations publiques

Mrs. E. Tidmarsh
Social Program/*Activités sociales*

Dr. D. Jamieson
Treasurer/*Trésorier*

Mr. B. Nicholls
Registration/*Inscription*

Mr. K. Farquharson
Provincial Representative/
Représentant provincial

L.D. Q'Quinn
July 28, 1983
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Please let me know if you would like more information about the financial statements or other aspects of things done here. Please let me know, too, to whom and how we should transfer residual JOA funds as the accounts are closed. I believe you have a copy of the procedure proposed by Liz Tidmarsh. With best regards,

Yours sincerely,

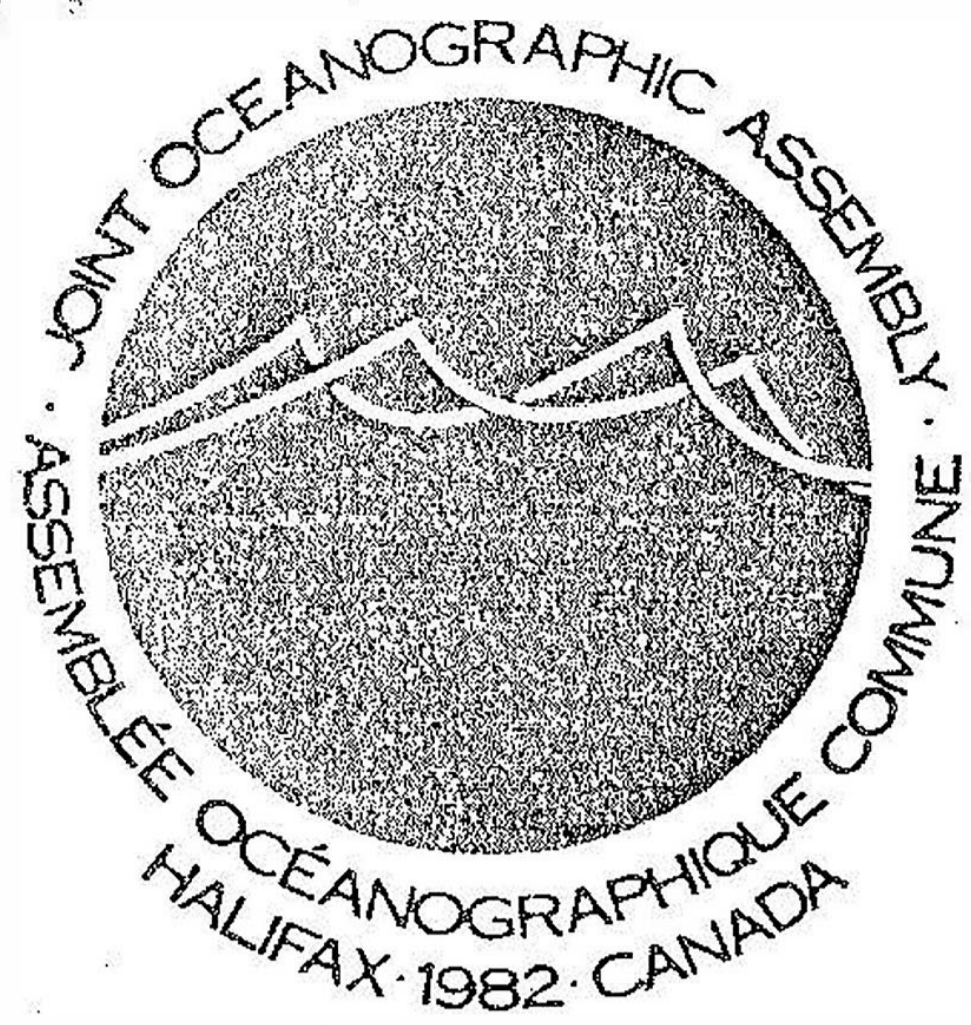


W.D. Jamieson
Treasurer, JOA-82

WDJ/etc

Enclosures

cc: G.N. Ewing
J. Brooke
E. Tidmarsh ✓



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Halifax, N.S., B3H 3Z1

28 July 1983

REPORT OF THE FINANCE COMMITTEE

Financial statements are attached.

Our accounts and other records have been examined by the auditors; Doane, Raymond, Chartered Accountants, Halifax, N.S.. Their report should be available soon. It will be submitted directly to the Chairman of the National Steering Committee for JOA-82.

Finance Committee operations are nearly complete. As noted on the attached statements, one revenue item is expected and two expenditures are expected. The latter of these expenditures will serve to close the JOA-82 bank accounts as the entire remaining balances are paid to Dalhousie University as a further contribution to the Hayes International Scholarship Fund.

The way in which operations were conducted was generally satisfactory. For background, a summary follows. Opinions expressed are those of the Treasurer.

ADMINISTRATION

Decisions on policy were made by the National Steering Committee, who also authorized the amount of the Registration Fee to be charged and expenditures to be made.

In accord with authorizations made by the National Steering Committee, decisions on the details of expenditures were decentralized. Each committee responsible for a sector of the JOA operations decided on expenditures and committed funds within the limit of the budget allocated to that sector. When formal contracts were needed, these were negotiated by the relevant sector committee, then signed by the Treasurer on behalf of the National Steering Committee and kept on file by the Finance Committee.

Expenditures were made by the Finance Committee as required to meet formal contractual obligations. Other expenditures were made by the Finance Committee only after the pertinent goods or services had been supplied and the invoice or statement of account from the supplier had been approved by the chairman of the committee responsible for the relevant sector of operations.

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All expenditures were by cheques drawn on one of two JOA bank accounts. Most expenditure transactions were handled through a 'current' or chequing account. Since funds on deposit in this account did not earn income, the amount on deposit there was controlled to be at the minimum level to conveniently support operations. All revenue was deposited to a second account where funds on deposit earned income based on minimum daily balances. This strategy yielded over \$13,000 of additional revenue.

The main revenue source was registration fees received from or on behalf of individuals participating in the Assembly. These payments were received by Registration staff who deposited them to the JOA bank account. Finance staff were advised of amounts so deposited and provided with copies of relevant Registration Office records. This procedure worked reasonably well and succeeded in sharing a work-load between the two staffs who worked in widely separated offices.

However, it was occasionally difficult or impossible to determine funds credited to the JOA account by the bank from their processing of such 'problem' deposit items as payment documents not denominated in Canadian currency which for the bank's technical reasons were not immediately convertible to Canadian funds. Clear identification in JOA records of such 'problem' payment documents and the bank's cooperation in maintaining identification of subsequent transactions relating to the document would have solved this sort of problem. It was also not possible from the records available to verify the accuracy of bank deposits made by Registration staff. This problem was not apparent and perhaps did not occur until the Assembly had started when the staff work-load was maximum.

It would probably have been better if all banking transactions had been handled by Finance staff so that all financial data would have been available in one office. Problems due to incomplete data might then have been recognized when supplementary information could have been obtained more readily.

ESTIMATES OF REVENUE AND EXPENDITURES

The National Steering Committee considered estimates prepared jointly by its Secretary and the Finance Committee. Estimates were based on information from committees responsible for the various sectors of the operations. These estimates were reviewed periodically and revised.

It was very difficult to estimate revenue confidently because of uncertainty about how many would participate in the JOA. In 1979, advice was that more than 2000 could be expected. By 1981, world economic conditions had so worsened a forecast of 1200 participants was optimistic. By early 1982, feedback from potential participants was discouraging and it seemed there might be less than 600 participants.

Since the registration fee to be charged had to be set to more than cover all expenses, budgetary confidence rested on slightly overestimating expenses while not assuming more participants than seemed very certain. We planned to support an Assembly with a maximum registration of 1200. Commitments made to suppliers were flexible where possible to allow expenses to diminish should the registration be much smaller. The goal was that estimated revenues and expenditures should balance if the registration were about 700. Since there were about 800 participants, revenue significantly exceeded expenses. The surplus was increased by the zeal and efficiency with which responsible operating committees controlled and reduced expenses during and after the Assembly.

It is believed a registration fee lower than the \$250 charged would have allowed more scientists to participate in the Assembly. However, we could not deliberately risk a deficit on the JOA operations. For future Joint Oceanographic Assemblies, if the sponsoring organizations wish the registration fee to be the minimum possible, it is recommended financial arrangements allow for a moderate deficit.

DISTRIBUTION OF SURPLUS

Although a large surplus of revenue over expenses was not sought, this surplus will exceed \$75,000.

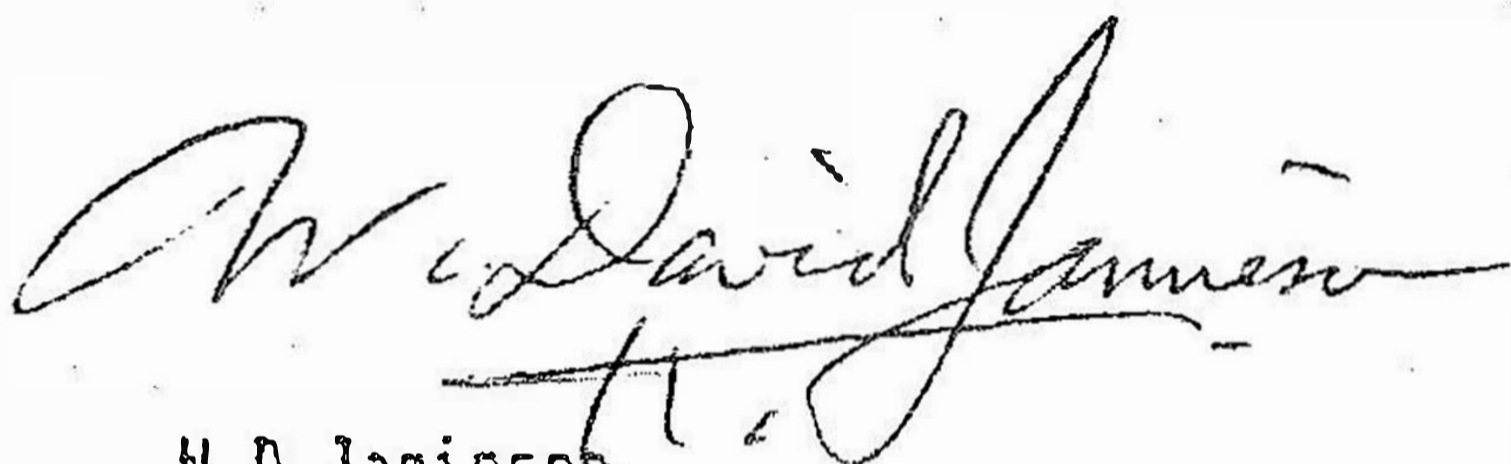
I believe all associated with JOA-82 are delighted that the National Steering Committee decided to use \$15,000 of the JOA surplus as a contribution to the Huntsman Award Foundation and the rest of the surplus as a contribution to the Hayes International Scholarship Fund established at Dalhousie University, site of the Assembly.

For the Finance Committee, JOA-82

W. David Jamieson, Chairman

John Brooke

Elizabeth Tidmarsh



W. D. Jamieson
Treasurer, JOA-82