



Board Policies

Policy Name: Accounting, Budget & Fundraising Oversight

Purpose: The purpose is to ensure that ASCF's Board of Directors provides for adequate oversight of the charity's accounting, budget and fundraising practices to safeguard organizational finances and to ensure that financial and in-kind resources are maximized to advance the ASCF mission.

Policy: Current financial statements prepared by ASCF's contracted bookkeeper/accountant and reviewed by ASCF's chief executive shall be distributed to ASCF board members at regularly scheduled board meetings. Upon direct request of any board member (with 2 weeks written notice), any past or current financial statement may be provided directly from the contracted bookkeeper/accountant to the Board of Directors. Statements shall be broken down by expense category to allow for transparency into what portion of such expenses was allocated to each program subclass/category versus fundraising and/or administration.

ASCF's Board of Directors shall regularly review and approve an annual budget projecting expenses for major program activities, fundraising and administration. To ensure that ASCF exercises prudence in its spending and complies with its Compliance with Standards for Accountability for Charitable Organizations Policy, this policy mandates that the Board's budgeting process shall endeavor to comply with Better Business Bureau (BBB) standards on philanthropic giving (current standards state that (i) at least 65% of total expenses each fiscal year should be directed to program services in accordance with ASCF's stated mission, (ii) administration and fundraising costs combined should not exceed 35% of total expenses annually, and (iii) no more than 35% of contributions received each year by ASCF may be allocated for fundraising expenses).

To allow for a check and balance system, ASCF shall separate responsibility of daily operational accounting/bookkeeping functions from the organization's annual preparation of tax returns. While ASCF's bookkeeper may assist in providing data to ASCF's contracted Certified Public Accountant to prepare annual IRS reporting documents, the primary responsibility of the bookkeeper is day-to-day compliance with general accounting principles and the contracted tax accountant's primary responsibility will be to ensure compliance and reporting as mandated by law.



Board Policies

Policy Name: **Board Member Length of Service**

Purpose: To maximize leadership continuity for the organization.

Policy: The following board member length of service policy aims to ensure leadership continuity and board member experience. Through the creation of a policy on board member length of service, newly appointed board members will know before accepting any appointment, the minimum length of commitment expected. New board members will rotate onto the board in a predictable manner allowing new ideas and energy to be introduced while maintaining a certain level of board member experience.

Board members will serve three years minimum. Every year, a maximum of two to three board members' appointments will expire. At that time, individual board members may be asked renew appointments or rotate off of the active board serving as board member emeritus should they meet qualifications.

Special circumstances may require either the board member or the organization to terminate service at any time. In the event of such circumstances (if possible), a written notice to both the President and Secretary (or alternatively the board member in the event the organization is making the termination) is requested at least two weeks prior to the next scheduled meeting or event. It is requested that a retiring board member make arrangements with another board member to provide updates on any outstanding activities or when possible fulfill any assigned meeting responsibilities prior to departure.



Board Policies

Policy Name: **Board Member Participation**

Purpose: To maximize participation by all board members and best utilize the time, talent and treasure of each.

Policy: The following board member participation policy aims to ensure that all board members contribute to providing direction and financial support to the organization in its planning, implementation and evaluation of activities and programs. Through the creation of a policy on board member participation, each board member may best utilize his/her time, talent and treasure in assisting ASCF in pursuit of its mission.

The board meeting schedule will be provided in writing or electronically at least annually. Any changes to the annual meeting schedule may be provided in person or via email. Meetings are generally held no more frequently than every other month and no less frequently than three times annually. In an effort to maximize participation, every other meeting may be held by phone conference. Remaining meetings may occur onsite at institutions/locations (such as hospitals and/or ASCF apartment properties) where cancer families are served (during site visits) or at other pre-determined locations.

Members are expected to participate in a minimum of three meetings annually. Every year, each board member must attend at least one of these meetings in person. An exception may be made for any member whose physical disability may prohibit face-to-face meetings. In such instances, reasonable accommodations will be offered to allow for such member's remote participation. Board members are also encouraged (although not required) to attend at least one ASCF sponsored event annually (ie. fundraising event, ASCF cancer family celebration, training, etc.).

In the event of an unavoidable absence, board members are requested to make arrangements with another board member to provide updates on any outstanding activities and agree to fulfill any assigned meeting responsibilities prior to the meeting.

Additionally, all active ASCF board members are expected to contribute financially to support the ASCF mission. Amount of contribution will be determined by each individual member based on his/her abilities and other financial commitments.

Non-compliance with the above stated policy may be grounds for removal from the ASCF Board of Directors.



Board Policies

Policy Name: **Chief Executive Officer (CEO) Performance Appraisal**

Purpose: The purpose of the mandatory performance appraisal for ASCF's CEO is to ensure systematic and appropriate monitoring of the chief executive's performance measured against organizational goals, budget and operations. While the Board of Directors delegates day to day management and administrative duties to its CEO, ultimately the board maintains responsibility for organizational oversight.

Policy: In addition to ongoing monitoring, ASCF's Board of Directors will provide a specific opportunity for the chief executive to present a written self-evaluation and for board members to organize their evaluation of the chief executive's performance and have it presented in a face-to-face debriefing with the chief executive. At this time, the board and the chief executive will agree on any specific, personal performance goals for the year ahead. The chief executive's compensation package will be reviewed soon after this process and approved by a disinterested committee of the board using appropriate salary comparison data.

1. Monitoring will be used to determine the degree to which organizational performance goals are being met. Data that does not do this will not be considered to be monitoring data.
2. The board will acquire monitoring data by using one or more of the following methods:
 - By internal report, in which the chief executive discloses compliance information to the board
 - By external report, in which an external, disinterested third party selected by the board assesses compliance with organizational performance goals
 - By direct board inspection, in which a designated member or members of the board assess compliance with the appropriate goal
3. Monitoring will occur at a frequency and by a method chosen by the board. The board can monitor any organizational goal at any time by any method, but will ordinarily depend on a routine schedule that is negotiated annually with the chief executive.
4. The chief executive will give top priority to ensuring timely and accurate reporting to the board for use in monitoring.



Board Policies

Policy Name: Compliance with Standards for Accountability for Charitable Organizations

Purpose: The primary purpose of the compliance with standards for accountability for charitable organizations policy is to ensure that donors and the public at large have confidence that A Shelter for Cancer Families' governances, practices, operations, management and/or communications/solicitations are not only legal but also fair, honest and ethical. This is important in order to advance support of ASCF as well as to advance philanthropy and charitable giving in general.

Policy: A Shelter for Cancer Families shall maintain an organizational adherence to the Better Business Bureau (BBB) Guidelines and Standards for Charity Accountability. The organizational goal will be for ASCF to commit to a level of organizational accountability in all practices, operations, management and communications that transcends specific standards and places a priority on openness and ethical behavior. This will include but not be limited to adherence to all applicable local, state and federal laws and regulations.

ASCF Board of Directors will review BBB Accountability Guidelines and Standards annually to ensure best practices are adopted by the charity.



Board Policies

Policy Name: Conflict of Interest

Purpose: The primary purpose of the conflict of interest policy is to safeguard against decisions made by those acting on behalf of A Shelter for Cancer Families that may not be in the best interest of ASCF and/or those served through the organization's mission. ASCF recognizes that board members, officers and contractors likely take part in legitimate financial, business, charitable, volunteer and other activities outside of the realm of their work with ASCF. To ensure judgment is objective and the best interests of ASCF are always served, any potential conflict of interest should be disclosed to the organization.

Policy: Annually, all ASCF board members, officers, employees and/or contractors should review their own individual activities, financial interests and/or relationships and identify any that may pose a real, potential or perceived conflict of interest with ASCF. After making such review, each board member should complete and sign a conflict of interest statement in accordance with ASCF policy. Any such activities should be brought to the attention of the board of directors or President by the individual and documented by the Board Secretary. In the event a potential conflict of interest is identified, those involved individuals should be recused from voting or providing influence on matters specifically related to the conflict so as to ensure no unfair advantage or preferential treatment is offered that may run counter to the needs of the organization.



Board Policies

Policy Name: **Diversity**

Purpose: The primary purpose of ASCF’s policy on diversity is to foster an environment and organizational culture that values inclusion, acceptance and respect. ASCF does this in an effort to ensure its sustainability by leveraging the diverse backgrounds, experiences and perspectives of its leadership, employees and volunteers to ensure the organization’s programs are meeting the needs of the equally diverse cancer community.

Policy: As a practice, ASCF shall make a concerted effort to ensure that the unique differences in the individuals and families served by ASCF are mirrored in the organization’s leadership team, employees and volunteers. As an organization, ASCF understands and recognizes that each individual and family is unique. As stated in the organization’s mission, ASCF serves “families affected by cancer based on their needs, regardless of age, cancer type, treatment status or income.” In practice, ASCF also serves such families regardless of differences in ethnicity, gender, sexual orientation, physical abilities, family status, religious beliefs, perspective or experience.

ASCF’s commitment to diversity extends to all areas of the organization including but not limited to our board appointments, employees, volunteers and families served. The organization further recognizes that while not all differences are outwardly apparent such dissimilarities may be of equal or even greater importance as they impact the manner in which the individual and/or family prefer/s to receive services.



Board Policies

Policy Name: **Emeritus Director Status**

Purpose: The primary purpose of the policy on Emeritus Director Status is to create opportunities for retired Directors who have made extraordinary service contributions to ASCF to stay involved with the organization.

Policy: The following policy on Emeritus Directors aims to keep important and passionate people whom have previously offered exceptional service to the ASCF board (but whom are no longer able to meet the requirements of an active Board Director) involved with the organization.

Through the creation of a policy on Emeritus Director status, criteria for extending an Emeritus Director offer to a former Board Director will be consistent. The policy further enables former board members whom have made extraordinary contributions to ASCF to be publicly acknowledged and honored for their service. There is also the added value of maintaining a continuity in the leadership team for ASCF.

Emeritus Directors are at liberty to attend board meetings by invitation and participate as equals in discussion. The main distinction is that Emeritus Directors are unable to vote. Both active and Emeritus Directors are required to preserve confidentiality of the board's discussions, policies, grant proposals received or written for submission and donor information (unless otherwise expressly indicated). As with all ASCF Directors, board approval is required for someone to be invited to join the Emeritus Board.

Criteria to be considered for Emeritus status include:

- Four years minimum active service on the Board of Directors.
- Special circumstances may allow consideration after a two year fulfilled commitment. Such circumstances may include a death in the family, birth of a child, career change or other major life change.
- Extraordinary service by the individual in an effort to advance the ASCF mission.
- Board approval.



Board Policies

Policy Name: Financial Transparency and Public Reporting

Purpose: The purpose is demonstrate a commitment to financial transparency and reporting by ensuring that those seeking information regarding ASCF’s annual financial performance have easy access to previously filed IRS forms (990s), tax-exemption documentation and other relevant financial performance information prepared in accordance with generally accepted accounting principles.

Policy: Complete annual financial statements prepared in accordance with generally accepted accounting principles shall be made available to any interested individual or group upon request. Additionally, previously filed IRS forms (990s) and tax exemption documentation shall be posted on both www.guidestar.org and www.ghcf.org as well as on ASCF’s website under the governance section. Identifying donor information will be excluded in accordance with ASCF’s Privacy of Data and Information Policy.

At least every two years, ASCF Board of Directors will discuss the cost-benefit of having annual financial statements audited in accordance with generally accepted auditing standards. A record of such discussions shall be documented by the Corporate Secretary in the minutes of such meetings.



Board Policies

Policy Name: Organizational Assessment (OA) and Reporting

Purpose: The purpose is to ensure that annually ASCF's Board of Directors has adequate data to provide for an overall assessment of the charity's performance and progress in terms of advancement of the organization's mission and proper measurement of success in reaching its identified goals.

Policy: At least annually, ASCF will be subject to either self or external assessment in order to identify and report areas of competence, areas for improvement, possible risks and help support investment and/or restructuring decisions. A systematic process will be determined to identify, collect, process and report data that will help evaluate ASCF's performance and the variables that may affect its performance. The annual OA will serve as a tool to help board members and ASCF leadership know how ASCF is doing, what the organization is doing well and when and/or why ASCF may not be achieving its goals so that appropriate adjustments can be made to ensure ASCF's desired impact on the cancer community. A written report outlining the above mentioned performance results, effectiveness assessment and recommendations for future actions will be submitted to ASCF's governing body for review, feedback and approval annually at a regularly scheduled board meeting.

An annual report should be created annually based in part on ASCF's Operational Assessment and should be available upon request. The annual report should include (but may not be limited to):

- Mission Statement,
- Summary of Program Service Accomplishments for Recent Fiscal Year,
- Roster of ASCF Board of Directors and Officers, and
- Financial Summary (including total income for past fiscal year, ending net assets, and expenses broken down by program subclasses, fundraising and administration categories)



Board Policies

Policy Name: **Operating Reserves**

Purpose: The primary purpose of the operating reserve policy is to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding (due to force majeure) or other unanticipated losses. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of A Shelter for Cancer Families to ensure that operating reserves utilized be replenished within a reasonably short period of time. The Operating Reserve Fund is defined as the designated fund set aside by action of the Board of Directors. The minimum amount to be designated as Operating Reserve will be established in an amount sufficient to maintain ongoing operations and programs measured for a set period of time, measured in months. The Operating Reserve serves a dynamic role and will be reviewed and adjusted in response to both internal and external changes.

The target minimum Operating Reserve Fund is equal to one year of average operating costs. The calculation of average monthly operating costs includes all recurring, predictable expenses such as rent for the apartment housing program, multi-year commitments, awareness efforts, employment commitments, contract work for bookkeeping and other administrative and fundraising costs. Depreciation, in-kind, and other non-cash expenses are not included in the calculation.

Policy: The Operating Reserve Fund policy for A Shelter for Cancer Families aims is to ensure the stability of the mission, programs, leadership and ongoing operations of the organization and to provide a source of internal funds for organizational priorities such as apartment housing and navigation programs for patients and their families as well as awareness efforts. The Reserve Fund policy will be implemented in concert with the other governance policies of A Shelter for Cancer Families and is intended to support the goals and strategies contained in these related policies and in organizational plans.

Goals:

Minimum -- The amount of the Operating Reserve Fund target minimum will be calculated each year after review of the previous year's operating expenses and will be subject to the approval of the Board of Directors.

Accounting for Reserves -- Reserve Funds will be recorded in financial records as Board Designated Operating Reserve. The Fund will be available in cash or cash equivalent funds. Reserves may be commingled with the general cash and investment accounts of the organization.

Funding of Reserves -- The Operating Reserve fund will be funded with surplus unrestricted operating funds. The Board of Directors may from time to time direct that a specific source of revenue be set aside for Operating Reserves. Examples could include one-time gifts or bequests and/or special grants.



Board Policies

Policy Name: **Privacy of Data and Information**

Purpose: The purpose of ASCF's Privacy of Data and Information policy is to ensure and demonstrate ASCF's commitment to the privacy of our donors and the families served by our organization. This policy explains what type of information is collected, how it may be used and how to opt out of future correspondence from ASCF.

Policy: ASCF has a policy of not sharing the personal information of donors nor cancer families served by the organization with external entities unless required by law or to conduct business operations. Any sensitive information provided to ASCF by donors and/or cancer families served is used solely for internal purposes, operational reporting and mandatory legal reporting unless otherwise indicated.

Occasionally volunteers and/or contractors may have access to sensitive information if having such information is required to carry out their duties for the organization. All ASCF volunteers, employees, board members and contractors are required to sign a confidentiality statement before being approved to access any identifying organizational data unless express consent is provided by the individual owner of such data.

Type of Information & Data

When a visit is made to ASCF's website, our servers may log basic information corresponding to the sites and pages visited. This information is stored to track the effectiveness of our websites and individual sections and pages within them.

Information provided by donors (including name, contact information and donation amount) may be stored in both Quickbooks, Flipcause and Excel in order to facilitate proper acknowledgments, required financial reporting and to ensure ongoing communication with ASCF supporters. No credit card information is stored in databases maintained by either ASCF or Flipcause.

Cancer families making an application for housing, navigation or other ASCF services provide basic information (including name/s, contact information and other information necessary in order to receive those services requested by the family). A credit card deposit and/or information may be kept securely on file for those families who make application for housing. This information may only be kept for the duration of each individual family's stay with ASCF and may be used in the event that ASCF property is damaged or missing following check-out procedure or in the event a family does not adhere to ASCF's maximum length of stay policy or energy conservation requests. Following departure, all hard copies of credit card information are destroyed according to industry standards. As such, each family must complete a new application for each visit.

How ASCF Safeguards Personal Information

All computers that receive or store personal information are secured by firewalls and other security measures. Additionally, sensitive data such as credit card numbers are encrypted via Flipcause using SSL and other industry standard measures, to provide an additional level of security.



Board Policies

Policy Name: **Privacy of Data and Information** (continued)

To avoid the potential of a massive security breach, neither credit card information nor personal health information is stored in ASCF databases. Such information may be kept on file for the duration of time for which it is needed. Beyond that time, all sensitive information is destroyed using industry standard measures.

Opting Out

Donors and/or families served by ASCF may always "opt out" of receiving any communication from ASCF either now or at any time in the future. If you do not wish to receive any messages, receipts or future communications from ASCF, please simply email us at unsubscribe@cancerfamilies.org.

Please know that if you are a cancer family, in order to receive housing and/or navigation services from ASCF, some communication is required, however personal and/or sensitive information will not be shared outside the organization other than that which is required to be transmitted and securely stored via Flipcause or Quickbooks for operational purposes. Additional identifying information may only be shared if express consent is provided. Aggregated data (without identifiers) may be shared in an effort to measure programmatic success and report both internally and externally on the services provided to the diverse community served by ASCF.

Those who make donations online via the ASCF website may also indicate that they do not wish to be included on future communication when making donations. This option is provided through ASCF's contracted website and credit card processing provider Flipcause. Individuals should be apprised that by not providing identifying information such as mailing address, ASCF may be unable to process future requests such as tax receipts. All sensitive information provided to ASCF via Flipcause utilizes HTTPS protocols for SSL security. Credit card data is never stored in ASCF nor Flipcause's databases. All donations to ASCF via Flipcause are processed through a level 1 PCI compliant payment processor, the highest level in the payment industry. Flipcause also utilizes HTTPS protocol for SSL security to ensure that all data transferred is encrypted. Individuals may learn more at <https://www.flipcause.com/security>.

Social Media and/or Review Platforms

Those who share information via ASCF's social media and/or review platforms (including but not limited to Facebook, Instagram, Twitter, GreatNonprofits), choose to do so knowing that such information is public and is only subject to the confidentiality and privacy policies of those individual providers. Such information shared by individuals may be shared by ASCF for informational, educational and/or support purposes.

Conditions of Use and Revisions

If you have any concern about ASCF's data and information privacy policies, please send a description of such concern to privacy@cancerfamilies.org, and we will try to resolve it. Changing business practices and circumstances may require that we make changes to this privacy of data and information policy from time to time. Any changes will be reflected on ASCF's website.