

## Development at Horizons at SFFS– Guiding Principles **DRAFT (10/17/18)**

### **Mission and Vision**

*Inequitable access to high-quality academic and enrichment opportunities in the summer substantially contributes to the achievement gap for low-income children.*

*We envision a future in which all Bay Area children have summer learning opportunities that help them develop the skills, confidence, and inspiration to reach their potential and make a positive impact in the world around them.*

*Horizons at SFFS provides a transformational summer learning program that leverages a unique public/private partnership to close the opportunity and achievement gaps for low-income K-8 public school students.*

Development work at Horizons at SFFS is directly linked to our vision of a Bay Area that nurtures the possibility in each and every child.

Financial resources are critical to:

1. recruiting and retaining a dedicated, effective, and culturally competent professional community, including experienced (Spanish) bilingual teachers and staff who look like and represent the students we serve
2. supporting and sustaining our long-term commitment to providing quality learning opportunities from K-8th grade that expand our students' self-confidence and vision for the future and build their academic skills and motivation
3. growing Horizons at SFFS to provide access to more children and adding middle and high school programming to provide our students with the support and inspiration they need to set and reach their goals, prepare for college and career, and positively contribute to their families and communities.

The below guiding principles are designed to help our staff, Board, and volunteer fundraisers understand why and how to raise money for Horizons at SFFS and to articulate why the work is important, why we give, and why others should give as well.

We engage in open and thoughtful discussions about development plans and strategies and strive to make decisions that build unity, trust, and community amongst our stakeholders. Board, staff, and other community members voice questions and concerns as they arise, at which point the Executive Director and Board Clerks decide together on the appropriate venue for further debate, if necessary. The Executive Director and staff have final say on development decisions with direct impact on the Horizons experience.

### **Connection and Community**

At the heart of Horizons' identity are strong, trusting relationships and a culture of accountability among staff, board, partners, families, and volunteers. We want to form authentic and enduring relationships. We want to be genuine about what we stand for and who we are. We believe that this is the capstone for the foundation of continued success and growth.

### **Strengths-based, holistic, and mission-aligned**

Respect for the agency, well-being, and dignity of our students and families is paramount in how we communicate - about their lives, the importance of summer learning, and the impact that Horizons achieves.

Horizons at SFFS' mission, and the organization's development strategies and approach celebrate the community we serve. We strive to create change rather than a sense of charity or pity. We do not pursue a funding opportunity if it comes at the expense of our students and families. In order to serve our community better, we encourage one another to engage in discussions regarding wealth and educational disparities caused by systemic injustice.

### **Collaboration and mutual support with SFFS and DCYF**

Horizons at SFFS works in the context of a partnership with and fiscal sponsorship by SFFS. We work closely with the SFFS's leadership and with the school's development and business offices to deepen our unique relationship and to communicate, coordinate, and mutually support one another's efforts. As a DCYF grantee, we also partner with DCYF and with the SFUSD to share information, leverage expertise and resources, and fulfill key fiscal, operational, and programmatic expectations.

### **Efficiency and Effectiveness**

We thoughtfully steward our resources to ensure program continuity and long-term fiduciary stability and sustainability. When weighing development initiatives, Horizons at SFFS' board and staff carefully consider the costs and benefits. Decisions about any new opportunities are made in the context of the organization's capacity, strategic priorities, and ongoing development programs, with focus on the most efficient and effective use of available resources. We are honest and transparent with our donors about the extent of the resources, time, and full financing needed to implement their ideas and wishes.

### **Continuous Learning**

As a relatively young organization, we are continually building the board's and staff's development expertise and capacity and learning how to effectively build and sustain support for Horizons at SFFS. We seek out guidance and models from mission-aligned organizations, take measured risks in our approach, and use data and ongoing assessment to refine our strategies and learn from both our successes and from our missteps.

### **Donor Relationships/Stewardship**

We strive for all of our donors to feel an emotional connection with Horizons that goes beyond the exchange of money and other resources. We are mindful of the volume and type of "asks" already being made of our donors and work to ensure that they feel engaged, informed, and appreciated on an ongoing basis. We work to maintain accurate records and to promptly and enthusiastically acknowledge gifts and share the impact they have on achieving Horizons' vision and impact. We steward our relationships with donors and we push back and engage in courageous conversations with them when needed. We encourage donors to see how they and their families also benefit from the work they are donating to sustain.