ACF Affiliate Handbook
Policies, Procedures, & Operational Guidelines for ACF Affiliate Community Foundations

Table of Contents
About ACF ................................................................. 2
Part of Our Movement .................................................. 2
   Affiliate Program Objectives ...................................... 2
Affiliate Administrative Responsibilities .......................... 4
   Rules of Governance ................................................ 5
   Annual Compliance Documentation ............................ 5
   Limitations on Operations ....................................... 5
Program Manager Responsibilities ................................. 6
Affiliate Funds, Finance, & Donor Services ...................... 7
   Affiliate Fund Types ............................................... 7
   Affiliate Fund Requirements ................................... 7
   Affiliate Operations, Payments, and Reimbursements ...... 8
   Affiliate Donors ................................................... 8
   Planned Giving ..................................................... 9
   Affiliate Gift Processing and Acknowledgement .......... 9
   Community Donor Portal ....................................... 10
Communications and Marketing .................................. 11
   Affiliate Toolkits ................................................. 11
   Communications and Marketing Review Process .......... 11
Grantmaking ............................................................. 12
   Affiliate Competitive Grantmaking Process ................. 13
   Affiliate Online Grants Management ....................... 13
   Affiliate Grant Award Decisions ............................. 14
Affiliate Tiered Model, Dormancy, and Potential Separation 14
Glossary of Terms ..................................................... 16
ACF Staff Contact Information ..................................... 19
   ACF Central Team Staff (ACF staff who directly support statewide initiatives) ...... Error! Bookmark not defined.
   Affiliate Program Managers (ACF community-based staff) ................................. 19
About ACF

The Alaska Community Foundation (ACF) is a nonprofit, philanthropic institution with a mission to inspire the spirit of giving and connect people, organizations, and causes to strengthen Alaska’s communities now and forever. As a statewide community foundation, ACF works with individual donors, families, communities, nonprofits, and corporations across Alaska to increase philanthropy.

Established in 1995, ACF is a statewide platform for philanthropy that connects people who care with causes that matter. Managing more than $100 million in assets and over 550 funds for the benefit of Alaskans, ACF and their Affiliates grant $6 million to 8 million each year to charitable projects and nonprofit organizations across the state. These endowed and non-endowed funds span a broad range of interests, including education, food and shelter, pets, workforce development, suicide prevention, the arts, the environment, community-based needs, and support for specific nonprofit organizations. ACF also manages the Pick.Click.Give. program, which helps to promote grassroots giving within Alaska.

Part of Our Movement

The Alaska Community Foundation (ACF) is honored to have communities across the state come together to serve as Affiliate community foundations. Being an Affiliate of ACF means each community benefits through permanent funds for sustained support in that region. ACF is organized as Alaska’s statewide community foundation, consisting of multiple regional component funds (Affiliate funds) that are a part of and governed by the “umbrella” foundation, ACF.

**Our mission:** Inspiring the spirit of giving and connecting people, organizations, and causes to strengthen Alaska’s communities now and forever.

ACF’s Affiliate fund structure is a reflection of our core value of community and the belief that people who live in a community know best how to meet their community’s needs. We respect the diversity of cultures and interests in local communities and balance this with ACF’s overall interest in a robust statewide community. The ACF Affiliate model is a central component of our overall strategy to develop an efficient, sustainable, statewide philanthropic platform that is consistent with a model of developing independent community foundations around the State. Affiliate funds are permanent parts of ACF and will be used in perpetuity to support community goals.

Affiliate Program Objectives

With the overall goal of increasing philanthropy in Alaska, the Affiliate Program is designed to:

1. Increase individual philanthropy among Alaskans.
2. Encourage local leadership to identify problems and invest in solutions in their communities.
3. Grow permanent charitable assets in Alaska to create sustaining sources of revenue and support for valued Alaska nonprofit services.
As an Affiliate of ACF, you are:

**Accredited:** ACF has earned the accreditation of the National Standards for the U.S. Community Foundation and ensures all policies and procedures adhere to these standards.

**Protected:** Affiliate Advisory Board members are protected from personal liability under ACF’s Directors and Officers Insurance. Legal counsel is available as necessary. ACF complies with all federal and state regulations. Affiliates can fundraise under these legal regulations with ACF-approved materials.

**Resourced:** ACF provides all fiduciary oversight and investment services to Affiliates. Affiliates are also supported with communications and marketing materials, extensive grantmaking and fundraising supports, and website management. Affiliates are members of Philanthropy Northwest and The Foraker Group through ACF’s membership to these organizations.

Because of their relationship with ACF, Affiliates enjoy these services:

**Community Foundation Educational Programming**  
ACF provides ongoing training, technical assistance, and consultation to Affiliates, including:

- Training opportunities delivered via video or tele-conference
- An annual convening for training and networking
- Regular community visits from ACF and Rasmuson Foundation staff
- Training, tools, and expanded resources (website updates, toolkits, development, etc.).
- Federal and state regulatory standards
- Nonprofit and committee governance policies and procedures
- Strategic and action planning support

**Staff Support**  
ACF provides staff support to each Affiliate. In addition to ACF’s Central Office team, ACF also provides for the staffing of a part-time Program Manager dedicated to each Affiliate to provide administrative and strategic support in each community.

**Administration and Financial Support**  
ACF provides technical, administrative, and financial services to Affiliates, including:

- Covering Affiliates with ACF’s 501(c)(3) nonprofit status
- Administrative management systems and processes
- Providing legal and fiduciary oversight
- Active participation and collaboration on program measures of success
- Creating, investing, and managing Affiliate assets
- Creating and distributing quarterly fund reports
- Providing annual audits of funds, preparation and federal filing, and spendable distributions
- Storing of Affiliate documentation, both legal and governing
- Maintaining donor data and lists
- Accreditation from National Standards for US Community Foundations in all policies and procedures

**Fundraising and Donor Services**  
ACF’s Affiliate program is designed for local Advisory Boards to lead and expand on individual philanthropy and serve as philanthropic leaders in their communities. Some of ACF’s supports include:

- Providing endowment match incentives, which are subject to change annually
- Assisting with processes, promotion, and fundraising
- Managing donor services in accordance with federal and state regulations
- Gift acknowledgement, both legal requirements and high-touch stewardship
- Donor relationship cultivation and stewardship, including training
- Technical assistance on complex gifts: charitable gift annuities, charitable remainder trusts, transfer of stocks/bonds/mutual funds, real estate, retirement account assets, life insurance, and estates
- Donor solicitation resources for planned and legacy giving

**Grantmaking Services**
ACF provides ongoing grantmaking services to Affiliates, including:
- New collaborative grantmaking opportunities with ACF and Rasmuson Foundation
- Administering and managing Affiliate grant programs
- Research and due diligence for grantmaking in accordance with federal and state regulations
- Grantmaking in accordance with best practices
- Technical assistance and strategic grantmaking consultation, when requested
- Grantee history, tracking, data collection, and grant reporting through an online Grant Lifecycle Management (GLM) system
- Approving and distributing grant awards

**Communications and Marketing Support**
ACF provides communications and marketing support to help Affiliates tell their community’s stories. In order to adhere to National Standards for Community Foundations, ACF and Affiliates are required to follow certain branding and marketing procedures. ACF provides an expanded toolkit of templates and customized marketing materials for each Affiliate, which can be modified as appropriate within ACF branding standards.

See: [A Summary of the Relationship between ACF and its Affiliate Funds (or Affiliate Foundations) - 2012](#)

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**Affiliate Administrative Responsibilities**

ACF operates using a partnership model based on pursuing shared goals with differentiated responsibilities. Each Affiliate is in the best position to know the needs of their communities or local organizations. Strategy, fundraising decisions, and grantmaking recommendations are made by each Affiliate’s volunteer Advisory Board. ACF provides support, education, technical assistance, financial management, and legal advice.
Affiliates often need to operate with a sufficient level of empowerment to be effective in developing local assets and recommending grants. They have the ability to make decisions related to selecting Advisory Board members, setting community priorities, and establishing fund development strategies.

Rules of Governance

The ACF Board of Directors is the governing entity with fiscal and legal responsibility for all Affiliate activities. National Standards specifically documents that the Affiliate is under the oversight and control of ACF and that the Affiliate Advisory Board is an advisory steering committee, not a governing board. ACF retains responsibility for personnel and financial matters and performs due diligence on all grants. Affiliate Advisory Boards operate with the following in mind:

- **Operational Guidelines**: Affiliate Advisory Boards create and follow a set of “Operational Guidelines,” rather than by-laws because the Advisory Boards essentially function as committees under ACF’s Board of Directors.

- **Fund Advisors**: The Affiliate Advisory Board is identified as the “fund advisor” for each Affiliate-advised fund. In conjunction with the Program Manager, the chair or treasurer is designated as the “fund advisor” with the responsibility to:
  - Be point of contact for the online Community Donor Portal
  - Submit grant recommendations, or delegate this to another Advisory Board member
  - Submit annual compliance documents
  - Alert ACF when a fund advisor and Advisory Board member transitions

- **Maintain Records**: Advisory Boards create and maintain records for seven years, including meeting minutes, conflict of interest disclosures, grant recommendation minutes, and governing documents. Each Affiliate Program Manager (part-time regional staff) maintains the records for each Affiliate by utilizing online SharePoint folders.

Annual Compliance Documentation

Affiliate Advisory Board members are volunteers serving, representing, and taking actions as ACF under ACF’s nonprofit status. Advisory Board members must act in the best interest of the Affiliate and ACF, setting aside personal benefits. To that end, each member and staff annually disclose any possible conflicts of interest. Advisory Boards also submit required annual paperwork and documentation requested by ACF, including annual impact reports, fundraising goals, operational budgets, and potentially other compliance documentation. ACF’s Central Team will review completion of these annual documents to ensure compliance with ACF’s procedures and submit changes to the Advisory Board membership to the Board for review and approval quarterly.

Limitations on Operations

An Affiliate’s legal identity is not separate from that of ACF’s, therefore Affiliates may not enter into business transactions without the authorization of ACF, including for:

- Hiring employees outside of ACF Program Manager hiring process
- Serving as a fiscal sponsor
- Purchasing assets
- Entering into contracts, rental, or lease agreements
- Maintain bank accounts, either savings or checking
- Directly accept major donations of non-cash assets (land or other tangible assets) outside of ACF’s processes
- IRS Filings: ACF’s Affiliates are entities under ACF’s legal 501(c)(3) status, so independent filings are not necessary.
Program Manager Responsibilities

ACF provides staff support to each Affiliate. ACF employs two full-time Affiliate Program Officers (APO’s) to oversee and manage the Affiliate Program, in addition to the services provided by all ACF staff members. ACF’s entire Anchorage office-based staff, referred to as the ACF Central Team, supports the Affiliate Program based on the activities needed.

ACF also provides for the staffing of a part-time Program Manager dedicated to each Affiliate to provide administrative and strategic support in each Affiliate community. These Program Managers are community-based ACF employees who report to the Affiliate Program Officers, while supporting the volunteer Advisory Boards. Affiliate Program Manager roles and responsibilities include:

- Providing support for planning and executing Advisory Board meetings
- Providing support for marketing and communications needs
- Providing support for donor relations and donor stewardship
- Providing database management
- Assisting with annual planning processes
- Assisting with grant cycle management, including providing support to grantees and applicants
- Providing support for events and educational programs
- Participating in annual Affiliate convenings and ongoing training opportunities
- Connecting with local nonprofits and residents to ascertain community needs
- Seeking grant and collaboration opportunities with other organizations
- Reconciling receipts and managing vendor payments

See: Delineation of Duties - 2019
Affiliate Funds, Finance, & Donor Services

As a component fund of ACF, Affiliates receive financial and administrative support. This includes recording contributions, providing tax receipts to donors, making disbursements, cash management, annual preparation and filing of IRS Form 990, annual audits, and issuing quarterly fund statements.

Affiliate Fund Types

An Affiliate maintains the following fund types at ACF (defined in the Glossary):
- Affiliate Grantmaking Endowment Fund
- Affiliate Operating Endowment Fund
- Affiliate Non-Endowed Operating Fund

Some Affiliates are listed as Fund Advisors on other funds established in their communities, previously referred to as “sub-funds.” These Affiliate-advised funds list the Affiliate Advisory Board in its fund agreement to serve as fund advisors for the fund. Fund advisors for a fund receive fund statements and recommend grant distributions.

Affiliate Fund Requirements

Because Affiliates are not separate legal entities, their activities are attributed to ACF, with the ACF Board of Directors having ultimate accountability for the operations of ACF and its Affiliates. While efforts will be made to support the unique needs of each Affiliate, certain operational standards must be consistent to ensure ACF is in compliance with National Standards and IRS regulations, and to promote operational efficiencies. These include the following:

- **Donor Intent:** Each contribution received must be accounted for in a timely manner that ensures and documents donor intent. As such, separate accounts will be maintained for contributions that have been designated by donors for a specific purpose. ACF reserves the right to decline designated funds.
- **Donor Confidentiality:** Trust and confidentiality are critical elements of ACF’s operations. Affiliate Advisory Board members must agree to maintain donor confidentiality. In addition, Affiliates understand that, when asked, ACF will honor confidentiality requests from donors who may wish to remain anonymous to Affiliate Advisory Board members and the community.
- **Contracts:** All contracts, including fund agreements, must be entered into by ACF and may only be signed by an officer of ACF; Affiliates do not have the legal standing or authority to enter into a contract, borrow money, or otherwise obligate ACF.
- **Bank Accounts:** Affiliates may not have bank accounts or deposit gifts.
- **Event Insurance:** Affiliates that plan to host special events must contact ACF in advance of the event to ensure that appropriate liability insurance is in place or that a special event rider can be purchased, if necessary.
- **Grant Applications:** Before an Affiliate applies for a grant, the proposed grant application must be sent to ACF for review. An officer of ACF is required to sign the grant application, subsequent grant...
agreement, and reports. The Affiliate will be responsible for the narrative part of all grant reports but ACF staff is available to assist and will complete the financial section of all grant reports.

- **Branding Requirements**: All marketing materials, press releases, donor solicitations, etc. should state that “The__________Fund is an Affiliate of The Alaska Community Foundation” and use the ACF/Affiliate logo on all publications. The Affiliated fund should not represent itself to third parties as being a separate legal entity or a separate 501(c)(3) organization, or imply this by default by neglecting to mention the affiliation with ACF.

**Affiliate Operations, Payments, and Reimbursements**

Affiliates have two funds dedicated to operations: a non-endowed operating fund, which is fully spendable; and an endowed operating fund, which produces a spendable balance available each year. An Affiliate’s Advisory Board submits an annual operating budget for each year with these available funds in mind detailing anticipated operating expenses.

**Payment Requests**: Affiliate Advisory Boards must submit signed “Payment Request forms” to request vendor invoice payments, which require vendor’s W-9 forms, directly from an Affiliate fund. ACF must approve expenses over $1,000 ahead of payment to ensure expenses align with the charitable purpose of ACF and our Affiliates.

**Affiliate Credit Card**: Advisory Board members and Program Managers must follow ACF credit card policies and guidelines to receive and use an ACF credit card. The non-endowed operating fund will be utilized first for credit card expenses.

**Reimbursements**: To get reimbursed for expenses, volunteers and Program Managers must fill out the Expense Request form and include all receipts (and if your receipt does not have your name on it, a copy of your Credit Card statement showing the specific charges is required, blacking out other expenses on your statement).

See: [Payment Request form](SharePoint)  
[Expense Request form](SharePoint)  
[Credit Card Policy](SharePoint)

**Affiliate Donors**

All Affiliate fundraising activities are conducted on behalf of ACF for tax and liability purposes. Affiliates must work closely with ACF to oversee planning of any and all fundraising activities in order to ensure that:

- Donors are entitled to the appropriate tax deduction
- The Affiliate and donor are protected from unintended tax consequences
- The activity is conducted in accordance with all applicable laws and regulations
- ACF is not exposed to penalties for failing to make proper solicitation disclosures, unintended risks, and potential liabilities

To ensure legal obligations and best practices are followed, all fundraising events, activities, and special events must be pre-approved by ACF. Our goal is to protect donors, Affiliates, and ACF, and appreciate our Affiliates’ commitment in following ACF policies and procedures.

Donors can make donations to any Affiliate fund. A primary responsibility for Affiliates is to ensure donations are deposited into the correct fund based on the donor’s intent. An Affiliate can accept cash, non-cash, and in-kind donations. All donations should be submitted to ACF Central Team with a Donation Coding Worksheet, and
within one week of acceptance of the gift. All donations must be submitted in accordance with ACF’s gift acceptance policies.

- **Cash Donations:**
  - **Currency:** Accepting cash is discouraged unless an Affiliate provides a receipt immediately and notates adequate donor information, including amount, name, address, and contact information. However, cash contributions can be accommodated. A money order, rather than the cash, should be mailed to the ACF Central team with the Donation Coding Worksheet to identify the donor information and gift amount.
  - **Checks:** Donors should make checks payable to “Alaska Community Foundation – ‘Affiliate Name’.” To protect donor privacy and banking information, Affiliates should not make copies of checks. ACF maintains secure electronic images of donor’s checks.
  - **Credit Card:** Credit card donations can be accepted in two ways:
    - An approved remittance envelope with credit card details written out.
    - ACF’s online donation portal from specific pages created for each Affiliate fund. All donation pages link to the Community Suite database and Community Donor Portals, and can be accessed from our donation sites: alaskacf.org/funds and alaskacf.fcsuite.com/erp/donate/list.

- **Non-Cash Donations:** Non-cash donations include retirement account distributions, marketable securities, like stocks and bonds, stocks in privately owned companies, real estate, tangible personal property, partnership interests and interests in LLC’s, life insurance, and more. It is best to have the donor work directly with the appropriate ACF Central Team member to adhere to policies and ensure pre-approval from ACF.

- **In-Kind Donations:** In-kind donations are in the form of goods and services, which can be in connection with a business or individual. Accounting rules require that in-kind donations are recorded for the amount donated and must be offset by an “in-kind” expense of the same amount, so no net value is gained. Donors providing in-kind donations will receive a donation acknowledgement letter.

See: ACF Gift and Fund Acceptance Policy
Donation Coding worksheet (SharePoint)

Planned Giving

ACF offers gift planning support with our Development Team to educate, present, and work directly with donors. Affiliate legacy donors should complete a “Declaration of Intent” form in order to declare the intention to leave a legacy gift, noting their mechanism for giving, the Affiliate fund, and assessed value of the gift. This is not a legally-binding document but allows the donor and Affiliates to notify the ACF Central Team of this intended legacy gift.

Affiliate Gift Processing and Acknowledgement

The President/CEO of the Foundation has the authority and discretion to solicit and accept or decline gifts on behalf of ACF. If there is a question regarding whether or not the gift is within ACF’s policy or there is a special reason why the gift should be accepted or declined, staff will bring the issue to the Gift and Fund Acceptance Committee. ACF reserves the right to decline any financial commitment, gift, or bequest, as well as the right to determine how a gift will be credited and/or recognized without explanation. All gifts to ACF are irrevocable.

Affiliates should accept and acknowledge gifts according to this process:

1. Checks should be made payable to: “The Alaska Community Foundation – Affiliate Name,” or the donor may identify the specific Affiliate fund in the memo line of the check or in an accompanying letter.
2. All gifts should be dropped off at or mailed by the Advisory Board or Program Manager with “Donation Coding Worksheet” to ACF’s central office: The Alaska Community Foundation, 3201 C Street, Suite 110, Anchorage, AK 99503.

3. Gifts given to third parties such as fund advisors or advisory boards will be acknowledged as soon possible after receipt and recording through ACF’s gift recording and accounting system.

4. Donors wishing to make gifts of stock, mutual funds, or cash via electronic transfer should contact the ACF office to alert staff to the gift and to receive proper instructions for making an electronic transfer.

5. All gifts received by the ACF will be recorded through ACF’s gift recording and accounting system and acknowledgement sent to the donor as soon as possible.

6. Gifts received in ACF’s office after December 31 will be acknowledged for the previous year only if the envelope was postmarked by or before December 31. If the envelope is postmarked after December 31, but checks are written for the previous year, the gifts will still be processed in the year the gift was received by ACF. This means that Affiliates should immediately send checks to ACF, especially during year-end times.

7. Acknowledgement letters may not be sent for gifts of $50 and under or for the sale of non-gift items.

8. Only the donor (and spouse or partner) of the gift will receive the letter acknowledging the gift. “On behalf of” parties identified by the donor will not receive a separate letter but may, at the discretion of ACF, be recognized in a comment in the gift acknowledgement. The gift originator is identified by the printed name on the check or the name on the credit card. Exception: employee payroll deduction plans that have been approved by ACF.

See: Affiliate Donation Notification Process

Community Donor Portal

ACF provides all fund advisors access to an online portal. Each Affiliate has two fund advisors designated to access the portal, including the Program Manager. The Community Donor Portal is an integrated feature with ACF’s CommunitySuite (CSuite) database. Through the portal, fund advisors can: download fund statements, view histories of grants and contributions, view fund and spendable balances, download donor reports, and make grant recommendations. Fund advisors receive automated emails with every online donation posted to the fund and when quarterly fund statements are available.

Fund advisors gain access to the Community Donor Portal at: alaskacf.fcsuite.com/erp/fundmanager
Communications and Marketing

ACF supports our Affiliate program to be a resource for each community, and communications and marketing tools are an important asset to this work. ACF marketing materials are available to Affiliates and can be customized as appropriate. ACF staff will help ensure that Affiliates are able to communicate effectively with donors and their local communities. ACF maintains an extensive website with information about Affiliate funds, targeted materials for financial planners, and the ability to accept online donations to each fund.

Affiliate Toolkits

In order to adhere to National Standards for Community Foundations, ACF and Affiliates are required to follow certain branding and marketing procedures. As such, ACF has developed a variety of tools and processes to assist Affiliates with communications and marketing needs. ACF provides an expanded toolkit of templates and customized marketing and communication materials for each Affiliate, including:

- “Communications and Marketing Notes for Affiliates” a communications and graphics manual, which includes branding, formatting, grammar guidelines; best practices; and details ACF’s communications and marketing services
- Individualized websites
- Logo versions
- Affiliate overview
- Rack card
- Brochure
- Letterhead template
- Newsletter template
- Press release template
- Remit envelope
- Thank you cards
- Sample bequest language
- Other donation information

ACF's Communications Manager is available to provide a limited amount of graphic services to Affiliates at no charge. ACF can prep graphics for a printer, create simple banners and cards, and complete other requests on a case-by-case basis. If Affiliates have a project requiring more assistance, it can be requested. ACF may be able to provide graphic support in-house and for other more detailed needs, and can provide professional graphic design work on marketing materials ($125/hr – subject to change if rates increase).

Communications and Marketing Review Process

ACF requests all Affiliate external communications materials (excluding social media content) be submitted to ACF for final review. Working as a team, we can utilize this review process to ensure adherence to National...
Standards for Community Foundations and maintain a consistent and strong brand across Affiliates. The process includes:

1. Advisory Board Members and/or Program Managers draft materials and/or seek assistance from other ACF staff to draft content, utilizing the Affiliate Communications & Graphics Manual and Affiliate Toolkit to help streamline the review process. They also identify a desired timeline for final materials, building in up to 7-10 days for ACF review. Timelines should be determined in collaboration with Affiliate Program Officers.

2. Program Managers then submit a formal request to Affiliate Program Officers with at least 7-10 days and communicate if any of the requests are time sensitive. This formal request submission should be completed through the Affiliate Marketing & Communications Request Form, a SharePoint online form.

3. Affiliate Program Officers provide initial review and feedback on content, and coordinate review and final design proofing with ACF’s Communications Manager, who provides review and feedback on branding/design elements of the materials. ACF aims to provide as quick of a turnaround time as possible and understands that some materials require a faster turnaround time and will accommodate this whenever possible.

See: Affiliate Communications and Marketing Support to Affiliates Communications and Marketing Notes for Affiliates (Style Guide)

Grantmaking

Affiliate grantmaking is part of ACF’s statewide effort to encourage local communities to invest in and support their community and its needs. Affiliates serve a critical role in ACF’s larger strategy to strengthen communities across Alaska. A goal of ACF’s Affiliate efforts is to collaborate with our key stakeholders to identify community needs that can be addressed through strategic programs and grantmaking statewide. ACF works closely with Affiliate Advisory Boards to solicit, recommend, and award grants to local, charitable organizations.

ACF will only approve grant recommendations for organizations from qualified, tax exempt 501(c)(3) organizations (or equivalents, such as Tribal entities, schools, and faith-based organizations). ACF cannot make grants to individuals, for-profit, 501(c)(4), or 501(c)(6) organizations, private foundations, state and federal government agencies, and groups without legal tax-exempt status. ACF conducts due diligence on all grant awards to verify IRS regulations on charitable grants are met and to ensure ACF’s grantmaking policy is followed.
Affiliate Competitive Grantmaking Process

Affiliates typically engage in at least one competitive grantmaking cycle for their community annually. However, Affiliates may, if grantmaking spendable dollars are available and with prior approval from ACF’s Central Team, engage in multiple competitive grantmaking cycles, mini-grant competitive cycles, or discretionary grantmaking when community issues or emergent community needs arise.

For competitive grant cycles, the Affiliate Advisory Board may review, evaluate, and recommend grant awards from the received grant proposals, or may convene a separate grants committee to do so. Non-Advisory Board members may sit on these grant committees. When Affiliates engage in a competitive grant cycle, detailed grant guidelines will be developed and reviewed on an annual basis to adhere to policies and best practices. Grant follow-ups include a grant agreement and grant report, which includes an information regarding the impact of the funded project, noting success stories and/or challenges, and how the grant was publicized.

The Affiliate process for competitive grants includes:

1. Affiliate Program Officers work with Program Managers and Advisory Board members to create a competitive grant process with approved modifications made per Affiliate (guidelines, application, evaluation questions, follow-up reports, etc.).
2. Affiliate Program Officers provide due diligence actions and review processes, which includes:
   - Opening the grant cycle to applications and publicizing on ACF’s website and social media outlets
   - Reviewing each application for completeness, assuring all requested information is provided including the project budget, outcomes and objectives, and financial statements, when required
   - Verifying that the grantee organization is listed in Section §170(b)(1)(A) of the Internal Revenue Code or is an equivalent organization (schools, churches, government agencies and programs, or a Federally recognized tribal organization)
   - Reviewing grant applications in a fair and open process, which determines a slate of recommended awards
   - Confirming the grant award does not benefit the grants committee or its individual members
   - Confirming the fund has the appropriate balance to make the grant
   - Confirming the grant recommendation is in line with the purpose of the fund
   - Confirming the grant is for a charitable purpose
3. Affiliate Advisory Board members form a grants committee to perform application reviews and recommend grant awards to ACF by providing the Affiliate Program Officer and appropriate staff with the recommended awards and minutes detailing the votes to approve the recommendations.
4. Once staff has reviewed the slate of grant awards using the above steps, applications are awarded per the grantmaking policy.
5. ACF’s Board of Directors ratifies the full list of grants at every subsequent board meeting.

Discretionary Grants: Affiliate Advisory Boards may also recommend grant awards at the discretion of its members, often for emergent community needs. Grant recommendations are shared with Affiliate Program Officers or submitted though the Community Donor Portal. These grant awards will undergo a due diligence process, but grantees will not be required to submit an application or grant report.

Affiliate Online Grants Management

ACF hosts an online Grant Lifecycle Management (GLM) system to manage competitive grant cycles. All grants committee members are provided online access for online application review and scoring. Program Managers are provided access to: review current and past grant applications and reports, communicate with organizations and
individuals, and approve and gather data from Affiliate grant reports. Affiliate Program Officers are available to train and support all community-based staff in accessing and navigating the online GLM system.

GLM online login is provided at: https://www.grantinterface.com/Home/Logon?urlkey=alaska

**Affiliate Grant Award Decisions**

Affiliates may make competitive or discretionary grant recommendations online through the Community Donor Portal, or via email to their appropriate Affiliate Program Officer. ACF processes grant recommendations within 2 weeks of receipt, with an additional 2 weeks to process and mail grant award checks. Grant checks are mailed directly to grantees.

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See: [ACF Grantmaking and Due Diligence Policy](#)
[Affiliate Competitive Grantmaking Process](#)

**Affiliate Tiered Model, Dormancy, and Potential Separation**

**Affiliate Tiered Model**

ACF currently supports the Affiliate community foundations based on three different tiers: New Affiliate, Established Affiliate, and Sustained Affiliate. Affiliates can move between different tiers based on collaboration from Advisory Board members and Affiliate Program Officers, and when an Affiliate meets certain programmatic goals of successful grantmaking strategies, donor stewardship activities, and community leadership accomplishments.
- **New Affiliate**: Affiliate community foundations that are new to the program require extensive onboarding and training for both the Advisory Board members and Program Managers. New Affiliates require additional support from the ACF Central Team and will need to have an Advisory Board willing and ready to make a commitment to establish and nurture the Affiliate through its early years, which includes: creating all of their new Affiliate’s materials with ACF, opening a local PO Box, dedicated time to hold community events to launch the new Affiliate, and time set aside for training and learning about community foundations, ACF, and the Affiliate model, among other tasks.

- **Established Affiliate**: These refer to Affiliate community foundations that are experienced in their operations, donor stewardship, grantmaking, and community leadership activities. These are Affiliates that know how to access information through ACF systems and follow ACF policies and procedures with some guidance from Affiliate Program Officers and Program Managers.

- **Sustained Affiliate**: This is a higher-level tier new to ACF’s Affiliate program, referring to Affiliate community foundations that demonstrate an ability to follow ACF policies and procedures appropriately on their own, need little oversight in following policies and procedures, have mature donor stewardship activities, have implemented successful grantmaking strategies, and have led community leadership activities. Sustained Affiliates will have more discretion in regards to communications & marketing processes while continuing to adhere to other important policies and procedures.

Based on the future needs of the Affiliate Program, the Affiliate Tier Model may be modified and updated over time.

See: [ACF Affiliate Tiered Model](#)

**Dormant Affiliates**

If an Affiliate is dormant for 12 months, ACF will send notice to the Fund Advisors to determine if the Affiliate can be reorganized. If an Advisory Board does not re-engage, ACF will assume responsibility for all grantmaking from that Affiliate’s funds and all related Affiliate-advised funds for that region. If, at a later date, a new Advisory Board is created to sustain a past dormant Affiliate, ACF will investigate the sustainability of this reorganization and may reinstate an Affiliate when appropriate.

**Becoming an Independent Community Foundation**

Affiliates who choose to obtain separate 501(c)(3) status should notify ACF before an Affiliate completes an IRS application for charitable status (Form 1023). ACF and the interested Affiliate will work together to move forward with this separation when appropriate. When given the go-ahead from ACF, the interested Affiliate will send a copy of their application for charitable status (Form 1023) and their IRS determination letter when received. ACF will then transfer fund balances and close any related funds. The timeline for this process will be determined at the beginning of discussions.
### Glossary of Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>ACF Central Team</strong></td>
<td>ACF staff members who directly support statewide programs for ACF.</td>
</tr>
<tr>
<td><strong>Affiliate/Advisory Board/Affiliate Advisory Committee</strong></td>
<td>A group of field of interest funds of ACF that are locally advised on by an Advisory Board (or advisory committee) for a particular region, city, or town. The Advisory Board grows their local Affiliate funds by connecting with donors directly, are listed as fund advisors to their Affiliate funds, recommend grants from their Affiliate funds (endowed and non-endowed), and supports charitable projects/programs in a specific geographic area, serving as the local community foundation. An Affiliate functions under operational guidelines and in accordance with a formal agreement with ACF. They are a component of ACF, operate under the charitable status of ACF, and follow the by-laws and articles of incorporation of ACF.</td>
</tr>
<tr>
<td><strong>Affiliate Advisory Board/Affiliate Advisory Committee</strong></td>
<td>Members from the local community who assume responsibility for creating and implementing an Affiliate’s goals in the region. Members are volunteers of ACF and covered by ACF’s liability insurance. An Affiliate may choose to call its advisory committee a “board,” but legally ACF’s Board of Directors governs all of ACF, including the Affiliate program. An Advisory Board supports ACF’s Board of Directors in managing the activities of the Affiliate, setting local priorities, and providing critical statewide feedback for ACF initiatives and other programs.</td>
</tr>
<tr>
<td><strong>Charitable Donation</strong></td>
<td>A Charitable Donation is “something voluntarily transferred by one person to another without compensation.” (<a href="https://www.merriam-webster.com/dictionary/charitable%20donation">Merriam-Webster’s Collegiate Dictionary</a>, Tenth Edition). It is a gift of money or other property to a qualified organization for charitable purposes for which the donor does not reasonably anticipate benefit from in return. In IRS Code Section 170, the income tax charitable contribution provision, and numerous court cases define “charitable donation.”</td>
</tr>
<tr>
<td><strong>Charitable Purpose</strong></td>
<td>The relief of poverty, the advancement of education or religion, the promotion of health, governmental or municipal purposes, and other purposes the achievement of which is beneficial to the community (<a href="https://www.irs.gov/charities-businesses-and-civic-organizations/what-are-charitable-organizations#1">IRS definition</a>). Organizations set up and operated exclusively for charitable purposes, and which serve a public rather than a private interest, are exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code and are eligible recipients of tax-deductible charitable contributions.</td>
</tr>
<tr>
<td><strong>Community Donor Portal</strong></td>
<td>The Community Donor Portal is an integrated feature with ACF’s CommunitySuite (C Suite) database. Through the portal, fund advisors can: download fund statements, view histories of grants and contributions, view fund and spendable balances, download donor reports, and make grant recommendations. Fund advisors receive automated emails with every donation posted to the fund and receive quarterly fund statements. Login at: <a href="http://alaskacf.fcsuite.com/erp/fundmanager">alaskacf.fcsuite.com/erp/fundmanager</a></td>
</tr>
<tr>
<td><strong>Community/Affiliate Fund</strong></td>
<td>A field of interest fund established to benefit a specific geographic region or community within Alaska. ACF may designate a local Advisory Board to make grant recommendations from the fund.</td>
</tr>
</tbody>
</table>
and to promote the fund, ACF, and philanthropy in their community or region. ACF’s Board of Directors is the governing entity with fiscal and legal responsibility to accept all funds on behalf of the geographic Affiliate.

**Conflict of Interest**

A situation where personal interests prevent an individual from making an impartial decision that is in the best interest of the charity. Putting one’s own interests before those of the charity can have negative consequences to the individual and charity. Even the most minor action or appearance that a person has acted for personal benefit can diminish the public’s trust in the charity. See: [ACF Confidentiality and Conflict of Interest Policy](#).

**Due Diligence**

In grantmaking, this speaks to the practices one applies to reviewing grant requests prior to giving them approval. It generally includes establishing the charitable status of the grantee, the charitable purpose of the grant, and the financial and organizational capacity of the organization to undertake the proposed activities. Due diligence may also include reporting from grantees, site visits to grantees, and other methods to ensure funds are used appropriately and for the intended charitable purpose.

**Endowment Fund**

A permanent fund that grows through strategic investing and financial contributions from donors. Endowed funds are used to provide stability and long-term growth. All donations into an endowed fund are protected in perpetuity. Earnings from the investment of this principal are dedicated for grantmaking, inflation-proofing the fund, and covering the administrative costs of the fund.

**Fair Market Value**

The amount at which a good or service would change hands between a willing buyer and seller. This is an important concept in determining the charitable value of non-cash donations.

**Fees**

All community foundation donations are held in different types of funds and fees are assessed on each of these types of funds. The fees assessed by ACF are used to support: local grantmaking expertise; donor focused services, including philanthropic advising and acceptance of complex gifts; and administrative expenses, including financial infrastructure, accounting, annual audits, tax filing, donor record management, and other operational expenses.

**Field of Interest Fund**

A fund which supports grants to impact an area of interest, such as arts & culture, basic needs, education, pets, the environment, or a particular community or region. Donors can contribute to an established field of interest (FOI) fund or create their own. Grantmaking from a FOI fund are then carried out by ACF or an Affiliate with the ultimate donor intent in mind.

**Fiscal Sponsorship**

Not a term found in the Internal Revenue Code, but is used to describe a tool offered by community foundations and other public charities to provide a functional framework for charitable projects that cannot, or choose not, to function as a stand-alone charitable organization. Fiscal sponsors provide fiduciary oversight, financial management, and other administrative services to help build the capacity of charitable projects. ACF is the fiscal sponsor for Affiliates. Affiliates cannot assume fiscal sponsorship of other entities.

**Fund**

An account at ACF that serves a specific charitable purpose.

**Fund Advisor**

A person designated by the Affiliate Advisory Board as the primary contact and liaison with ACF, typically the chair or treasurer. The Fund Advisor receives and sends official correspondence from and to ACF and signs grant recommendation forms. The Fund Advisor also accesses the Community Donor Portal.

**Grantmaking Endowment Fund**

The earnings from these endowments are used to award grants through a competitive grant cycle to local qualifying 501(c)(3) nonprofits. This flexible endowment meets the current needs of our community as they arise. These needs may address any number of issues, such as: social services, hunger, education, arts, and humanities, environmental, and youth services.

**Legacy Society**

Legacy Society is a special group of individuals making a lasting commitment through bequests, wills, and other planned or legacy gifts.
### National Standards for U.S. Community Foundations

ACF has been recognized as meeting National Standards for US Based Community Foundations, as outlined by the Council on Foundations. These standards are a collection of best practices that a community foundation must follow to earn national accreditation. National Standards also address a community foundation’s relationship with its Affiliates, with a particular focus on the legal and governing relationship between the entities. This document addresses and complies with those standards.

Approved in September 2000, the National Standards are the baseline requirements for the governance, structure, and the activities of community foundations. The standards are peer-driven, voluntary, and self-regulatory. Adoption of these standards throughout the field provides a level of consistency that helps the field build capacity, distinguish itself, and market nationally and regionally. National Standards can be found at cfstandards.org.

### Non-Endowed Operating Fund

This is a non-invested fund that provides for short-term, operational needs.

### Operating Endowment Fund

The interest earned from this fund support operating costs, such as community events, administration, and outreach. This fund is also used to train local nonprofit boards and leaders, or to support community leadership activities. The Operating Endowment Fund is essential to achieving an Affiliate’s goals in supporting communities.

### Operational Guidelines

Guidelines modified for each Affiliate community to guide the Affiliate Advisory Boards in operations and are subject to ACF’s over-arching by-laws, as Advisory Boards essentially function as committees under ACF’s Board of Directors. These documents include the name and location of the Affiliate, responsibilities of Advisory Board members, committee structure, meeting structure, and practices in alignment with ACF policies and procedures.

### Partners

Organizations that are independent entities growing philanthropy in their communities across Alaska. These partner organizations hold funds at ACF, collaborate with ACF on critical issues, and help expand our resource network.

### Planned Giving/Legacy Giving

A planned gift allows donors to make a meaningful difference, often through their estate, life insurance, or charitable remainder trusts. Planned giving can support future needs and allow donors to create a legacy for their community. Planned gifts or legacy gifts are most often realized after a person dies.

### Spendable / Spendable Policy

The annual amount that is available for grantmaking to charitable organizations from an endowed fund is called the spendable amount. Calculating the spendable amount is a two-step process with ACF’s Board of Directors determining the annual Spending Policy. ACF’s CFO then applies the spending policy to the average fund balance over the previous 16 quarters to calculate an endowed fund’s spendable amount.
ACF Staff Contact Information

The Alaska Community Foundation
3201 C Street, Suite 110
Anchorage, AK 99503
info@alaskacf.org
907-334-6700

ACF Central Team staff work directly to support our statewide initiatives. For an updated list of all ACF staff, visit: alaskacf.org/staff

Affiliate Program Managers (ACF community-based staff)

Cordova Community Foundation
cordova@alaskacf.org
Region: Cordova area

Chilkat Valley Community Foundation
chilkatvalley@alaskacf.org
Region: Chilkat Valley (Haines Borough and the Chilkat Indian Village of Klukwan)

Golden Heart Community Foundation
goldenheart@alaskacf.org
Region: Greater Fairbanks area (Fairbanks, North Pole, and surrounding region)

Jessica Stevens Community Foundation
jessicastevens@alaskacf.org
Region: Upper Susitna region

Kenai Peninsula Foundation
kenai@alaskacf.org
Region: Kenai Peninsula

Ketchikan Community Foundation
ketchikan@alaskacf.org
Region: Ketchikan region

Kodiak Community Foundation
kodiak@alaskacf.org
Region: Kodiak region

Palmer Community Foundation
palmer@alaskacf.org
Region: Palmer area

Petersburg Community Foundation
petersburg@alaskacf.org
Region: Petersburg area

Seward Community Foundation
seward@alaskacf.org
Region: Seward and Moose Pass

Sitka Legacy Foundation
sitkalegacy@alaskacf.org
Region: Sitka area