



ACF AFFILIATE HANDBOOK

Policies, Procedures & Operational
Guidelines for ACF Affiliate
Community Foundations



The Alaska Community
Foundation
**AFFILIATE
PROGRAM**



ACF Affiliate Handbook

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About ACF

The Alaska Community Foundation (ACF) is a 501(c)(3) 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. Established in 1995, ACF is a statewide platform for philanthropy that connects people who care with causes that matter. As a statewide community foundation, ACF works with individual donors, families, communities, nonprofits, businesses, and corporations across Alaska to increase philanthropy. Managing more than \$200 million in assets and over 2,000 funds for the benefit of Alaskans, ACF and their Affiliates grant \$8 million to \$10 million each year to charitable 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 short and long-term support for specific nonprofit organizations. ACF also manages the Pick.Click.Give. program, which helps to promote grassroots giving within Alaska.

The Affiliate Program

The Alaska Community Foundation (ACF) is honored to have communities across the state come together under ACF to serve as Affiliate community foundations. An affiliated fund or Affiliate community foundation (Affiliate) of ACF refers to a community-based advisory group that takes leadership on local fundraising, grantmaking, and community leadership for their hometown, a specific geographic location, or a region within Alaska. Being an Affiliate of ACF means each associated community benefits from permanent funds for sustained support for charitable activities in that region. ACF is organized as Alaska's statewide community foundation, consisting of multiple regional funds (Affiliate funds) that are part of and governed by the "umbrella" foundation, ACF.

ACF's Affiliate foundation (fund) structure reflects our core values of community and the belief that people who live in a community know best how to meet their own 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 goal of developing 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 and ACF Core Support

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 is accredited through the Council on Foundation's National Standards for U.S. Community Foundations, and ensures all policies and procedures adhere to these standards.

Legally Compliant: Affiliate Advisory Board members are protected from personal liability under ACF's Directors and Officers Insurance. ACF complies with all federal and state regulations and adheres to internal policies that ensure all activities comply with best practices.

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 enjoy the benefits of ACF memberships with statewide and national philanthropic organizations.

Because of their relationship with ACF, Affiliates enjoy the services listed below:

Community Foundation Educational Programming

ACF provides ongoing training, technical assistance, and consultation to Affiliates, including:

- Training opportunities delivered virtually and in person
- An annual convening for training and networking
- Community visits from ACF and Rasmuson Foundation staff
- Communication toolkits, website updates, and donor development support
- Nonprofit and committee governance policies and procedures
- Strategic and action planning support

Staff Support

ACF provides staff support to each Affiliate. In addition to support from ACF's Central Team, based in Anchorage, ACF also provides each Affiliate community foundation staffing of a local, part-time Program Manager to provide administrative, operational, and strategic support.

Organizational Status and Compliance

- Management of ACF's EIN compliance and reporting
- Oversight and management of the Articles of Incorporation and other critical IRS documentation
- Legal and fiduciary oversight
- Tax / accounting compliance for the Form 990 tax filing, other tax documentation, annual audit process
- Council on Foundations National Standards accreditation for US Community Foundations
- Representation in organizational legal matters
- Organizational contract management
- Organizational grant reporting (i.e., Rasmuson Foundation, other grant opportunities)

Investment and Financial Management

- Investment and management of short-term and long-term assets
- Organizational investment strategy
- Investment execution and operational management
- Financial oversight and reporting

- Fund accounting and reporting, earnings, and spendable reporting

Donor Services

- Gift acknowledgement letters for tax purposes
- Donor support for complex gifts, legacy giving, or new funds
- Gift acceptance policy support and guidance
- Access to an online giving platform
- Credit card acceptance and processing platform
- Gift processing

Complex Gift Transactions

- Acceptance and technical assistance for gifts of stocks, mutual funds, bonds, and wire transfers
- Acceptance of gifts from retirement accounts and life insurance policies
- Estate planning and legacy gift management
- Immediate Pick.Click.Give. program participation

Grantmaking Management Services

- Access to an online grants management system for annual competitive grant cycles
- Access to historical grant awards and reports
- Due diligence on all grant awards
- Competitive grantmaking strategy support, due diligence compliance, and grant award processing
- Online portal access for discretionary or emergency grants
- New collaborative grantmaking opportunities with ACF, Rasmuson Foundation, or other funders

Systems / Technical Platforms

- Access to ACF's Fund Management Portal
- Online grants management system
- Access to website management system
- Access to design platforms

Statewide Program and Local Support Services

- Overall statewide program management
- Collaboration on program priorities, goals, and opportunities
- Match incentive opportunities from ACF and Rasmuson Foundation (through 2025)
- Recruitment, hiring, development, and management of local part-time ACF Affiliate Program Managers
- Annual creation of the [Affiliate Financial Support Outline](#) (hyperlink will open a PDF of the current year's document)

See: [2022 - ACF Affiliate Financial Support Outline](#)



Photo courtesy of: Chilkat Valley CF

Communications and Marketing Support

ACF provides communications and marketing support to help Affiliates tell their community's stories. To adhere to National Standards for US Community Foundations, ACF and Affiliates are required to follow certain branding and marketing standards and procedures. ACF provides an expanded toolkit of templates and customized marketing materials for each Affiliate community foundation, which can be modified, as appropriate, within ACF branding and style standards.

Affiliate Operational Responsibilities

ACF operates using a partnership model based on pursuing shared goals with differentiating responsibilities. Each Affiliate is in the best position to know the needs of their communities or local organizations. Community leadership strategy, fundraising and donor stewardship, and grantmaking recommendations are made by each Affiliate's volunteer Advisory Board.

Affiliates operate with a sufficient level of empowerment to be effective in developing local assets and recommending grants. They make decisions related to selecting Advisory Board members, set community priorities with other nonprofit partners, and establish donor development and grantmaking strategies that align with ACF policies, procedures, and processes.

Rules of Governance

The ACF Board of Directors is the governing entity with fiscal and legal responsibility for all ACF and Affiliate activities. National Standards specifies that the Affiliate is under the oversight and control of ACF and that the Affiliate Advisory Board is an advisory board or 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 Affiliate Advisory Boards function as an advisory board/committee 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 Advisory Board Chair or Treasurer is designated as the "fund advisor" with the responsibility to:
 - Be point of contact for the online Fund Management Portal
 - Submit competitive grant recommendations to their assigned Program Officer, or delegate this to another Advisory Board member or their local Program Manager
 - Submit annual compliance documents in collaboration with their local Program Manager
 - Alert ACF when a fund advisor and/or Advisory Board member transitions




Photo courtesy of Sitka LF

- **Maintain Records:** Affiliate Advisory Boards create and help maintain records for their Affiliate community foundation. Affiliates follow [ACF's Records Retention Policy](#). Each local Program Manager maintains the official records for their assigned Affiliate by using the established online ACF Affiliate SharePoint folder system.

See: [ACF's Records Retention Policy](#)

Annual Compliance Documentation

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

Limitations on Operations

An Affiliate's legal identity is not separate from that of The Alaska Community Foundation's, so Affiliates may not enter into business contracts, leases, or grant awards without the pre-authorization of ACF, including for:

- Hiring training consultants/experts or project contractors
- Serving as a fiscal sponsor
- Purchasing significant assets (over \$1,000) for the Affiliate
- Entering into any contracts, rentals, or lease agreements
- Apply for any grant awards from other funding or philanthropic organizations
- Directly accept major donations of non-cash assets (*land or other tangible assets*) outside of ACF's processes

Program Manager Responsibilities

ACF provides direct staff support to each Affiliate. ACF employs two full-time Senior Program Officers of Affiliates (SPOA) to oversee and manage the Affiliate program, in addition to the specialized services provided by all ACF Central Team members. ACF's Anchorage staff, referred to as the ACF Central Team, supports the Affiliate program with professional expertise in topic areas relevant to Affiliates, such as: finance, donor development and stewardship, grantmaking, communications and marketing, funding collaboratives, and community leadership activities.

In addition to support from ACF's Central Team, ACF also provides each Affiliate community foundation staffing of a local, part-time Program Manager to provide administrative, operational, and strategic support.

These Program Managers are community based ACF employees who report to the Senior Program Officers of Affiliates, while directly supporting their assigned volunteer Advisory Board. Affiliate Program Manager roles and responsibilities include:

- Conduct operational activities for assigned Affiliate (i.e., process donations, check PO Box, reconcile credit card receipts, etc.)
- Provide support for scheduling Advisory Board meetings and creating related materials
- Provide support for marketing and communications materials
- Provide support for donor relations and donor stewardship
- Assist with annual planning processes
- Assist with grants management, including providing direct support to grantees and applicants
- Review grant reports for completeness and ensure funds are fully expended in accordance with project goals
- Collect impact stories to report back to the Advisory Board and for broad communication purposes
- Provide support for community events and educational programs
- Participate in annual Affiliate convenings, monthly meetings, and ongoing training opportunities
- Connect with local nonprofits and residents to ascertain current or emerging community needs
- Scan for grant and collaboration opportunities with other organizations

Delineation of Duties

ACF Central Team, Affiliate Advisory Boards & Program Managers

Functional Areas	ACF Central Team (ACF CT)	Advisory Board Members (AB)	Program Manager (PM)
Governance	ACF's Board of Directors (BOD) assumes all organizational governance duties; ACF holds the legal and fiduciary responsibility of the organization.	ABs make recommendations to the ACF Board of Directors through the ACF Central Team.	PMs are supervised by the ACF Central Team and receive day-to-day direction from Affiliate ABs.
Policies	The ACF BOD, in coordination with the CT, establishes general policies for ACF (including Affiliates) in compliance with National Standards and in accordance with the ACF strategic plan.	ABs follow ACF policies and procedures, including human resources and National Standards. ABs adopt local operational guidelines, customizing for the community.	PMs help to align Affiliates' actions by providing guidance to Affiliates on the appropriate ACF policy, procedure, or guideline to follow.
Program Strategy and Planning	The ACF BOD & CT, with Rasmuson Foundation, establish Affiliate's long-range goals, statewide plans, and develop strategies in collaboration with ABs.	ABs identify local needs and opportunities, provide input to ACF BOD and CT, and set annual customized goals.	PMs support the AB on operations, and acts as a liaison between the AB and ACF, communicating on policies, strategy, and guidance.

Administration & Operations	ACF CT provides overall program management and strategy, administrative oversight, and financial oversight aligned with National Standards.	ABs lead day-to-day administration of local operations with support from their assigned PM.	PMs support the AB on the day-to-day local operations and administrative needs of their assigned Affiliate.
Fundraising and Donations Reference: Affiliate Donation Notification Process document.	ACF CT supports fundraising efforts, provides training, processes donations, and supports and collects legacy gift commitments for Affiliates.	ABs plan and lead local fundraising strategies and donor stewardship activities, ensuring ACF policies, procedures, and processes are followed.	PMs support the AB with local fundraising and donor stewardship activities, follow ACF donation processing procedures, and guide ABs when donor development strategies are discussed and developed, ensuring ACF policies, procedures, and processes are followed.
Grantmaking Reference: Affiliate Competitive Grantmaking Process document.	ACF Board of Directors ratifies Affiliate grant recommendations. The ACF CT administers Affiliate grant cycles in coordination with the PM and AB, performs due diligence on all grant awards, processes all grant award checks, and ensures compliance in grant reporting with PM.	ABs review local grant applications and make award and declination recommendations. ABs share grant opportunities with local nonprofits and can advise ACF on grant projects within their community. ABs can consider emergency grant awards based on community needs.	PMs support the AB with grant cycles and ensures cycles adhere to policies and procedures when recommended changes are submitted to ACF. PMs support local grant applicants and grantees, complete all grant reports, and close out grant awards once reporting is completed. PMs can provide guidance to ACF on grant projects within their community.
Events	The ACF CT provides guidance to Affiliates on event planning, templates, and signs contracts on behalf of Affiliates for event space.	ABs plan and host local events, Friend-Raisers, donor appreciation events, grant awards celebrations, and annual ACF/ Rasmuson Foundation meetings.	PMs support the AB in the planning and execution of community events, trainings, celebrations, and meetings.
Community Leadership	The ACF CT provides support, best practice learnings, and shares outcomes for community leadership activities/events. The ACF CT leads annual	ABs identify, plan, and host training, capacity building activities, and leadership projects in their community.	PMs support the AB in the planning, implementation, and reporting back to ACF on community leadership activities held annual by the Affiliate.

	trainings and discussions on this topic.		
Staffing	ACF CT provides professional support in donor development, finance and investments, communications and marketing, operations, programs & grants, and dedicated Affiliate Program staff.	ABs are made up of local volunteers. Minimum and maximum number of AB members is, on average, between 7 – 12 members.	PMs are ACF employees that are part-time, regional team members, and have a dual reporting relationship to ACF (through their assigned Program Officer) and the local AB.
Communications & Marketing References: ACF Tier Model and Affiliate Communications & Marketing Style Guide.	ACF CT provides approved templates, guidance on new materials, and approves all Affiliate marketing and communications materials, based on Affiliate Tier status.	ABs work together with their PMs to create newsletters, donor communications, blog posts, and social media, following ACF procedures, style guides, and templates.	PMs ensures compliance with ACF branding standards and the style guide is followed, including policies, guidelines, and templates for marketing and communications materials.
Affiliate Websites	ACF CT creates website and communications templates, supports PMs with new ideas, and approves content updates for publishing, based on Affiliate Tier status.	ABs create content for their Affiliate's website pages and blog posts. ABs share website and social media with potential donors, grantees, nonprofits, and the community.	PMs, in coordination with the ABs, create content for webpages, blog posts, newsletters, e-newsletters, and updates social media platforms. PMs submit changes for approval to ACF CT, based on Affiliate Tier status.



Photo courtesy of: Ketchikan CF

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, database 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 their fund agreements to serve as fund advisors for the fund. Fund advisors for a fund receive fund statements and recommend grant distributions. We do not envision new Affiliate-Advised funds being added. If there’s interest in creating a new Affiliate-Advised fund, please contact the ACF Central Team before speaking with a donor about this fund option.

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 complies 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 at least two weeks before it is due. 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 operating endowment fund, which produces a spendable balance available each year. An Affiliate’s Advisory Board submits an annual operating budget each year with these available funds in mind, detailing anticipated operating expenses.

Vendor Payment Requests: Affiliate Advisory Boards must complete, sign and submit an “[Affiliate Request for Payment](#)” form to request vendor invoice payments and reimbursements, which require a completed vendor W-9 form. ACF must approve expenses over \$1,000 prior to purchases to ensure expenses align with the charitable purpose of ACF and our Affiliates. The “[Affiliate Request for Payment](#)” form is also used for Affiliate Advisory Board members to receive reimbursement for Affiliate approved purchases.

Affiliate Credit Card: Affiliate Advisory Board members and Program Managers must follow ACF credit card policies and guidelines to receive and use an ACF Affiliate credit card. The non-endowed operating fund will be utilized first for credit card expenses. Monthly reconciliation of credit card expenses must be done by the Program Manager or Advisory Board Treasurer or other officer on the Advisory Board.

Staff Reimbursements: Program Managers must complete, sign and submit an “[Expense Report ACF Staff Reimbursement](#)” form and include all receipts in order to receive reimbursement for Affiliate approved purchases.

See: [2022 - ACF Affiliate Credit Card Policy & Procedures](#) and
[Expense Report ACF Staff Reimbursement Form](#)

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 we 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 the ACF Central Team with a “[Donation Coding Worksheet](#)” completed, 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 cash, should be mailed to the ACF Central Team with the “[Donation Coding Worksheet](#)” completed 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:
 - ACF’s online donation portal from specific webpages created for each Affiliate fund. All donation pages link to the Community Suite database and Fund Management Portal, and can be accessed from our donation sites: alaskacf.org/funds and alaskacf.fcsuite.com/erp/donate/list. Each Affiliate has customized donation links within their website pages.
 - An approved remittance envelope with credit card details and contact information completed for the donor.

- **Non-Cash Donations:** Non-cash donations include retirement account distributions, marketable securities (like stocks and bonds), stocks in privately owned companies, pre-approved real estate or 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 donated, which can be in connection with a business or individual. Accounting rules require that in-kind donations be 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 if they provide details on their in-kind donation; what they donated, the value of the donation, and provide their donor contact information for tax receipt creation and mailing to the donor.

See: [2021 - ACF Gift and Fund Acceptance Policy](#)

Planned Giving and Legacy Giving

ACF offers gift planning support with our Donor Development Team to educate, present, and work directly with donors. Affiliate legacy donors should complete a [Legacy Society “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 the intended legacy gift. For other important information on the Legacy gift tracking process and anonymity options, please see the Affiliate Legacy Donor Tracking Process document.

See: [Affiliate Legacy Donor Process](#)

Affiliate Gift Processing and Acknowledgement



Photo courtesy of: Kenai PF

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 the gift is within ACF's policy or there is a special reason the gift should be accepted or declined, Affiliates should contact the ACF Central Team. 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, as determined to be appropriate. 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 enclosed letter.
2. All gifts should be dropped off at or mailed by the Affiliate Advisory Board or Program Manager with a "[Donation Coding Worksheet](#)" completed to ACF's Central Office: The Alaska Community Foundation, 3201 C Street, Suite 110, Anchorage, AK 99503.
3. Gifts given fund advisors or Advisory Boards and transferred to ACF will be acknowledged as soon as 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 must contact the ACF Central Office first, or the Advisory Board contacts the ACF Central Office, to alert staff to the gift and to receive proper instructions for making an electronic transfer.
5. All gifts received by the ACF Central Office will be recorded through ACF's gift recording and accounting system, and gift acknowledgements are sent to donors as soon as possible.
6. Gifts received in ACF's Central Office after December 31 will be acknowledged for the previous year only if the envelope the donation came in is postmarked by or before December 31. The envelope must be included with the gift for auditing purposes. 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.
7. Only the donor (and spouse or partner) of the gift will receive the letter acknowledging the gift. Persons honored in an "In Honor of" donation can be alerted only if the donor provides the full mailing address of the honored person while they donate. This can be done through ACF's online donation system or with a note from the donor when they submit a check. The gift originator is identified by the printed name on the check or the name on the credit card.

Fund Management Portal

ACF provides all fund advisors access to an online Fund Management Portal. Each Affiliate has two fund advisors designated to access the Portal, with one login designated for the Program Manager, using the Affiliate's main email address. The Fund Management Portal is an integrated feature with ACF's Community Suite (CSuite) database. Through the Portal, fund advisors can: download fund statements, view all grants going out and contributions coming in, view fund and spendable balances, download donor and expenditure reports, and make grant recommendations for discretionary grants. Fund advisors receive automated emails with every online donation that is posted to the fund and when quarterly fund statements are available.

Fund advisors gain access to the Fund Management Portal at: alaskacf.fcsuite.com/erp/fundmanager



Photo courtesy of: Chilkat Valley CF

Communications and Marketing

Communications and marketing tools are an important asset to our community work. ACF marketing materials are available to Affiliates and can be customized to fit the local voice of Affiliate communities. ACF Central Team members will help ensure that Affiliates are able to communicate effectively with donors and their local communities. Based on the Tier status of an Affiliate, an Affiliate Advisory Board and Program Manager may work more or less closely with ACF Central Team members on materials.

Affiliate Toolkits

To adhere to National Standards for US Community Foundations, ACF and Affiliates are required to follow specific branding standards and style guides for marketing and communication materials. As such, ACF has developed a variety of tools, resources, 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. Included in the toolkit:

- ACF Affiliate Communications and Marketing Support to Affiliates
- ACF Affiliate Style Guide
- Individualized websites
- Various logo file versions
- Affiliate overview one-page
- Rack card
- Brochure
- Letterhead template
- Newsletter template
- Press release template
- Remit envelope
- Thank You cards
- Legacy Society Declaration of Intent form
- Other marketing and communication materials

ACF's Communications team is available to provide a limited number 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 for \$125/hour (*subject to change*).

Communications and Marketing Review Process

The following process is only for Affiliates with a Tier status of "Emerging Affiliate" or "Established Affiliate."

ACF requests all Affiliate external communications materials (excluding social media content) be submitted to ACF for final review. We utilize this review process to ensure adherence to National Standards and to 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 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 7-10 days for ACF review. Timelines should be determined in collaboration with Senior Program Officers of Affiliates.
2. Program Managers then submit a formal request to Senior Program Officers of Affiliates 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. Senior Program Officers of Affiliates provide initial review and feedback on content, and coordinate review and final design proofing with ACF's Communications team, who provides review and feedback on branding/design elements of the materials.

See: [Affiliate Communications and Marketing Support to Affiliates](#) and [2022 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 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 and Program Managers to solicit, recommend, and award grants to local charitable organizations.

Organizations eligible for funding include 501(c)(3) public charitable organizations with a 509(a)(1), 509(a)(2), or 509(a)(3) public charitable status as designated on their IRS Determination letter. Equivalent organizations include faith-based organizations providing social services, federally recognized Tribes or Tribal organizations, and local governments or boroughs. 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 one annual competitive grant cycle for their community while also setting some grantmaking spendable dollars aside for discretionary grantmaking for emergent or arising needs.

To ensure the highest quality of grantmaking occurs, we strongly encourage Affiliates to run one grant cycle per year. Each competitive cycle includes significant time from the Affiliate, the regional Program Manager, and ACF's Central Team. Contact the ACF Central Team if your Affiliate is interested in pursuing an additional competitive grant cycle, such as a competitive mini-grant cycle, and be ready to demonstrate the Advisory Board and/or Program Manager capacity to effectively run more than one competitive cycle per year.

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 required grant agreement and grant report.

For competitive grant cycles, the Affiliate Advisory Board may review, evaluate, and recommend grant awards from the received eligible grant applications, or may convene a separate grants committee to do so. Non-Advisory Board members may sit on these grant committees.

All volunteer Advisory Board Members and Non-Advisory Board members must have a current “[Confidentiality and Conflict of Interest](#)” form on file with ACF. Advisory Board or grant committee members must disclose if there is a significant conflict of interest, such as when there is a perceived or real conflict, with any applicant. If an Advisory Board or grant committee member holds a leadership role within an organization that has applied for funding, they will recuse themselves from evaluating and decision-making on that application. A conflict of interest also exists if a family member applies for grants or scholarships.

See: [2022 - Confidentiality and Conflict of Interest Policy](#)

The process for competitive Affiliate grant cycles include:

1. Senior Program Officers of Affiliates work with Program Managers and Affiliate Advisory Board members to create a competitive grant cycle with approved modifications annually on grant guidelines and application, evaluation, and follow-up forms.
2. **Senior Program Officers of Affiliates** provide administrative oversight and perform due diligence actions on all applications, and processes all grant recommendations for competitive grant cycles. This includes:
 - Creates the competitive grant cycle process within the online grants system.
 - Works with Affiliates and Program Managers to update grant documentation (application, report, etc.)
 - Opens and closes the grant cycle in the system.
 - Publicizes grant opportunity on the ACF website.
 - Verifies that the grantee organization is listed in Section §170(b)(1)(A) of the Internal Revenue Code or is an equivalent organization (schools, faith-based organization, local government agencies and programs, or a Federally recognized tribal organization)
 - Confirms the grant award does not benefit the grants committee or its individual members
 - Confirm the fund has the appropriate balance to award all grants recommended by the grants committee
 - Confirms the grant recommendation is in line with the purpose of the fund
3. **Program Managers** also support grants administration for their Affiliate. During the grant process, Program Managers will:
 - Publicize on the Affiliate’s website and social media outlets
 - Review each application for completeness, assuring all requested information is provided
 - Confirm the grant award does not benefit the grants committee or its individual members
 - Confirm the fund has the appropriate balance to award all grants recommended by the grants committee
4. **Affiliate Advisory Board members** form a grants committee to perform grant application evaluations and to make determinations on recommended grant awards and declinations to ACF by providing the Senior Program Officers of Affiliates and appropriate staff with the recommended awards and minutes, detailing the grantee and amount awarded. Affiliate Advisory Boards ensure they are reviewing grant applications through a fair and equitable evaluation process, using the customized evaluation form as a guide. *Please contact your assigned Senior Program Officer of Affiliates or ACF’s VP of Programs and Grants if you have any questions.*

5. Once the Sr. Program Officer of Affiliates has reviewed the slate of grant awards using the above steps, grants are awarded or declined per ACF's grantmaking policy. A grant agreement must be completed by every grantee of a competitive cycle before the grant award check is mailed to the grantee by ACF. *ACF's Board of Directors ratifies the full list of grants at every subsequent board meeting.*
6. Once funded grant projects are completed and the award is spent, a grant report is required to be completed by the grantee (typically within a year). Grant reporting is an essential part of the due diligence process and important for evaluating the success of the Affiliate's grantmaking strategy. *Grant reports are customized to each Affiliate once annually before a grant cycle opens.*
 - The assigned **ACF Program Manager** leads local grant reporting and impact story collecting for their Affiliate. They work directly with grantees to assist them in completing their grant reports by the scheduled report deadline and/or work with grantees if grant report extensions are requested.
 - Once grantees submit a grant report, the assigned Program Manager reviews the report for completeness and either:
 - i. Completes the report, ensures all funds were spent in alignment with project goals, collects the relevant grantee stories and pictures for use to share back with the Advisory Board on impact made, and for print and online communications. Program Managers save grantee highlight stories and pictures to their Affiliate's grantee folder
 - OR**
 - ii. If the report is incomplete, the Program Manager marks the report as 'Incomplete' in the system and then works with the grantee to complete their report and/or fully spend any remaining funds. Program Managers will reach out to their assigned Sr. Program Officer of Affiliates with any questions.
 - Once a grantee completes their reporting requirements and the Program Manager collects the information they need, they close out the grant award in ACF's online grants management system. This completes the competitive grant process.

Discretionary Grants: Affiliate Advisory Boards may also recommend grant awards at the discretion of its members, often for emergent issues or to respond to community needs. Grant recommendations are submitted through the Fund Management Portal by the Program Manager or Affiliate Advisory Board. These grant awards will undergo a due diligence process, but grantees will not be required to submit an application, grant agreement or subsequent grant report.

Online Grants Management

ACF hosts an online Grant Lifecycle Management (GLM) system to manage competitive grant cycles. All grant committee members are provided online access for online application review and evaluation. 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 historical information on past cycles. Senior Program Officers of Affiliates are available to train and support Program Managers 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 Fund Management Portal, or via email to their appropriate Senior Program Officer of Affiliates. ACF processes grant recommendations within 2 weeks of receipt, with grant award checks processed and mailed within 2 weeks of receipt to the signed grant agreement. All grant checks are mailed directly to grantees.



Photo courtesy of: Ketchikan CF

Type	Amount	Review/Recommend	Approval/Execution
Affiliate Funds	< = \$75,000.00	Affiliate Advisory Board, or delegated grants committee	President / CEO or Board Chair (Executive Committee member may act in absence of Board Chair)
	\$75,000.01 - \$200,000.00	Affiliate Advisory Board, or delegated grants committee	President / CEO and Board Chair (Executive Committee member may act in absence of Board Chair)
	> = \$200,000.01	Affiliate Advisory Board, or delegated grants committee	Board or Executive Committee

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: Emerging Affiliate, Established Affiliate, and Evolved Affiliate. Affiliates can move between different tiers based on collaboration from Affiliate Advisory Board members, Program Managers, and Senior Program Officers of Affiliates, and when an Affiliate meets certain programmatic goals of successful grantmaking strategies, donor stewardship activities, and community leadership accomplishments.

- **Emerging Affiliates** are newer to the Program and are focused on creating or expanding a donor base, developing a grant program, and learning about community leadership. 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 Affiliates** understand the Program, and often meet fundraising, grantmaking, and community leadership goals, and pursue opportunities for continued development. These are Affiliates that know how to access information through ACF systems and follow ACF policies and procedures with some regular guidance from Senior Program Officers of Affiliates and Program Managers.
- **Evolved Affiliates** have a clear understanding of the program, meet or exceed fundraising, grantmaking, and community leadership goals, and initiate new ideas to improve the program. This tier refers 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 impactful



community leadership activities. Evolved Affiliates have more discretion regarding communications & marketing procedures while continuing to adhere to all policies and procedures.

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

Dormant Affiliates

If an Affiliate is dormant for 12 months, ACF will send notice to the Affiliate Advisory Board members (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, later, 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 will 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 approval and support 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 with the Affiliate and ACF executive and Affiliate team members.

Glossary of Terms

ACF Central Team	ACF staff members working through the main Anchorage office who directly support the statewide mission of ACF.
Affiliate/Affiliate Foundation	An Affiliate or Affiliate foundation is 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 and expenditures from their Affiliate funds (endowed and non-endowed), and support 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 ACF’s charitable status, and follow ACF’s by-laws and articles of incorporation.
Affiliate Advisory Board/Affiliate Advisory Committee	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 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.

Charitable Donation	A Charitable Donation is “something voluntarily transferred by one person to another without compensation.” (<i>Merriam-Webster’s Collegiate Dictionary</i> , 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.”
Charitable Purpose	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 (<i>IRS definition</i>). 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.
Fund Management Portal	The Fund Management Portal is an integrated feature with ACF’s Community Suite (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: alaskacf.fcsuite.com/erp/fundmanager
Community Foundation	Are publicly supported, grantmaking charities that are dedicated to improving the lives of people in a defined local geographic area. They bring together the financial capital (usually permanent endowments) to support charitable efforts in their communities. Community foundations play a key role in identifying and solving community problems and often are critical leaders in the community they serve.
Community/Affiliate Fund	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 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: 2022 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 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	<p>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.</p> <p>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.</p>
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 function as advisory 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 sixteen quarters to calculate an endowed fund's spendable amount.



Photo courtesy of: Seward CF

ACF Staff Contact Information

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ACF Central Team 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	Chilkat Valley Community Foundation chilkatvalley@alaskacf.org Region: Haines Borough and the Chilkat Indian Village of Klukwan
Golden Heart Community Foundation goldenheart@alaskacf.org Region: Greater Fairbanks	Jessica Stevens Community Foundation jessicastevens@alaskacf.org Region: Upper Susitna
Kenai Peninsula Foundation kenai@alaskacf.org Region: Kenai Peninsula & Soldotna	Ketchikan Community Foundation ketchikan@alaskacf.org Region: Ketchikan
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