

*Mid-Del Youth and Family Center, Inc.
Policies and Procedures*

400 Fiscal Planning and Management

	<u>Page</u>
401 Introduction (Approved 03/19/04)	3
402 Administration (Approved 03/19/04)	3
403 Financial Reporting System (Approved 03/19/04)	4
404 Fiscal Year (Approved 03/19/04)	4
405 Annual Budget (Approved 03/19/04)	4
406 Audits (Approved 03/19/04)	7
407 Cash Management (Approved 03/19/04).....	7
408 Insurance (Approved 03/19/04).....	8
409 Contracts (Approved 03/19/04).....	9
410 Facilities (Approved 03/19/04)	10
411 Fees (Approved 03/19/04)	10
412 Petty Cash Fund (Approved 03/19/04)	12
413 Cash Receipts (Approved 03/19/04).....	13
414 Cash Disbursements (Approved 03/19/04).....	14
415 Accounts Payable (Approved 03/19/04)	15
416 Payroll/Time Keeping (Approved 03/19/04)	16
417 Travel Reimbursement(Approved 03/19/04)	17
418 Purchasing (Approved 03/19/04)	18

Mid-Del Youth and Family Center, Inc.
Policies and Procedures

419	Inventory (Approved 03/19/04).....	19
420	Financial Document Storage/Control (Approved 03/19/04)	20
421	Fundraising (Addition Approved 03/19/04)	20

400 Financial Planning and Management

401 Introduction (Approved 03/19/04)

The Board of Directors of Mid-Del Youth and Family Center, Inc. is responsible for governing the delivery and management of services provided by the agency. Furthermore, the Board is accountable to the general public and to the various funding sources for the allocation and use of its financial resources.

The Board provides the following fiscal policies to:

- A. Govern the fiscal affairs of the agency and ensure sufficient revenues are generated to support the organizations administration and program services.
- B. Assure reasonable and prudent management and accountability of the agency's financial resources.
- C. Communicate the basic fiscal structure of the agency to its staff, contracting agency's, and funding sources.
- D. Facilitate the management of the agency by setting forth a structure upon which operational procedures may be developed as needed.

402 Administration (Approved 03/19/04)

The Executive Director, with the advice of the Administration Director, shall be responsible for the interpretation, implementation and administration of these fiscal policies. The Executive Director shall issue any procedures or regulations necessary to carry out these policies and may delegate authority to implement these policies, procedures and regulations.

The agency shall comply with any fiscal regulations or rules promulgated by any funding source, except that if such rule or regulation is in conflict with these fiscal policies, or any other Board policy, the Executive Committee shall recommend appropriate action to the Board.

403 Financial Reporting System (Approved 03/19/04)

The books and records are kept on an accrual basis. For the purpose of financial statements, all assets and liabilities will be accrued to conform to generally accepted accounting principles.

Business transactions between the agency, members of the Board or employees are restricted and subject to complete disclosure.

The agency will utilize a uniform records system sufficient to document all financial transactions, safeguard the monetary and property assets of the agency and provide adequate internal control.

Monthly financial statements will be presented to the Board for approval. Any unusual departures from projected income and/or expenditures will be reported to the Executive Committee.

Grant or funding proposals shall require the approval of the Board.

Agency fiscal policies shall be reviewed periodically by the Administration Director. Any revision in policy shall be approved by the Board of Directors.

404 Fiscal Year (Approved 03/19/04)

The agency fiscal year shall be from July 1 to June 30. The fiscal year shall be the same time period upon which annual budgets shall be based with expenditures recorded against that budget for said time period.

405 Annual Budget (Approved 03/19/04)

The Executive Committee, upon recommendation of the Executive Director and the Administration Director, shall present an annual budget to the Board. The annual budget is defined as an operational plan for the agency that contains projection by source of revenues to be collected and with amounts established by program categories to be expended for general purposes. The Annual Budget is tied to

Mid-Del Youth and Family Center, Inc.
Policies and Procedures

outcomes, is in alignment with available resources; includes staff input, and supports programs, administration, evaluation, and fundraising. The Executive Committee may establish additional criteria for the annual operations budget and information to be included in the budget.

The Executive Director and Administration Director ensure financial management systems which includes: selecting and monitoring tracking systems, tracking key costs of operation, reviewing and revising the chart of accounts, and effectively managing payroll. The Executive Director and Administration Director monitor internal reporting information which includes: structuring appropriate financial reports, controlling the frequency of financial reporting, and selecting the appropriate accounting method.

The Executive Director and Administration Director understand the optimal budgeting process including incorporating effective budget management techniques into day-to-day operations, analyzing determinants of costs and allocations, getting staff input into the budgeting process, and tie outcomes to specific budget categories. The Executive Director and Administration Director will involve staff in the budget development process as well as in the monitoring process so that they have a clear understanding of the connections between the budget and their specific program areas.

The Executive Director and Administration Director prepare financial reports with budget variance information for review by the Board on a regular basis; organization leadership uses financial statements to make critical management decisions pertaining to organizational efficiency, adequacy of financial resources, need to implement budget revisions and organization financial trends.

The Executive Director, Administration Director, and Development Officer analyze current and potential sources of revenue and apply elements of a Board-approved fund development plan to ensure that plans bring in revenue from diverse funding sources.

Grant or funding proposals shall require the approval of the Board. If approved by the Board, any such proposal will become an amendment

Mid-Del Youth and Family Center, Inc.
Policies and Procedures

to the annual budget.

The Board may amend the annual budget upon recommendation of the Executive Committee.

Expenditures for any general category may be approved up to 10% above the amount budgeted, except that total expenditures for all purposes shall not be exceeded without Board approval. The general categories, unless otherwise enumerated, subject to the 10% variance shall be:

- A. Personnel;
- B. Contractual/Professional Services;
- C. Travel/Training;
- D. Equipment/Furnishings; and
- E. General Operations.
- F. Opportunity (innovation) budgeting

Upon the Board's approval of funding proposals, the funding source's acceptance of the proposal, the annual budget is thereby amended accordingly. However, when changes occur between the proposal approved and that accepted, the Executive Committee shall approve such changes, taking into consideration Board approved priorities.

The Board may establish priorities for expenditures approved in the annual budget contingent upon the receipt of adequate revenues. In the event that revenues collected are below those revenues anticipated, the Executive Director shall institute necessary procedures to assure that expenditures do not exceed revenues.

406 Audits (Approved 03/19/04)

A financial audit of the agency shall be conducted annually, no later than September 30 of the preceding fiscal year.

The Board shall select an auditing firm, upon the recommendation of the Executive Committee. The Committee shall establish the criteria for selection of the auditing firm and evaluate that selection annually, no later than May 1.

Copies of the Audits shall be provided to the Board by its regular November meeting.

The Executive Director or the Administration Director shall take necessary steps to correct any deficiency identified by the auditors. Financial management staff implements any recommended improvements to financial record keeping based on independent audit review.

The financial audit shall be conducted according to generally accepted auditing principles for quasi-governmental and/or non-profit organizations and will encompass a financial, compliance, and internal controls examination, with such examination being performed with the Single Audit Act provisions and other State and Federal guidelines.

The Executive Committee shall be notified of any audits required or conducted by any of the Board's funding sources. A written report of all audits shall be provided to the Board at a meeting following receipt of the audit report.

407 Cash Management (Approved 03/19/04)

In order to guarantee sufficient operating reserves for the agency to maintain financial stability and viability, protect the quality of basic services, assure compliance with major contract and/or grant requirements, and to insure controlled growth and management of additional and/or expanded services, the agency shall seek to maintain financial resources equivalent to one-half (1/2) of any fiscal year's general operating budget.

The Executive Committee shall evaluate the financial institutions and banks used for the depository of agency funds at least annually and advise the Administration Director in selecting those institutions and management policies that maximize the most economic use of agency funds.

All monies not otherwise assigned or restricted by agency policy shall be invested in federally insured banking and investment institutions in interest-earning accounts, except that funds may be transferred to a checking account to cover checks issued on that account.

The Administration Director may approve investment of funds not to exceed one year. The Executive Committee shall approve all investments for periods of time greater than one year.

All checks issued to be drawn on agency checking accounts in excess of \$2500 must be signed by two of the following: Board President, Board Vice President, Board Treasurer, Board Secretary, Executive Director or Administration Director. No check may be issued for any purpose other than as provided in the annual budget approved by the Board, or as amended.

The Executive Director and the Administration Director are authorized to sign checks up to \$2500.00 without a second signature required.

The Executive Director or the Administration Director may transfer funds between agency accounts.

408 Insurance (Approved 03/19/04)

The Administration Director shall obtain, or cause to be obtained, insurance for:

- A. All agency-owned property (or property leased for which the agency bears a risk);
- B. Premises liability coverage at each facility operated by the agency;

Mid-Del Youth and Family Center, Inc.
Policies and Procedures

- C. Professional liability;
- D. Trustees and Officers Liability;
- E. Bonding Protections;
- F. Non-Owned Vehicle Liability;
- G. Worker's Compensation; and
- H. Other protection as recommended by the Administrative Management staff or Board of Directors. The limits of insurance obtained shall meet the requirements of funding and contract requirements.

Insurance coverage shall be reviewed annually by the Executive Director and/or the Administration Director.

All staff involved in the handling or processing of agency funds or property will be bonded according to Board approved insurance policies. The Executive Director, Administration Director and Office Manager will be bonded according to Board approved insurance policies.

409 Contracts (Approved 03/19/04)

The Executive Director, or his/her designee, may approve a contract between the agency and another party to secure or obligate services, according to the Board approved budget and priorities.

Prior to the approval of any contract for services, an analysis of the cost of contracting versus employing the person, the criteria for obtaining of the services, and alternatives considered must be filed with the Administration Director, or his/her designee.

Contracts, as a minimum, must contain the approval of the Executive Director, or his/her designee, and the other contracting party, dates, services to be provided, compensation, and the person in the agency responsible for the contract.

No compensation may be issued to any contracting party for services that have not been delivered or when proper reports of delivered services, as provided by the agency, have not been received.

All contracts shall remain on file with the Administration Director, or his/her designee, for a period of five (5) years following fulfillment of all conditions contained therein.

An agency employee shall be designated by the Executive Director to evaluate the performance of each party contracting with the agency.

The Executive Director or the Administration Director is authorized to sign contracts with funding sources if the Board has approved the Annual Budget, or has approved grants or funding proposals meeting the criteria in Section 404.

410 Facilities (Approved 03/19/04)

No facility may be purchased, or any obligation to purchase made, with agency funds without the expressed approval of the Board.

All long-term leases exceeding 24 months, or twelve thousand dollars (\$12,000) per year, must be approved by the Board.

All facilities rented by the agency shall be on the basis of a "lease agreement" or "letter of understanding" that, as a minimum, contains the description of property rented, number of square feet, square foot cost, monthly cost, provisions for utilities, janitorial services, risk protection, and effective dates of the agreement that is signed by the owner, or his/her agent, of the facility and the President of the Board or designated Board representative or the Administration Director.

411 Fees (Approved 03/19/04)

Any fees established by the agency for services will be based on the cost of the services rendered and will publish an appropriate fee schedule reflecting the fees/charges. Individuals will be expected to reimburse the agency according to the cost of the service and their

Mid-Del Youth and Family Center, Inc.
Policies and Procedures

ability to pay. **No individual will be refused services because of an inability to pay.**

The adopted fee schedule shall have an adjustment schedule of charges based on the ability to pay, which will include factoring in family income and family size. Current family situation shall also be considered in determining a fee for services. Fees shall only be adjusted for clients without private/commercial insurance, Medicare or Medicaid coverage.

In the event a client fails to keep a scheduled appointment by failure to give the agency a 24-hour notice of cancellation, the client is subject to be charged for a **"Did Not Keep Appointment"** at the client's established fee rate.

Fees for services shall be due and payable at the time the service is rendered. If the client is unable to make payment at the time of service, a payment plan must be arranged.

The Office Manager shall administer a credit policy according to the following guidelines:

- A. Establish a credit limit for each client equivalent to the cost of net charges for six outpatient visits;
- B. Restrict credit to any client with charges 60 days past due and no payment activity within the preceding 60 days period on those past due charges;
- C. Exceptions may be granted in consultation with the Executive Director.

Developmental funds will be utilized when available to establish and maintain consultation/education programs, and such programs may be offered at a figure below actual cost.

The fee schedule will be reviewed annually and changes approved by the Board.

412 Petty Cash Fund (Approved 03/19/04)

A Petty Cash Fund not to exceed \$100.00 may be maintained for incidental and/or emergency expenses. Receipts for all expenses from such Petty Cash Fund must be maintained and submitted to the Office Manager at intervals no greater than monthly. The Executive Director shall designate a custodian of the Petty Cash Fund. The Administration Director, or his/her designee, will co-audit all Petty Cash Funds at least annually.

413 Cash Receipts (Approved 03/19/04)

The Administration Director will be responsible for the development and implementation of procedures designed to provide maximum internal control.

All funds received will be entered on the Daily Receipts Ledger. Receipts will be prepared for all cash received or for all contributions received. The Office Manager will be the individual responsible for receiving and receipting funds.

All checks received are to be immediately stamped with the appropriate bank account number and the "For Deposit Only" endorsement.

After cash receipts and checks have been logged by the Office Manager, he/she will be responsible for depositing the funds. All receipts should be properly secured in a locked file drawer until deposited.

The Administration Director, or his/her designee, will review the Daily Receipts Ledger on a weekly basis. The ledger will be reconciled with the record of deposits at the end of the month.

The client's copy of the receipt will be given to the payer (client) when direct payments for services are made. In the case of mailed-in payments, the client's copy will be placed on file and given to the client on the next visit.

Mid-Del Youth and Family Center, Inc.
Policies and Procedures

In the case of mailed-in donations/contributions, the original receipt will be included with the letter sent acknowledging the donation.

The Office Manager will prepare a deposit to the appropriate bank account by completing a bank deposit slip in duplicate.

Checks will be identified on the deposit slip along with the total amount of currency and coin, and will be coded to the appropriate Income Account. The deposit will be double-checked to insure that the deposit total balances with the actual receipts.

Receipts totaling \$100.00 or more should be deposited at the end of the day in which they were received, if at all possible. Deposits will be made on Friday of each week and on the last working day of the month, without exception.

The deposit and two deposit slips (original and carbons) will be taken to the bank and the bank will date stamp the deposit book copy. Any bonded staff can physically make daily deposits. Funds totaling \$10,000 or more will be deposited personally by the Executive Director, Administration Director or Director of Programs and Services.

A copy of the deposit slip and check copy will be filed in the appropriate Income Account File and, where applicable, in the contract file.

414 **Cash Disbursements** (Approved 03/19/04)

Board Treasurer, Executive Director and Administration Director are responsible for safeguarding agency monetary assets.

All checks and cash will be secured by lock during non-business hours or during business hours when not required for work completion or mailing.

All checks will be supported by appropriate documentation before writing and obtaining required signatures.

Mid-Del Youth and Family Center, Inc.
Policies and Procedures

The Board President, Board Vice President, Board Treasurer, Board Secretary, Executive Director, Administration Director, and his/her designee are authorized to transact financial business, to endorse and deposit checks, drafts or orders and to sign checks and orders for withdrawing funds for all bank accounts on behalf of the agency.

The Administration Director, of his/her designee, is authorized to transact financial business, to endorse and deposit checks, drafts or orders, and to transfer funds between all bank accounts on behalf of the agency.

Bank statements will be reviewed by the Office Manager and forwarded to the Administration Director and the agency's accounting firm for monthly reconciliation.

Expenditures exceeding five thousand dollars (\$2500) for non-recurring, non-budgeted items shall require prior authorization from the Board.

415 Accounts Payable (Approved 03/19/04)

All invoices and purchase requisitions will be reviewed and approved by the Administration Director, and the Executive Director as needed, prior to payment.

Agency checks will be prepared in duplicate. Invoices will be paid between the 10th and the 15th day of the month, or on the last day of the month in order to take advantage of any vendor discounts offered.

Checks submitted for signature shall be accompanied by invoices, purchase requisitions and/or payment approval documentation for review.

Original checks are disbursed/mailed to vendors by the Office Manager.

A copy of the check, along with all documentation, will be filed for record.

A record of all deposits and disbursements, with funds allocated to appropriate categories, will be provided to the accountant on a monthly basis, no later than the 15th of each month.

416 Payroll/Time Keeping (Approved 03/19/04)

A timesheet for all employees is to be submitted to the Administration Services Director or designee (Office Manager) no later than the last working day of each pay period. Timesheets will include the staff member's name, title, Social Security Number, and pay period month and year.

Time worked and leave/holiday information will be recorded in the appropriate sections of the time sheet. All applicable sections will be completed and each column totaled.

When a non-exempt employee works anytime in excess of their schedule, regardless of whether it is in excess of 40 hours or not, the immediate supervisor will write "Approved" in the comment section of the timesheet and initial it.

Timesheets will be completed and signed by the employee, reviewed and initialed by the employee's immediate supervisor prior to payroll processing.

The Office Manager will complete a Payroll Information Data Form for each day period which includes the salary rate/account and all employee-elected payroll deductions.

Payroll is written bi-weekly. Changes in routine payroll information, i.e., rate of pay, etc., or information on new employees, will be submitted using a Personnel Action Change Form.

Payroll checks will be prepared in duplicate and a Payroll Register generated. The Administration Services Director will be responsible for insuring the payment of payroll taxes and all agency-approved voluntary payroll contribution programs, i.e., Credit Union, United Way, etc. The accounting firm will be responsible for the preparation of the quarterly payroll tax reports.

Payroll checks will be signed and handled in the same manner as prescribed for accounts payable checks. Payroll checks are placed in individual envelopes and distributed to employees following the end of each payroll period. Payroll checks will be released to the employee only unless the employee has authorized otherwise.

Timesheets, payroll and leave records will be maintained for each employee for a seven-year period.

417 Travel Reimbursement (Approved 03/19/04)

Agency travel reimbursement shall be in accordance with current guidelines and rates established by the State of Oklahoma. Any exception to State guidelines or rates requires the written approval of the Executive Director or Administration Director and Executive Committee of the Board.

At the discretion of the Executive Director, a narrative trip report may be required. This report shall be submitted to the Executive Director no later than 15 days following completion of the travel.

All travel and transportation cost claims will be completed on the designated agency form, signed and dated by the employee and submitted to the Administration Services Director no later than the fifth (5th) working day of the month following the travel period being claimed.

Travel claims must be submitted on a monthly basis. A claim form shall not include travel covering more than a one-month period. If the amount of the claim is under \$20.00, claims will be held until a combined total of at least \$20.00 has been submitted, or until the end of the quarter, whichever comes first.

Reimbursement for transportation via private automobile will be at the approved agency rate per mile based on the distance listed in the Oklahoma State Commission road map.

The following travel-related items must be supported by a receipt:

*Mid-Del Youth and Family Center, Inc.
Policies and Procedures*

- A. Claims for travel by commercial transportation costs, i.e., airplane, bus, rental car, etc.;
- B. Lodging expenses;
- C. Parking fees, turnpike tolls, and public transportation, i.e., taxi, bus, etc.

All claims for reimbursement of travel expenses must be payable to the person who actually performed the travel.

Travel claims must be paid out of the program year funds during which the travel was performed. Travel will be approved and reimbursed based on the availability of funds.

Claims for travel reimbursement will be processed along with accounts payable checks and handled in the same manner.

418 Purchasing (Approved 03/19/04)

The Administration Director, or his/her designee, is responsible for the implementation of this procedure.

The signatures of the Program Supervisor, or a staff member who does not have a Program Director or supervisor, and/or the Administration Director or Executive Director are required on the Purchase Requisition prior to purchase.

Non-routine, non-budgeted items costing more than \$1,000.00 shall be submitted to at least three (3) vendors for pricing prior to purchase. Pricing will include any delivery charges. **The agency may use sole source method of purchasing under certain circumstances as stated below.**

Sole Source (Non-competitive) Method

The agency will sole source goods and services when the service is only available from only one source; or public exigency or emergency

will not permit the time required for competitive solicitations; or after solicitation from a number of sources, competition is determined inadequate; or in the purchase of workers compensation insurance from the State Insurance Fund because the rates are established by a commission and are not subject to competition; or Statewide Contracts are used for procurement of goods or services regardless of aggregate cost.

Purchases may be made with no price or rate quotations when the purchase is commonly used. This requires publication of a solicitation (i.e., Request for Proposal or Request for Application) which identifies the various selection criteria, and a formal, objective and fair evaluation process designed to select for funding those proposals, which best meet the specifications of the RFP or RFA and provide the optimum combination of program quality and costs, demonstrated effectiveness, business and administrative integrity and ability to comply with regulations, meet client characteristics and performance standards.

The Executive Director or Administration Director, or designees, may receive supplies and/or equipment deliveries. The Shelter Director and shelter staff is designated to receive supplies and/or equipment deliveries after normal business hours or on weekends, or on items pertaining to shelter operations.

Staff will be responsible to sign and date the appropriate receiving documents(s) from the vendor or shipper, and will keep at least one copy of the receiving document. All signed receiving documents will be submitted to the Office Manager for filing.

418 Purchasing (cont'd.) (Approved 03/19/04)

Agency employees who are required to incur non-travel expenses for the agency from personal funds shall be reimbursed for such expenses. The conditions for reimbursements shall be documentation of any expenses incurred from personal funds and reimbursement authorization from the Executive Director or Administration Director.

Items identified as equipment with a cost of **\$1000** or more, and a

useful life of three or more years, shall be capitalized as Agency assets and depreciated monthly according to the straight-line depreciation method. The guidelines of the Internal Revenue Service shall be used in the determination of a useful life.

419 Inventory (Approved 03/19/04)

All non-expendable items costing more than **\$500.00** and with a life expectancy of at least three (3) or more years are to be inventoried and issued an inventory number. All inventoried items are automatically included in the agency's blanket insurance policy. The Office Manager shall be responsible for insuring that the inventory is maintained.

All inventoried items will be assigned an inventory number and recorded, along with descriptive and cost information, in the property book on the Equipment Inventory form. Inventoried items will be marked "MID-DEL" - followed by the inventory number by engraving or marking with indelible pen. The inventory will be updated on an annual basis and the contents insurance reviewed.

When the rental or lease of equipment is determined to be more economical than the purchase of equipment, or when adequate funds are not budgeted for the purchase of equipment, the Administration Director may enter into the most cost-effective rental agreement for such equipment.

Property that is considered to be of no value because of "fair wear and tear" may be disposed of provided that the Executive Director or the Administration Director decides that the property is of no value and authorizes its disposition. A list is kept on file by the Administration Director and MIS Manager for such property on the Deleted/Disposed Inventory Items form.

Approval of the Administration Director shall be required for the disposal of any equipment inventory. In the event that the book value of such equipment exceeds \$250, such disposal shall also require the approval of the Executive Director. At least three (3) written quotes for the sale or trade of such equipment shall be required and in no event shall the agency dispose of the equipment for less value than the

highest quote.

420 Financial Document Storage/Control (Approved 03/19/04)

Financial documents will be maintained in locked files in the agency Administration Director's office when not being utilized in appropriate work-related activities.

Financial documents will be maintained in the Administration Director's office under lock and key for a period of two (2) years. At the end of two (2) years, the documents will be stored in the locked document storage area for an additional three (3) years. After five (5) years, financial documents may be disposed of either by shredding or by incineration.

Payroll and Personnel Records will be maintained for a period of seven (7) years and then disposed of either by shredding or by incineration.

Keys to the locked files will be maintained by the Executive Director, the Administration Director, the Office Manager and/ or a designee only.

Other agency employees or Directors (Board), and representatives of funding or monitoring agencies, will be allowed access to the financial records/files on a need-to-know basis only.

421 Fundraising (Approved 03/19/04)

It is the policy of Mid-Del Youth and Family Center, Inc. to ensure fundraising practices and policies are developed in such a way that is ethical and based on sound fundraising strategies that reflect the organizations values.

The Executive Director, Board Leadership and fund development staff develop and review fundraising policies and review them annually to ensure they are in alignment with the organization values. Issues that will be examined include, but are not limited to: list sharing policies,

Mid-Del Youth and Family Center, Inc.
Policies and Procedures

number of funding request to be made per year, acceptable sources of revenue, definitions of major donors, etc. It is the responsibility of the Executive Director and Board Leadership to ensure agency staff are aware of and have an understanding of organizational fundraising practice and goals.

The Executive Director and fund development staff will prepare detailed plans for each income line item in the organization's budget to determine how fundraising strategies will be accomplished. In addition, all possible sources of revenue and revenue generating activities will be evaluated to ensure a diversified funding base. All fundraising activities will be carried out through designated ad hoc development teams and designated Board Committees. The Board Leadership will seek to achieve 100% participation by all members in both giving and participation in fundraising activities. The Executive Director and management staff will determine appropriate staff roles to participate in activities.

All donors will be treated with respect and with the degree of confidentiality they desire. Assigned fund development staff will insure a comprehensive data collection methodology is in place to record donor information in a timely and accurate manner. Assigned fund development staff will generate acknowledgement letters in accordance with IRS guidelines immediately upon receipt of any gifts received. In addition, the Executive Director and Board Leadership will seek to acknowledge donors in any public venues or written material as appropriate to the organization and the donor's desire for anonymity.

All funding sources, to include donors, will receive accurate and honest feedback on the organization performance in carrying out its mission within the respective communities it serves. The Executive Director, fund development staff and management staff will develop and implement strategies for communicating with donors and funding sources, this may include newsletters, e-mail updates, and special or annual reports.