GUIDE DOGS FOR THE BLIND
PUPPY RAISING CLUB
FUNDRAISING PROGRAM
INTRODUCTION

Guide Dogs for the Blind is very proud of the essential contribution that our puppy raising volunteers make to our program in raising puppies. We also recognize the other great contributions that these volunteers make daily in reaching out to their communities by doing public relations; educating about blindness and related issues such as access; teaching the public about positive and humane dog care and training through actions and words; and fundraising to support their local efforts and Guide Dogs for the Blind’s general mission. We, as an organization and as individual staff members, depend on our puppy raising volunteers’ initiative, high standards, and dedication to our mission.

In order to support our volunteers’ local efforts and to work cooperatively with them in helping to further advance our general mission, Guide Dogs for the Blind staff and a committee of successful puppy club leaders worked together to develop a more complete and enhanced club fundraising program. It is our goal - through the work of this committee; through the help of all clubs, leaders and raisers; and through providing an increased level of support from our staff - to strengthen our relationships with our puppy raising volunteers and their communities.

The following document is designated for internal use at Guide Dogs for the Blind (GDB) only, GDB staff and participating clubs.

We thank you all for your many contributions to our mission.

Background

GDB provides puppy raisers with supplies such as leashes, puppy jackets and collars, and approved veterinary care supplies and expenses. Additional expenses are incurred by raisers in the course of their volunteerism for purchases such as dog food, toys, equipment, and travel. Leaders may incur more substantial expenses through personal financial support for the clubs that they manage. Puppy raising clubs (PRCs), which are expected to be financially self-supporting, may incur expenses for site rental, volunteer recognition, community recognition, stationary and office supplies, food, and other expenses. Puppy raising clubs support their operations and the puppy raising efforts of their raisers with donations from their members and from businesses and individuals in their communities.

Until the mid-1990’s, the majority of PRCs were operated under the umbrella of 4-H, which provided guidelines and other protections for clubs and their members, including fundraising and related efforts such as accounting and deposit of funds. In recent years, an increasing number of PRCs have chosen not to operate in conjunction with 4-H, resulting in non 4-H affiliated clubs fundraising without the support of 4-H administration or any other organizational structure.

Additional factors have led to increased fundraising efforts by PRCs. The demographics of the GDB puppy raising community have shifted in recent years. Formerly, puppy raising and PRC governance were primarily volunteer opportunities for youth. Adults, either as parents or as primary raisers, are now becoming increasingly involved in puppy raising and the operations of PRCs. This demographic shift is leading to increased and more ambitious fundraising efforts by GDB volunteers and PRCs.

Some financial barriers currently inhibit lower and middle-income families from becoming puppy raisers. GDB wishes to extend raising opportunities to all qualified families by providing structure and model programs for local clubs to utilize in outreaching to all economic groups as a volunteer pool.
To strengthen our program services, GDB is expanding its organizational fundraising activities. This shift has fostered a more positive approach to fundraising overall by GDB puppy raising volunteers, leading to practical and creative opportunities for cooperative fundraising efforts by GDB and its puppy raising volunteers.

Several basic principals apply to the functions of puppy raising clubs and volunteers. Puppy raising volunteers are agents and representatives of GDB. In a GDB-authorized function, GDB is accountable - legally and otherwise - for the acts of its volunteers. As a result, GDB has a responsibility to provide its volunteers guidelines to ensure that club fundraising practices are practical, legally sound and financially accountable. GDB wishes to actively support our puppy raising volunteers in their fundraising endeavors.

Additionally, as our community representatives, our puppy raising volunteers are often our most visual representatives within their communities. It is important that their community-based activities, including fundraising, are of high standards.

As volunteers, GDB puppy raisers are provided certain protections under the Federal Volunteer Act of 1997. The primary element of this act stipulates that volunteers who act within the realm of their identified duties and without deliberate malice or willful neglect cannot be held liable for their actions (with the exception of operating a motor vehicle). In order to ensure that GDB volunteers receive the full benefits of the protections of this legislation, GDB has the responsibility to clearly define volunteer responsibilities in all functions, including fundraising.

Non 4-H GDB clubs ensure proper legal protections by utilizing the GDB infrastructure to fundraise. Without utilizing GDB’s non-profit status, tax identification number, accounting, and receipting, volunteers may be incurring personal tax and other liabilities.

4-H puppy raising clubs are governed by their state university systems through a set of guidelines that provide for fundraising under the state 4-H umbrella.

Separate guidelines are needed in relationships between GDB and 501c3 clubs. Legally, 501c3 clubs have their own responsibilities, potential liabilities, and need for their own procedures and protections. GDB’s ability to provide legal or liability protection for 501c3 is clubs is limited. The members of these clubs may be incurring personal responsibilities and liabilities beyond GDB support. Club members should be informed of any personal liabilities they may incur by conducting business that is separate from GDB. Additionally, 501c3 clubs and GDB must clearly establish the parameters of their individual relationships. Any 501c3 clubs must notify GDB of their status so that we can work together to ensure that the relationship is viable and meeting the needs of both organizations and their members. These groups are separate legal entities from GDB. Each of these groups needs their own liability coverage, administrative infrastructure, and other such apparatus. GDB works cooperatively with these groups, as they currently exist. Other GDB puppy clubs may no longer form as 501c3’s.

In an attempt to effectively meet the operational needs of its volunteers, GDB staff worked with the aforementioned fundraising advisory committee to develop the following set of guidelines. Prior to publication, the guidelines were tested in a practical trial involving several PRCs. It is our hope that this program will strengthen the bond that GDB and its PRCs have with each other and with the communities where our puppies are raised.

## Participating Clubs

Any GDB PRC that elects to fundraise using GDB volunteers, puppies, and the GDB name or logo will be required to follow GDB guidelines. Alternate procedures have been developed for PRCs affiliated with 4-H and for those that are separately incorporated 501c3 organizations.
The decision by a PRC to fundraise is entirely voluntary. PRCs are not required to engage in fundraising. We recognize that the primary mission of a puppy raising club and its volunteers is raising puppies that will enter training as viable Guide Dog prospects.

**Benefits**

The development and implementation of this program is intended to produce benefits for both GDB and participating PRCs, including:

- Ensure proper legal and financial protections for volunteers in the solicitation and use of donated funds
- Defray the cost of raising a puppy
- Defray the cost of operating a puppy raising club
- Recruit new puppy raisers that may have had financial boundaries to puppy raising in the past
- Enhance local marketing efforts and media relations through use of promotional materials from GDB
- Achieve more effective club fundraising activities by accessing materials, training, mentor/coaching, and hands-on participation by GDB Development staff
- Develop new access to local giving prospects
- Strengthen connection to GDB for other resources
- Enrich the youth development experience by allowing youth to be involved with marketing and fundraising activities
- Enhance protection of puppy raising club members against accounting errors by a club member(s) in the process of fundraising
- Utilize the existing GDB infrastructure for the deposit, receipting, and accounting of funds

**Resources from GDB**

In order to more effectively support the fundraising activities of PRCs, GDB will dedicate increased organizational assistance to PRC fundraising:

- An account at GDB for clubs to deposit funds
- Access to GDB events such as Fun Day to assist in fundraising
- Recognition of successful and/or innovative efforts of PRCs at puppy raising events, on GDB’s web site (www.guidedogs.com), and in GDB publications
- Development and distribution of appreciation certificates for club use
- Assignment of GDB representatives to travel and attend events (i.e. CEO, Development staff, board member, graduates, and other staff) as appropriate
GUIDELINES AND PROCEDURES

In fundraising, as in all activities, GDB staff and volunteers will maintain high ethical standards, and perform in accordance with local, state and federal laws. All participating PRCs, volunteers and GDB staff agree to follow the guidelines and procedures in this document, other applicable GDB guidelines, and the instructions of supervising GDB staff or volunteers.

All puppy raising volunteers and clubs that collect or hold money utilizing Guide Dogs for the Blind resources (e.g., name, image, puppies, events, volunteers) are required to use the Club Fundraising program when doing so. This system protects the organization, our clubs and our volunteers as individuals.

GDB has developed fundraising and related accounting procedures for puppy raising clubs to protect the organization, the clubs, and the club volunteers. We regard these policies as vital and expect staff and volunteers to comply with their intent. GDB will consider suspension of fundraising by clubs or leaders who continue to disregard these policies. GDB puppy clubs may not maintain a local banking account. All funds in excess of the $400 petty cash limit must be deposited into a GDB restricted account at Guide Dogs.

We are periodically informed that there are clubs that continue to have personal or club accounts that are holding club funds. Any such clubs must immediately close any local accounts in personal or club names and transfer the funds to a GDB club account.

**Professional and Legal Standards in the Solicitation of Funds**
Guide Dogs for the Blind's volunteers are required to meet all pertinent legal and practical expectations in the course of their business, including fundraising, including but not limited to accounting, receipting, reporting, and payment of local and state sales taxes. Donors must be informed that their funds are being restricted to the puppy club, and not going to general GDB funds. If funds are not sent in with a "Deposit Form," or are not accompanied by a note from the donor stating that the funds can be restricted to the puppy club, in most cases they cannot be moved to the club account.

**Proper Receipting, Accounting and Acknowledgement**
All donations will be properly accounted, receipted and acknowledged.

**Effective Donor Recognition**
GDB and participating PRCs will ensure the effective and appropriate recognition of all donors.

**Honoring the 4-H Relationship**
PRCs that are affiliated with 4-H are required to meet the standards of that organization for all 4-H associated activities. GDB volunteers, who are co-enrolled in 4-H, may be involved in GDB activities separate from 4-H if certain standards are met, including clear identification of roles, functions, meetings, and responsibilities.

In California, GDB club business is conducted separately from 4-H club business, allowing the GDB puppy raising club to fundraise separately from 4-H or through an MOU between GDB and 4-H for joint activities.

**Building New Relationships**
GDB encourages its volunteers and PRCs to build relationships within their communities with like-minded businesses, organizations, and individuals. Any formal or legal collaboration between PRCs and other businesses, organizations, or other legal entities must be approved by GDB.

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Leader Manual
**Expectation of Club Member Support**
All club members are expected to support the activities of their clubs, including fundraising. It is expected that before undertaking fundraising or particular fundraising project that consensus of support will be given by the club membership.

**Defining Club Governance Authority**
GBD-designated puppy club leaders have direct responsibility for control of PRC club functions, and club volunteers and puppies. Disputes regarding leader authority may be resolved through existing GDB protocols on conflicts and communications.

**Loss of Fundraising Privileges**
All fundraising by GDB clubs must be under the approval and protocols of GDB. GDB has the authority to suspend or rescind the fundraising privileges of a PRC or a volunteer.

**Contracting Approval**
GDB puppy raising clubs and volunteers may not enter into a contract in the name of GDB. Any contract entered into by a volunteer will be considered his/her act as an individual separate from GDB; and, in this context, a volunteer is fully responsible for any resulting liability. Please contact the puppy raising department if you wish for GDB to enter into a contract for club activities.

**Ownership of all Funds**
Funds are deposited into an account restricted for the use of the club that raised the funds. Funds raised by volunteers acting in GDB’s name are GDB property.

**Ownership of Equipment and Supplies**
As GDB volunteers raise the funds, all equipment and supplies purchased with funds raised in GDB’s name are GDB property.

**Club Dissolution**
Clubs may be dissolved only by the decision of GDB. All club assets are the property of GDB. Any funds or materials in PRC possession must be returned to GDB.

Upon reactivation of a club (by returning members, by the use of the same club name, by the establishment of a new club with the same leadership, or by the assumption of puppy raising within a community or region) funds may not be re-designated to the newly formed club.

**Club Split in Membership**
In the event that a number of club members leave an existing club to form a new club, the existing club will retain all funds and materials. The existing club may, upon the vote of its remaining members, make a donation of funds or materials to the new club.

**Resolving Volunteer Conflicts**
Refer to section 12-10 for more information on Communications and Conflicts

**Resolving Fund Conflicts**
Any resolution of a dispute regarding the expenditure, distribution, or accounting of funds will be made at the sole determination of GDB.
**Use of GDB Logo and Name**
Clubs participating in the club fundraising program are able to use the official Guide Dogs for the Blind logo for event promotional materials, subject to approval by GDB’s marketing staff.

**Club Structure Guidelines**
The following information pertaining to fundraising and club finances is from the Club Structure Guidelines and included here for your reference:

- **If a group chooses to fundraise, have dues or any kind of monies collected:**
  1. A treasurer will be designated.
  2. There will be strict accountability of funds. Treasurer will make quarterly reports on expenditures and income to full club membership.
  3. Receipts must be given and a set of books maintained to track every transaction. These documents remain with the club, even if there is a change of treasurer.

- Decisions regarding money – expenditures for general club benefit (equipment, outing and meeting expenses, operational expenses) can be made by club leadership without a general club vote.
- Expenditures for individual member benefit or for items that benefit individuals or organizations outside the club must be voted on by general club membership.
- Spending limits for general club benefit – the primary leader may make or authorize expenditures up to a maximum total of $100 per month without leadership or club approval. Expenditures between $100 and $250 must be authorized by club leadership (by vote or consensus). Expenditures over $250 must be approved by a vote of general club membership.
- Club finances (expenditures, income, account balances) must be reported to club members a minimum of once per quarter.
- Club dues and fees for use of club-owned equipment may be charged as long as the club membership approves and fees are assessed in a consistent manner.

**Puppy raising clubs collecting, depositing or spending funds are required to set-up a club account at GDB**
PRCs are required to route all donations and expenditures through GDB’s accounting system, thereby meeting the requirements set forth by the IRS. The official recognition of donations will be sent directly from GDB; this is what donors will use for tax purposes. PRCs are encouraged to write personal thank you notes to donors; however, these notes cannot include the GDB tax identification number or any specific information about the donation, i.e. amount or date of gift.

Puppy raising clubs are required to complete a Club Account Application form, listing two club contacts responsible for maintaining the account. Once approved, the club must adhere to all guidelines.

**Receiving and Depositing Donations**
A PRC may solicit funds from individuals or corporations for cash or in-kind donations for use by the club. Refer to the appropriate use of funds for ideas on support items for the club. In order to receive, deposit and ensure proper acknowledgement is made, please follow these procedures:

- **Cash/Check Donations:** All funds deposited to the PRC account must be accompanied by a Deposit Form. Checks must be made payable to “Guide Dogs for the Blind” and the puppy club’s name and account number should be noted on the subject line of the check.
  - If you have an event and receive cash as a donation, you may deposit it into your personal bank account and use a personal check, money order or cashier’s check to deposit. If you do write a personal check, you must mark the “Funds Replacement” box on the Deposit Form. Receiving funds personally and writing a personal check to GDB for the total amount, gives the false impression that you personally have made the donation to
Guide Dogs, and it would be against IRS guidelines to claim these donations on your taxes. Checking the “Funds Replacement” box ensures that your check is not reported as a standard donation.

- Matching funds from employers are an excellent way to raise funds. However, these are very difficult for GDB to track. All matching funds must include a separate correspondence or notation on the check stating that these are for the puppy club and must include the club name and account number. In most cases, matching funds without these notations cannot be moved.

**Credit Card Donations:** You club can receive credit card donations online; direct donors to the following page: [www.guidedogs.com/givetoclubs](http://www.guidedogs.com/givetoclubs). PRCs are listed first by state, then by name and account number.

**In-Kind donations:** Please have the donor complete the *In-Kind Donation Agreement* and submit to the Canine Community Programs Operations Manager, Sarah Blevins at [sblevins@guidedogs.com](mailto:sblevins@guidedogs.com) for proper donor acknowledgement. This applies to all goods and services, including items solicited for auctions. Although no monetary amount will appear in the club account for in-kind donations, GDB is required by law to declare the fair market value of all goods and services.

**Expense Reimbursement**

To receive reimbursement for club expenditures, please complete the *Expense Reimbursement Form*. All expenditures must fall within the appropriate use of funds.

Once completed, please submit the Expense Reimbursement Form and *original* receipts. All receipts must be submitted within 90 days of expenditure. Note that expense forms submitted without receipts will be returned for appropriate documentation. If you do not have a receipt for an expense, please contact Canine Community Program Operations Manager Sarah Blevins at [sblevins@guidedogs.com](mailto:sblevins@guidedogs.com) for approval of the expense. Once adequate funds are verified in the PRC’s account, a check is processed and mailed.

**Transfer Form**

When a puppy club would like to use account funds to sponsor a harness at graduation or transfer funds to another PRC account, complete the *Transfer Form* to identify the item and amount to be transferred.

*All of the above referenced forms are available electronically by first logging into the website [www.guidedogs.com](http://www.guidedogs.com) and then going to the Forms page at [http://www.guidedogs.com/forms](http://www.guidedogs.com/forms). If you do not currently have access to the Forms page on the website, be sure to e-mail Sarah Blevins at [sblevins@guidedogs.com](mailto:sblevins@guidedogs.com) to have your online account updated.*

**Note:** all PRC account paperwork must be original; our auditors will not allow for faxed or e-mailed copies; this includes all forms and receipts. All receipts must be submitted within 90 days of purchase.

**Account balances**

A PRC is required to maintain their account balance, including all deposits and expense submissions. GDB’s Accounting Department keeps a running record of the club’s incoming deposits and expenses and a statement is e-mailed monthly to each account with activity. Should you have any discrepancies, contact Canine Community Programs Operations Manager, Sarah Blevins at [sblevins@guidedogs.com](mailto:sblevins@guidedogs.com).

**Petty Cash Fund**

A PRC may maintain a petty cash fund of up to $400 to assist with small cash expenditures; all other club funds must be held within the PRC account. This petty cash fund is for small cash expenditure reimbursements or emergency purchases for the club. The petty cash fund must be held in cash only; no monies can be held in a bank account. The petty cash fund should only have expenditures; no monies should be “deposited” into the fund. If a PRC needs to have a cash drawer for any reason, they can use a portion of the petty cash fund as change, but
must deposit all proceeds to their club account at GDB, and return the original amount of the change back to their petty cash fund. To replenish petty cash, PRCs must submit an Expense Reimbursement Form.

PRCs are required to designate a Petty Cash Coordinator (this person can also be the treasurer or a leader, or this can be their sole responsibility) within their club to maintain the petty cash fund. The Petty Cash Coordinator undertakes the following responsibilities:

- Agrees to responsibility for the maintenance and accounting of the fund, including keeping a ledger showing all expenditures and all original receipts
- Agrees to reconcile the account on a monthly basis
- Agrees to submit the petty cash ledger and all receipts and supporting document to GDB if audited
- Agrees to reconcile the account before terminating volunteer relationship

**Appropriate Use of funds**
- In GDB puppy raising clubs, GDB has sole authority in determining appropriateness of expenditures.
- Questions regarding uses other than those referenced below should be directed to GDB's Puppy Raising Manager.
- Puppy raising costs including dog food and equipment (i.e., crates, dog runs, x-pens, tie-downs)
- Boarding costs for females in-season
- Veterinary costs
- Support for club activities including office supplies, rental of meeting rooms and selected socialization outings
- Dog transportation, including transportation of career change dogs back to puppy raiser for adoption or placement
- Puppy raiser travel to GDB events, including graduation ceremonies
- Selected raiser sponsorship/stipend for those raisers that may need financial help to puppy raise; determine on a case-by-case basis with consultation from GDB Community Field Representative.
- Materials to support PRC Fundraising Program including rental for event space, speaker fees, community events, etc.
- Club awards for puppy raisers
- Donations to GDB, including, but not limited to, underwriting harness for client/dog at graduation
- Publicity for PRC activities
- Flowers, cards for bereavement or illness of a puppy raiser or family

**Inappropriate Use of funds**
- Personal use
- Loans of any nature
- Items not directly related to puppy raising, GDB, or club functions
- Anything not approved by GDB or the club
FUNDRAISING PROGRAMS

In order to support the funding needs for GDB puppy raising club activities and equipment, PRCs are encouraged to conduct fundraising activities in their community.

Prior to participating in special events, fundraising nights, direct mail or contacting corporate donors, or if you would like to develop an alternate fundraising program, please contact our Development Department. The following are ideas for fundraising events.

**Fundraising Special Event**
Hold a fundraising special event in your community that may include ticket sales, sponsorships or auctions. Note that local and state laws may apply.

**Business Fundraising Night**
Coordinate a fundraising night with a restaurant that offers a percentage of sales to benefit non-profits. PRCs promote their fundraiser locally and invite people to dine at the restaurant. A percentage of the dining proceeds are donated back to the puppy club. For example, Chevy’s is located in all Western United States except ID and offers 25% of the dining proceeds back to the charity. Ben & Jerry’s Ice Cream offers a similar program.

**Entertainment Fundraising**
Selling Entertainment Books, Sally Foster products or other sales programs can be an excellent way to fundraise for a PRC. For example: PRCs can earn $10 per book by selling Entertainment Books in their community. Profit margins vary for each state or program. Books are purchased by clubs on consignment with a payment sent back to Entertainment Direct after the books sell. This is a great fundraiser for PRCs of all sizes. To learn more about this fundraiser, please visit [http://www.entertainment.com/fundraising](http://www.entertainment.com/fundraising). To locate your local representative and set-up an account for your club, please call Entertainment Direct at (866) 287-4652.

**Direct Mail To Local Communities**
A PRC may be interested in sending a fundraising appeal by mail to local individuals or companies who they have a personal connection with. GDB’s Development Department will provide PRCs advice and guidance on solicitations via mail. These should be coordinated through GDB’s Direct Mail Manager for timing and content. Note that the cost of production and mailing is the responsibility of the PRC.

**Service Club Presentations**
Arrange for presentations at local service club meetings as a way to connect with your community. Consider local Lions Clubs and Rotary Clubs as a way to educate people on the GDB mission and the need for club funding.

**Identifying Potential Individual and Corporate Donors**
Members of puppy clubs can work with GDB’s Development Department to create the following contacts in their local communities. Once a contact is established, the PRC representative should engage the appropriate Development staff person to assist in maintaining an on-going relationship:

- **Grant and sponsorship opportunities**: Work with GDB to submit requests to local foundations and corporations for grant and sponsorship opportunities for your local event. GDB can provide support documentation necessary for grant preparation.
- **Cultivation Events**: Identify an individual in the community that may be interested in hosting an event in their home and invite friends, family members and colleagues to learn more about GDB and become donors.
- **Corporate connections**: Identify corporate relationships that may build beneficial and mutual gain for the company and GDB (i.e. cause-related marketing relationships).
• **Corporate matching gift programs:** Club volunteers can double a donation to their puppy club by checking with their employers’ Human Resource departments about matching gift programs. Fill out your company's matching gift form and send it along with your contribution. Also ask about company programs that recognize employees' volunteer hours with a gift to the employee's charity of choice. A great example of this is Starbucks' Make your Mark Program.

• **Deferred Gifts:** Identify local prospects that may be interested in making a deferred gift in the form of a bequest, trust, gift annuity or some other form, thereby qualifying for membership in the GDB Legacy Society.

• **Friends Committees:** Work jointly with a local GDB Friends Committee, if available in your community. Contact GDB’s National Major Gifts Officer to locate a Friends Committee in your area.

**Raffles**

GDB recognizes the history and success of raffles and opportunity drawings in the past. However, each year the regulations and registration requirements from the Attorney General and reporting requirements on the IRS Form 990 regarding these forms of fundraising has become increasingly burdensome. Due to the difficulty of meeting the requirements for this type of fundraising, PRCs cannot hold any raffles, opportunity drawings, 50/50 drawings or any game of “chance”. The only acceptable forms of drawings are a door prize or a giveaway that requires no donation or purchase; clubs may also consider silent or other auctions as an alternative. Please contact Canine Community Programs Operations Manager Sarah Blevins with any specific questions at 800-295-4050 or sblevins@guidedogs.com.