

Resource Development Policies and Procedures

I. General Resource Development Activities

The Resource Development Committee, in consultation with the Executive Director, serves as the coordinating body for all fundraising activities of the organization. The function of the Resource Development Committee is to assist the Board of Directors and the Executive Director in seeking adequate resources for the organization to fulfill its mission. Seeking a diversified balanced funding approach consisting of individuals, corporations, foundations and event sources is a priority of the Foundation.

The organization will strive to comply with standards for excellence, as set by the Council on Accreditation, the Association of Fundraising Professionals, and other licensing and accreditation organizations.

Resource development activities of the Foundation may include but are not limited to the following:

- Annual Giving Campaign
- Special Events
- Corporate Giving or Sponsorships
- Grant Writing
- Planned Giving
- Major Gift Solicitation
- Direct Mail Appeal

II. Fundraising Goals

Strengthening the financial position of the Foundation remains an ongoing priority. The Board of Directors approves the annual projected revenue. The Executive Director with the Philanthropy team will set goals for all fundraising initiatives and campaigns for the year and measure the progress of such initiatives. Committee and Board will be updated with financial reports at regularly scheduled board meetings.

III. Fundraising Expenses

The Foundation will strive to be cost-effective in balancing reasonable expenses for both direct and indirect services/programs with the amount of dollars raised, thus meeting nationally-accepted standards and practices. Therefore, fundraising costs when combined with the organization's administrative costs will constitute no more than 20 percent of the organization's total support.

General fundraising oversight duties include:

- a. The Executive Director oversees all fundraising expenses, contracts (including room rentals, linen services and other special event related expenses) and financial commitments on behalf of the organization's fundraising efforts. The Philanthropy team is responsible to operate within their budget and is in communication with the ED. Special event committee members and volunteers may not commit the organization verbally or in writing to any financial obligations on behalf of the Foundation.
- b. It is recommended that all special events have an approved budget administered by the Executive Director to ensure that overall financial policies and procedures are followed and to ensure that fundraising expense targets are not exceeded.
- c. All fundraising expenses will be tracked, measured and analyzed by the Philanthropy Manager and reported to the Executive Director .
- d. Information regarding fundraising costs will be reported to the public in the annual report and other Foundation publications, and providing copies of the 990 to Foundations, state and federal agencies upon request.

IV. Accuracy of Solicitation Materials

The Foundation will take care to ensure that all solicitation materials are accurate and correctly reflect the Foundation's mission and use of solicited funds. When making an appeal for charitable funds, Foundation for Foster Children is required to disclose to all prospective contributors that it is a legal charity registered and allowed to fundraise in the State of Florida. The required disclosure statement appears on all Foundation for Foster Children fundraising appeals:

“A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL FREE WITHIN THE STATE, 1-800-HELP- FLA. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL OR RECOMMENDATION BY THE STATE OF FLORIDA REGISTRATION # CH25705.”

V. Donor Information & Confidentiality

The Foundation regards its donors' personal information as confidential. Program staff and board members will respect the privacy of all donors and safeguard the confidentiality of information which a donor would reasonably expect to be held private.

- a. Donors' personal information (names, addresses, telephone numbers, giving history, etc.) will not be leased, sold, rented or exchanged.
- b. Staff or board members will not discuss any information about donors or prospects outside the work environment, and they discuss it within the work environment only as appropriate.

- c. Staff and board members will honor and protect all donors' rights to anonymity in accordance with any applicable laws.
- d. Staff and board members will ensure that donor information is stored securely to prevent access by unauthorized persons.

VI. Foundation Giving Levels and Circle Membership

The Philanthropy Team in conjunction with the Executive Director and Resource Development Committee will be responsible for developing and implementing all strategies designed to nurture donor relationships, which includes donor recognition, gift categories, giving levels (circles) and donor benefits.

The following giving circles (designated giving levels) have been established by the Board of Directors as part of the Foundation's annual giving campaign.

Giving Circles

- **Blue Ribbon Circle:** \$1,000 per year for five years (total gift of \$5,000-\$24,999)
 - **Heroes of Hope Circle:** \$5,000 per year for five years (total gift of 25,000-\$49,999)
 - **Children's Champion Circle:** \$10,000 per year for five years (total gift of \$50,000+)
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- **Legacy Circle:** \$20,000 per year for five years (total gift of \$100,000+)

- a. Circle levels may be modified over time or additional circle levels may be added with the approval of the Board of Directors.
- b. Circle membership may be achieved through an outright gift that meets the designated circle giving level or by a written pledge (formal pledge forms available) to meet the designated gift level within five consecutive years or less. This includes gifts from Community Foundations or donor advised funds.
- c. All circle gifts and pledges will be considered unrestricted unless otherwise designated by the donor and approved by the Foundation.
- d. Gifts of stock are treated as a cash gift in terms of circle membership and recognition.
- e. In-kind donations of goods and services or the purchase of raffle or special event tickets, event sponsorships, and silent or live auction

items are not considered for the purpose of circle membership but are still highly valued and appreciated by the Foundation. A donation receipt and/or acknowledgement may be provided depending on the purchased item (live auction items etc.) and/or in-kind donation.

- f. Matching gifts by an employer, foundation or other entity are encouraged and appreciated. Typically matching gifts are not considered for the purpose of determining circle membership of individuals unless both gifts come from the same individual or family/family foundation.

For example: A \$2500 gift from an individual and \$2500 matching gift from an employer does not constitute Blue Ribbon Circle Membership at the \$5,000 level for the individual, since the matching gift is attributed to the donor (usually a corporation or foundation) who receives recognition for the gift along with any allowable tax benefits. However, matching gifts of \$5,000 or above entitle the matching gift donor (corporation, foundation, etc.) to circle membership at the appropriate qualifying level.

VII. Gift Acknowledgement & Recognition

All cash/monetary and large in-kind donations to the organization will be acknowledged and recognized in writing. The Philanthropy Team is responsible for additional donor recognition activities on an annual basis with the Resource Development Committee. Donor recognition activities may be implemented throughout the year or may be included in special activities during National Foster Care Month, National Philanthropy Day or during special event activities.

- a. All donors will receive a written gift acknowledgment including a tax-deductible receipt for eligible donations (both cash & in-kind).
- b. All gifts will be processed and acknowledged within two weeks.
- c. Donors making a gift of \$500-\$999 will receive a telephone call from the Executive Director in addition to the written gift acknowledgement.
- d. Donors making a gift of \$1000 or more will receive a handwritten note or phone call from a board member in addition to the written gift acknowledgement and call from the Executive Director.
- e. Circle Members may also be recognized in newsletters, website, special event correspondence and event programs as determined by the Resource Development Committee and Board of Directors.
- f. Annual gift statements/totals will be provided upon request of the donor, particularly for monthly donors.

VIII. Acceptance:

It is the policy of Foundation for Foster Children to accept appropriate gifts of cash, securities, bequests, insurance policies, annuities, trusts, grant funds, gifts-in-kind, and other donations. However, the Foundation reserves the right to accept or reject any donation found to adversely affect the organization.

- a. Gifts may be refused or returned when the purpose is found to be (a) inappropriate, (b) not in keeping with the mission of the organization, (c) not in the best interest of the Foundation, (d) creating a hardship – financial or otherwise – which would cause the Foundation to undertake responsibilities it may not be capable of meeting for the period required by the terms of the gift.
- b. Unrestricted gifts are used where they are needed most within the general operating budget, which is reviewed and approved annually by the Board of Directors.
- c. A donor may designate a purpose for his/her gift to the Foundation for Foster Children, as long as there is no direct benefit derived from its use. This will be referred to as a restricted gift.
- d. The Executive Director will refer unusual gifts, gifts that have conditions attached, and gifts that would require the Foundation to assume additional responsibilities or liabilities to the Resource Development Committee and/or Board of Directors for acceptance or rejection.
- e. Only authorized employees or official members of the Board of Directors may accept cash gifts. A receipt will be provided for all cash donations and along with standard gift acknowledgement procedures.
- f. Gifts of securities and other intangibles are considered charitable contributions and should qualify as deductions from federal, state income tax. Donors are encouraged to consult with their legal and tax advisors regarding their gifts. All offers of securities and other intangible gifts must be reviewed and considered for the value of the gift and its benefits to the Foundation, when notified by a donor that a gift of securities is to be made, The Executive Director or his/her designee will provide instructions on how to electronically transfer funds to the designated fund account.
- g. All offers of gifts-in-kind must be reviewed and considered for the value of the gift and its benefits to the Foundation before they can be accepted.

Only staff, board members and approved designees may accept in-kind gifts. Gifts-in-kind will be reviewed with special care to ensure that acceptance will not involve financial commitments in excess of budgeted items or other obligations disproportionate to the usefulness of the gift. Consideration must be given to the cost of maintenance, cataloging, delivery, insurance, display, and any space requirements for exhibition or storage.

- h. Planned gifts such as wills, bequests, charitable trusts, life insurance policies are encouraged and will be reviewed on a case by case basis to ensure legal requirements are met by the Foundation.
- i. Gifts of real estate may be accepted but must be approved by vote of the Board of Directors. Considerations may include: Marketability of the property, existence of restrictions, reservations, easements and/or other limitations, existence of encumbrances, such as mortgages and mechanics liens, carrying costs, such as property owners' association dues, taxes, insurance, and other maintenance expense, fair market value in relation to the costs and limits listed above, any possible environmental or other reclamation liability that may attach to the acceptance of the property.

IV. GIFT PROCESSING

All charitable gifts to The Foundation for Foster Children will be processed in the office before being deposited in any Foundation for Foster Children account. The office will take great care to ensure proper handling and processing of all charitable contributions.

- a. Every gift will be acknowledged at least once. A gift acknowledgement is a thank you letter for one or more gifts. If an acknowledgement letter includes specific gift information; i.e. donor name, amount, purpose, date of gift, etc. it may also serve as a gift receipt. Additional acknowledgement will be made in accordance with the Donor Recognition policy.
- b. A complete and accurate record of every donation shall be kept with proper accounting controls to ensure a secure system of checks and balances is in place. The gift date, signatory, amount and acknowledgement letter w/receipt will be recorded in Donor software.
- c. An "anonymous gift" will be fully recorded and will be coded as no publicity except as "anonymous" in the NEWSLETTER and internal reports. Anonymous gifts will be included in aggregate giving totals.

- d. A “memorial/honor gift” designated to an individual or family will be acknowledged with a proper tax receipt for the donor and a letter will sent to the honoree alerting them to the memorial/honor gift. The honoree letter will not show the specific donation amount made in their behalf by the donor.

IX. Grants and Foundations

The organization may seek funding via local, corporate or national foundations. Grant writing is primarily the responsibility of the Executive Director or designee, but board members and volunteers may also write grants for the organization with the permission of the Executive Director and/or Board of Directors. Grants that are written by anyone other than the Executive Director must be reviewed and approved prior to submission by the Executive Director. The following guidelines should be followed when submitting grants:

- a. Funding to cover existing programs and services of the Foundation should take priority when seeking grant funding, acknowledging that foundations have their own funding priorities and areas of focus.
- b. Funding for new program services, new staff or grants that would increase the organizations budget in any way must be approved in advance of submission by the Board of Directors.
- c. Electronic or paper copies of all grants submitted should be on file with the Executive Director.
- d. When a grant has been awarded, all funding restrictions should be provided in writing (via grant budgets and grantor correspondence) to the Finance Manager for proper tracking and expensing of grant funds in the financial system.
- e. The Executive Director or designee is responsible for all grant reporting and ensuring compliance with all grant restrictions.
- f. A calendar of grant submission deadlines along with grant report due dates will be maintained by the Executive Director or designee.
- g. Typically competitive grant awards from large foundations are recognized outside of “circle membership” due to the nature of the grant award, funding and/or recognition restrictions and other issues unique to grant administration. However, a qualifying gift from a family foundation may be most appropriately recognized using a giving circle designation.