INTRODUCTION

Adherence to this policy is required of all who are involved in the solicitation of funds for the Arts and Recreation Foundation of Overland Park (ARFOP):

- Board of Directors
- Staff and contract employees
- Friends of Overland Park Arts Executive Committee members
- Friends of the Arboretum Executive Committee members
- Friends of the Farmstead Executive Committee members
- Fundraising committee members and campaign volunteers appointed by the Board of Directors or the Friends executive committees to participate in fundraising activities
- City of Overland Park staff involved in ARFOP and Friends fundraising projects and activities

The ARFOP Board of Directors has the authority – per its bylaws and inherent fiduciary responsibilities as the governing body of the Foundation – to remove any volunteer or Foundation employee who violates the duly approved policies of the Foundation including this Fundraising Policy.

SOLICITATION AND SOLICITATION MATERIALS – It is required that

1. All solicitation materials presented to prospective donors and the public clearly identify that funds are being contributed to the Arts and Recreation Foundation of Overland Park, a 501(c)(3) not-for-profit corporation eligible to receive tax-deductible contributions to the full extent of the law.

2. All solicitation materials are accurate and truthful.

3. Solicitors and solicitation materials provide:
   - Name of solicitor and whether he/she is acting as a volunteer, an employee or hired solicitor
   - A clear description of the event or project for which funds are being solicited
   - The intended use of the contribution
   - A contact for obtaining further information
   - Proof of eligibility to receive tax-deductible contributions (Tax Determination Letter)
   - Clear indication if ARFOP is providing any goods or services in exchange for a contribution and the value of those goods or services that are not tax-deductible.

ROLES, RESPONSIBILITIES AND REPORTING

4. Attached and part of this policy are the following:
   - Job Description – Capital Campaign Chairs
   - Job Description – Special Event Chairs
   - The Role of the Board of Directors in Major-Gifts Solicitations and Capital Campaigns
   - The Role of the Executive Director in Major Gifts Solicitations and Capital Campaigns
   - The Role of the Board of Directors in Special Event Fundraising
   - The Role of the Friends Executive Committees in Special Event Fundraising
   - The Role of the Executive Director in Special Event Fundraising

5. ARFOP shall maintain records of all solicitation efforts and results (Donor Perfect Online) – including donor and prospect contact information, pledges, gifts received, and memberships – in a...
computerized donor management system. The Executive Director shall be responsible for the maintenance of this database. The ARFOP bookkeeper shall enter all financial contributions and other transactions into the system. The Friends groups may designate volunteers to have access (with limited permissions) to the system for the purpose of maintaining accurate membership and volunteer records and monitoring their membership programs, mailings, special events and other fundraising activities.

6. It is required that representatives of all fundraising efforts – projects, events, campaigns, etc. – provide the Executive Director information on the status of their solicitations on a monthly basis. The Executive Director shall incorporate this information into a comprehensive “asks-on-the-table” report to be available to the Board of Directors and the Friends executive committees. The purpose of this report shall be to coordinate solicitations, minimize the possibility of over-solicitation, and provide the opportunity for assistance with solicitations.

**DONOR INTENT**

7. ARFOP/Friends shall use contributions for purposes consistent with the description in the solicitation materials and/or in accordance with the specific written direction of the donor.
   - In the event that ARFOP is unable to use a contribution as stated in the solicitation appeal or in the donor’s communication, a representative of ARFOP is required to contact the donor and request permission to apply the gift to another purpose or offer to return the gift.
   - See the ARFOP Gift Acceptance Policy for a description of the written agreements on donor intent required for contributions of $50,000 or more.

**GIFT ACKNOWLEDGMENT**

8. Written, timely and specific acknowledgment of all contributions and membership payments is required. The IRS requires specific acknowledgment of all donations of $250 or more, but the ARFOP Board of Directors requires acknowledgement of all contributions in accordance with the IRS requirement:
   - Date of receipt
   - Amount received
   - Value of any goods or services being provided in exchange for the contribution

9. It is required that the fair market value of all goods and services given to donors in exchange for a gift (such as benefits associated with a sponsorship) be estimated in good faith and provided to donors in writing.

10. It is required that project chairs provide all donor-mandated documentation – as stipulated in a grant agreement or gift-acceptance agreement – on the progress and completion of a funded project. It is, further, strongly recommended that project chairs regularly contact major donors formally and/or informally with information on the status and/or impact of the funded project.

11. It is strongly recommended that project chairs, the board of directors, the Executive Director and other staff members, and the Friends executive committees make every effort to communicate with all donors as frequently as possible. These efforts may include telephone calls, emails, written notes, newsletters, annual reports, progress reports, project updates, and invitations.

12. ARFOP/Friends shall not appraise the value of in-kind donations (goods and/or services) nor provide that information to in-kind donors. ARFOP/Friends shall ask in-kind donors to provide the estimate of the value of their in-kind donations.

**GIFT ACCEPTANCE AND GIFT RECOGNITION**

13. It is required that acceptance of any gift would not compromise ARFOP’S ethical standards, financial circumstances, program focus or other interests.

14. It is required that (1) acceptance of any gift is consistent with ARFOP’s mission and (2) if applicable, any capital project to be funded has been approved by the City of Overland Park. For each capital project fully or partially funded by ARFOP, no funds can be accepted until the ARFOP president and the mayor of the City of Overland Park have signed a letter of agreement concerning approval of the project and responsibility for the funding of the project.

15. It is required that all gift acceptance and gift recognition comply with the ARFOP Gift Acceptance Policy.
16. It is required that public recognition of all gifts comply with the City of Overland Park Resolution 3571 on naming rights associated with the Farmstead, the Arboretum and art installations.

TRAINING AND SUPERVISION

17. The Board of Directors delegates supervision of all fundraising activities to the ARFOP Fundraising Committee and the Executive Director.

18. The ARFOP Fundraising Committee and the Executive Director are required to monitor all board and Friends fundraising and have the authority to ensure that all fundraising activities are (1) conducted in accordance with these policies, (2) are legal and ethical, and (3) use best-business practices.

19. The Board of Directors has delegated the planning and execution of the Friends membership programs, commemorative gifts programs, “grassroots” fundraising efforts, and special event fundraising to the Friends groups. The Friends groups are required to include the Executive Director in the planning and execution of all fundraising activities.

20. The Executive Director shall provide fundraising training programs and assistance for the Board of Directors, the Friends executive committees and all other volunteers and staff involved in solicitation of funds from the public.

FUNDRAISING COMPENSATION

21. ARFOP/Friends shall not compensate internal or external fundraisers based on a commission or percentage of the amount raised.

| Compensation for fundraising activities should reflect the skill, effort, and time expended by the individual or firm on behalf of the charitable organization. Many professional associations of fundraisers prohibit their members from accepting payment for fundraising activities based on a percentage of the amount of charitable income raised or expected to be raised. Basing compensation on a percentage of the money raised can encourage fundraisers to put their own interests ahead of those of the organization or the donor and may lead to inappropriate techniques that jeopardize the organization’s values and reputation and the donor’s trust in the organization. Percentage-based compensation may also lead to payments that could be regarded by legal authorities or perceived by the public as “excessive compensation” compared to the actual work conducted. Percentage-based compensation may also be skewed by unexpected or unsolicited gifts received by the charitable organization through no effort of the fundraiser. A similar logic applies to employees. Some charitable organizations choose to provide bonuses to employees for exceptional work in fundraising, administrative, or program activities. If so, the criteria for such bonuses should be clearly based on the quality of the work performed, rather than on a percentage of the funds raised. |

Provided by: ACCG:avenue2possibilities LLP, Vancouver, WA, (360) 597-4655, contact@accga2p.com

PRIVACY

22. ARFOP/Friends shall respect the privacy of individual donors.

23. A privacy statement shall be included as part of the ARFOP/Friends website. This policy shall give donors a means by which to “opt-out” of future communication and/or public recognition of a gift.

24. ARFOP/Friends shall honor the wishes of any donor who wishes to be anonymous and/or not receive communication from the organization in the form of newsletters and future solicitations.

25. ARFOP shall not provide its membership and donor lists to anyone outside of the organization.
Campaign Fundraising Roles and Responsibilities

Section I - The Role of the Board of Directors in Major-Gift Solicitations and Capital Campaigns

1. First and foremost, the Board of Directors bears responsibility for the financial, legal and ethical conduct of all aspects of fundraising and the Campaign and requires that all actions on behalf of the campaign by the Executive Director and all volunteers be legal and ethical.

2. The ARFOP Vice President – Development oversees all Capital Campaigns and major gifts solicitations and delegates the implementation of the campaign plan to the Executive Director.

3. The ARFOP Vice President-Development and the Executive Director will prepare a campaign plan of action for all major campaigns for approval by the Board of Directors. This plan will contain the following:
   - Case Statement
   - Goals and Chart of Giving
   - Naming Opportunities
   - Plan of Action
   - Prospect List
   - Timeline
   - Campaign Asks-on-the-Table Report
   - PR Plan
   - Donor Recognition Plan

4. The Board of Directors requires total adherence to the ARFOP Gift Acceptance Policy.

5. The Board of Directors requires regular up-to-date asks-on-the-table information and a monthly Campaign progress report.

6. Individual directors are required to participate in the identification, cultivation, solicitation and recognition of prospects and donors to the best of their abilities as requested.

7. The Treasurer oversees the accounting for all receipts and expenditures for the project to ensure that all best-accounting and best-business practices are being followed.

8. Individual directors are required to make a gift to each campaign at a self-determined level.

9. The President of the Board appoints the Campaign Chair, and, in consultation with the Campaign Chair and the Executive Director, appoints the members of the Campaign Committee.
   - If the Campaign Chair is not an elected member of the ARFOP Board of Directors, an elected Director shall be appointed to the Campaign Committee.
   - A minimum of one representative of the appropriate Friends group shall be appointed to the Campaign Committee. This representative may, but is not required to, be a member of the Friends executive committee.
   - The Executive Director shall participate fully in all meetings, communications and donor contacts.
   - Additional members of the Campaign Committee shall be appointed from current and past donors, volunteers and the community at large.

Section II - Job Description - Capital Campaign Chairs

1. The Campaign Chair assists the Executive Director and the Vice President-Development in the development of the campaign plan and submits it to the Board of Directors for approval. The plan includes the items listed in Section I, #3.

2. The Campaign Chair presides at all meetings of the Capital Campaign Committee.

3. The Campaign Chair assists the Executive Director in preparing a monthly progress report to the Board of Directors and periodic reports to the applicable Friends group. The report includes the
names of all donors and their pledge and/or payment amounts to date and the status of grant requests and prospect contacts.

4. The Campaign Chair and the Executive Director are responsible for including the campaign asks-on-the-table report in ARFOP’s master asks-on-the-table report.

5. The Campaign Chair and the Executive Director are responsible for implementation of the ARFOP Gift Acceptance Policy for all applicable gifts to the Campaign.

6. The Campaign Chair and the Board President will assist the Executive Director with acknowledging all pledges and donations to the Campaign.

Section III - The Role of the Executive Director in Major-Gift Solicitations and Capital Campaigns

1. The Executive Director is required to “drive” the successful completion of all ARFOP Capital/Major-Gifts Campaigns.

2. The Executive Director plays a major role in the selection of the Campaign Chair, the Honorary Chair and all committee members.

3. The Executive Director participates fully in all meetings, communications and donor contacts.

4. The Executive Director is required to keep a list of all committee members and their contact information.

5. In consultation with the Campaign Chair and the Vice President-Development, the Executive Director develops a campaign plan and submits it to the Board of Directors for approval. The plan includes the items listed in Section I, #3.

6. The Executive Director is responsible for implementation of the ARFOP Gift Acceptance Policy for all applicable gifts to the Campaign.

7. The Executive Director is responsible for including the campaign asks-on-the-table report in ARFOP’s master asks-on-the-table report.

8. The Executive Director with the assistance of the Campaign Chair prepares a monthly progress report for the ARFOP Fundraising committee. The report includes the names of all donors and their pledge and/or payment amounts to date and the status of grant requests and prospect contacts.

9. The Executive Director is responsible for maintaining complete and thorough records on all prospect contacts.

10. The Executive Director writes or signs-off on all grant-request applications.

11. The Executive Director manages the acknowledgment of all contributions and assists the Campaign Chair and Board President in providing personally signed acknowledgments.

12. The Executive Director is responsible for all grants being used in accordance with the grantor’s restrictions and submitting all required grant reports in a timely manner.

13. The Executive Director documents the campaign for historical records.

Special Event Fundraising Roles and Responsibilities

Section I - The Role of the Board of Directors in Special Event Fundraising

First and foremost, the Board of Directors bears responsibility for the financial, legal and ethical conduct of all aspects of fundraising and requires all fundraising volunteers to act legally and ethically.

1. The Board of Directors delegates the planning and implementation of Foundation special event fundraisers to the Executive Director and a Board-appointed event chair and requires the Executive Director and the event chair to adhere to the requirements set forth in the “Job Description – Special Event Chairs” policy document.

2. The Board of Directors delegates the planning and implementation of Friends special event fundraisers to the Friends groups and requires the Friends executive committees to adhere to the requirements set forth in the “Job Description – Special Event Chairs” policy document.
3. The ARFOP Treasurer oversees the accounting for all receipts and expenditures for the event to ensure that all best-accounting and best-business practices are being followed.

4. The ARFOP Board of Directors has the authority to make changes in the plan and/or execution of an event or to approve or disapprove the continuation of an event based upon the "program cost analysis" report and a recommendation from the Executive Director and the Director of Parks and Recreation.

5. The ARFOP Board of Directors has the authority – per its bylaws and inherent fiduciary responsibilities as the governing body of the Foundation – to remove any volunteer or employee who violates the duly approved policies of the Foundation including this Fundraising Policy.

Section II – The Role of the Friends Executive Committees in Special Event Fundraising

The ARFOP Board of Directors has delegated to the Friends groups the privilege and responsibility of conducting special events for the purpose of raising funds for (1) the Friends groups’ operations and (2) providing funds for the support of projects at the Arboretum and the Farmstead and for the City’s arts program, respectively.

1. The Friends executive committees are accountable to the ARFOP Board of Directors to plan and conduct special event fundraisers that are each effective utilizations of financial, volunteer and City resources.

2. The Friends executive committees may develop a format (form) for Special Event Chairs to present their plans for the event to the Executive Director (Section III, #3).

3. It is required that the Friends executive committees submit a “program cost analysis” report on each special event fundraiser within 60 days of the event to the ARFOP Fundraising Committee, the Executive Director and the City of Overland Park Director of Parks and Recreation. The report will include:
   - Total income by category – sponsorships, contributions, in-kind donations, admittance or registration fees/tickets, and sales income
   - Total expenses by category
   - Income and expense comparisons with previous years
   - The event’s cost per dollar raised – expenses divided by income.
   - # of volunteers involved
   - # of volunteer hours expended
   - # of city staff hours expended in support of the event
   - Comparison of the event’s goals and the outcomes
   - Event highlights
   - Post-event evaluation, lessons learned and recommendations for next year’s event

4. It is the responsibility of the Friends executive committees that all contributions to events are acknowledged correctly and in a timely manner per the requirements outlined in the Gift Acknowledgment section of the ARFOP Fundraising Policy.

5. It is the responsibility of the Friends executive committees to appoint chairs and steering committee volunteers to plan and execute these events

Section III - Special Event Chairs Job Description (Fundraising Responsibilities)

1. The event chair is required to consult with the Executive Director in the planning stage of the event to utilize the Executive Director’s professional experience and fundraising expertise.

2. The event chair may appoint members of a steering committee and volunteers to assist with the planning and implementation of the event.

3. The event chair/committee is required to develop and review with the Executive Director the following:
   - Event goals (financial, program-awareness, membership-building, residual, etc.)
   - Event/volunteer job descriptions
   - Chart of Sponsorship Opportunities
   - Sponsorship solicitation materials that include
     - Sponsorship Opportunities and Benefits document
     - Sponsorship Commitment form
4. The event chair is required to provide a monthly fundraising progress report during the planning and implementation of the event to the ARFOP Fundraising Committee or the applicable Friends Executive Committee and the ARFOP Executive Director. The report is to include the names of all donors and their pledge and/or payment amounts to date, number of tickets sold, and any other applicable financial information about the event.

5. The event chair is responsible for providing the current event asks-on-the-table report to the Executive Director for inclusion in ARFOP’s master asks-on-the-table report on a monthly basis. This information is due at the first of each month, but it is encouraged that significant changes in the report be communicated in a timely manner.

6. The event chair determines, with the assistance of the Executive Director, the benefit received for a sponsorship or ticket if any part of the sponsorship or ticket is to be considered a tax-deductible donation.

7. The event chair may incorporate sponsorship and ticket sales into the ARFOP on-line credit card sales system at a cost to be born by the event’s proceeds. The Executive Director assists with implementation.

8. It is required that all event cash control procedures are in accordance with the ARFOP Financial Accountability Policy.

9. The event chair may request the assistance of the ARFOP bookkeeper to assist with handling cash, checks and credit-card transactions at the event.

10. Within 60 days of the completion of the event, the event chair will assist the ARFOP Fundraising Committee or the applicable Friends executive committee in completing the “program cost analysis” (Section I, #2).

11. At the conclusion of the event, the event chair is required to organize and pass on the event files and a copy of the “program cost analysis” to the next chair.

Section IV - The Role of the Executive Director in Special Event Fundraising Projects

1. The Executive Director is required to consult with event chairs in the planning of their events and to provide advice and guidance based upon professional experience and fundraising expertise.

2. The Executive Director reviews all event fundraising plans (event goals, job descriptions, chart of sponsorship opportunities, sponsorship solicitation materials, plan of action, sponsorship prospect list, timeline, asks-on-the-table report, ticketing plan, website promotions, marketing plan and donor recognition plan).

3. The Executive Director incorporates the event asks-on-the-table reports into the master asks-on-the-table report on a monthly basis.

4. The Executive Director assists the Event chairs with determining the tax-deductibility of sponsorships and tickets and determining the “value of the benefit” received by donors.

5. The Executive Director assists the Event chairs with setting up credit-card sales through the ARFOP website.

6. The Executive Director and the ARFOP Treasurer approve the process the event chairs develop for the handling of cash, checks and credit cards at the event.

7. The Executive Director maintains a file of event reports as a historical record.

8. Based upon the event “program cost analysis” reports and other circumstances that may affect the viability of an event, the Executive Director and the Director of Parks and Recreation make recommendations to the ARFOP Board of Directors to approve/disapprove the continuation of events.

Approved by the Arts and Recreation Foundation of Overland Park Board of Directors February 17, 2009
EVENT RISK MANAGEMENT GUIDELINES

Events are by their very nature not “routine operations” but are often modified or new processes and procedures used to support a one-time or once-a-year activity. Given that these activities are not routine, the exposure to risk is increased. Basic values exposed to risk include: personnel, property, liability (responsibility for injury or damage to others), continuity and revenue. Accidents can involve injury or property damage resulting in financial loss, reputational loss, interruption or cancellation of the activity, additional expenses, etc. The primary responsibility of the individuals “in charge” of an event include managing the risks of the activities, participants, operations, personnel and property to support the successful outcome.

Ten Steps to A Safe Event

1. **Establish Goals:** including no injuries, no property damage, operating legally, avoiding cancellation, cost-effective generation of funds, reducing anxiety about risk, and fulfilling social responsibilities.
2. **Designate Key Personnel:** A Safety Team, led by a chair with a keen eye for detail and common sense working closely with the event chair and steering committee.
3. **Focus On Safety:** Remember that all our assets – as well as those of the City of Overland Park – are exposed – people, property, income and goodwill. Safety begins at the top and involves everyone.
4. **Identify And Evaluate Event Risks - Facilities Selection and Management:**
   - Site Selection and Pre-Event Planning: Entrances and exits, accessibility, communications, alarms, physical condition of the facility, lighting, restrooms, equipment
   - Pre-Event Inspection: Set-up hazards
   - Safety during the event: Response and correction
   - Post-event safety: Egress, tear-down, clean-up
   - Food and Alcohol: Permits, inspections, contracts, qualifications, facilities
   - The Law: Intoxication – service and training
   - Entertainment: Contracts, impact, set-up
   - Transportation And Parking: Access and traffic control, parking, shuttling.
   - Outdoor Events: Weather, restrooms, access.
   - Fund Raising Risks: Requirements of sponsors, donor publicity, realistic revenue projections, cash control.
   - Involving Persons with Disabilities: Participants and staff.
   - Partners (Vendors, Co-Sponsors): Written agreements, claims and liabilities, insurance requirements.
5. **Use Risk Sharing Tools And Secure Financing – Insurance:** Operations, products, automobiles, advertising, non-appearance, weather, property, contractual transfer
6. **Provide Security:** Crowd control
7. **Plan For Emergencies:** Accidents, weather, emergency response and leadership, first aid, calling for help.
8. **Document Plans:** Identification, analysis, mitigation, procedures and guidelines.
9. **Report Incidents:** Overland Park venue supervisor, Emergency services supervisor, risk manager/insurer.
10. **Incorporate Lessons Learned And Prevent Future Incidents:** What worked, why and why not? Who else should be involved? Keep communications, documents and contracts in the event file.

MEDIA – Who Talks to the Media and What Do They Say?

In the event of an incident:
- **Contact the appropriate Overland Park venue supervisor (Arts Coordinator, Farmstead Manager or Arboretum Supervisor) IMMEDIATELY.** It is their job to control the situation and, they have a crisis management plan to follow.
- Do not speak to the media or make public statements. Politey refer questions to the venue supervisor. The spokesperson for ARFOP is the President of the Board or the Executive Director.
- Stay calm.
- Be positive and truthful.
- Show concern and compassion.

*Adapted From - Managing Special Event Risk, 10 Steps to Safety, Nonprofit Risk Management Center and Nonprofit's Insurance Alliance of California.*

Policy #2009-001

Approved 2/17/2009
### SAMPLE EVENT PLANNING FORM

<table>
<thead>
<tr>
<th>Goals (financial and other)</th>
<th>List (net proceeds, # of attendees, % increase in attendance, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel (Steering committee members; volunteers needed, etc.)</td>
<td>Summarize, and attach a list of steering committee members and their assignments</td>
</tr>
<tr>
<td>Chart of Sponsorship Opportunities</td>
<td>List</td>
</tr>
<tr>
<td>Sponsorship Opportunities and Benefits document</td>
<td>Attach</td>
</tr>
<tr>
<td>Sponsorship Commitment Form and other appropriate forms needed for registration/sales</td>
<td>Attach</td>
</tr>
<tr>
<td>Plan of Action/Timeline</td>
<td>Summarize and/or attach detailed calendar if one has been developed.</td>
</tr>
<tr>
<td>Sponsorship Prospect list</td>
<td>Attach</td>
</tr>
<tr>
<td>Event Asks-on-the-Table report</td>
<td>On-going</td>
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<tr>
<td>Sponsorship solicitation plan</td>
<td>Summarize</td>
</tr>
<tr>
<td>Ticket Sales Plan (or plan for registering participants, etc.)</td>
<td>Summarize</td>
</tr>
<tr>
<td>Website Plan</td>
<td>Summarize</td>
</tr>
<tr>
<td>Marketing Plan</td>
<td>Summarize</td>
</tr>
<tr>
<td>Donor Recognition Plan</td>
<td>Summarize</td>
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## SAMPLE COST BENEFIT ANALYSIS FORM

<table>
<thead>
<tr>
<th>Income</th>
<th>(This Year)</th>
<th>(Last Year)</th>
<th>(Year Before)</th>
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<td>Sponsorships</td>
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<td>Contributions</td>
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<tr>
<td>In-Kind Donations (must be offset as expenses too)</td>
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<tr>
<td>Admittance Fees/Tickets</td>
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<tr>
<td>Sales</td>
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<tr>
<td>TOTAL INCOME</td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>(This Year)</th>
<th>(Last Year)</th>
<th>(Year Before)</th>
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<tbody>
<tr>
<td>Cost of Goods Sold</td>
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</tr>
<tr>
<td>Professional Fees (Artists, Design, Computer, etc.)</td>
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<tr>
<td>Bank/Credit Card Fees and Sales Tax</td>
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<tr>
<td>Promotion and Advertising</td>
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<td>Equipment and Equipment Rentals</td>
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<td>Supplies</td>
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<td>Food &amp; Beverage</td>
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<tr>
<td>Postage, Printing, Mailing Services</td>
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<tr>
<td>TOTAL EXPENSES</td>
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<td></td>
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</tbody>
</table>

## NET PROCEEDS

## COST PER DOLLAR RAISED

## # OF VOLUNTEERS

## TOTAL VOLUNTEER HRS

## TOTAL OP STAFF HRS

## COMPARISON - GOALS AND OUTCOMES

<table>
<thead>
<tr>
<th>Goal # 1</th>
<th>Outcome</th>
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<table>
<thead>
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<th>Goals #2</th>
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<td>Outcome</td>
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<tr>
<td>Goal #4</td>
<td>Outcome</td>
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<tr>
<td>Goal #5</td>
<td>Outcome</td>
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**EVENT HIGHLIGHTS**

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<th>Highlight #1</th>
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<td>Highlight #2</td>
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<td>Highlight #3</td>
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**EVALUATION - LESSONS LEARNED**

<table>
<thead>
<tr>
<th>Lesson #1</th>
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<tbody>
<tr>
<td>Lesson #2</td>
</tr>
<tr>
<td>Lesson #3</td>
</tr>
</tbody>
</table>

**EVALUATION - RECOMMENDATIONS FOR NEXT YEAR**

<table>
<thead>
<tr>
<th>Recommendation #1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation #2</td>
</tr>
<tr>
<td>Recommendation #3</td>
</tr>
</tbody>
</table>

Submitted by: Name(s)