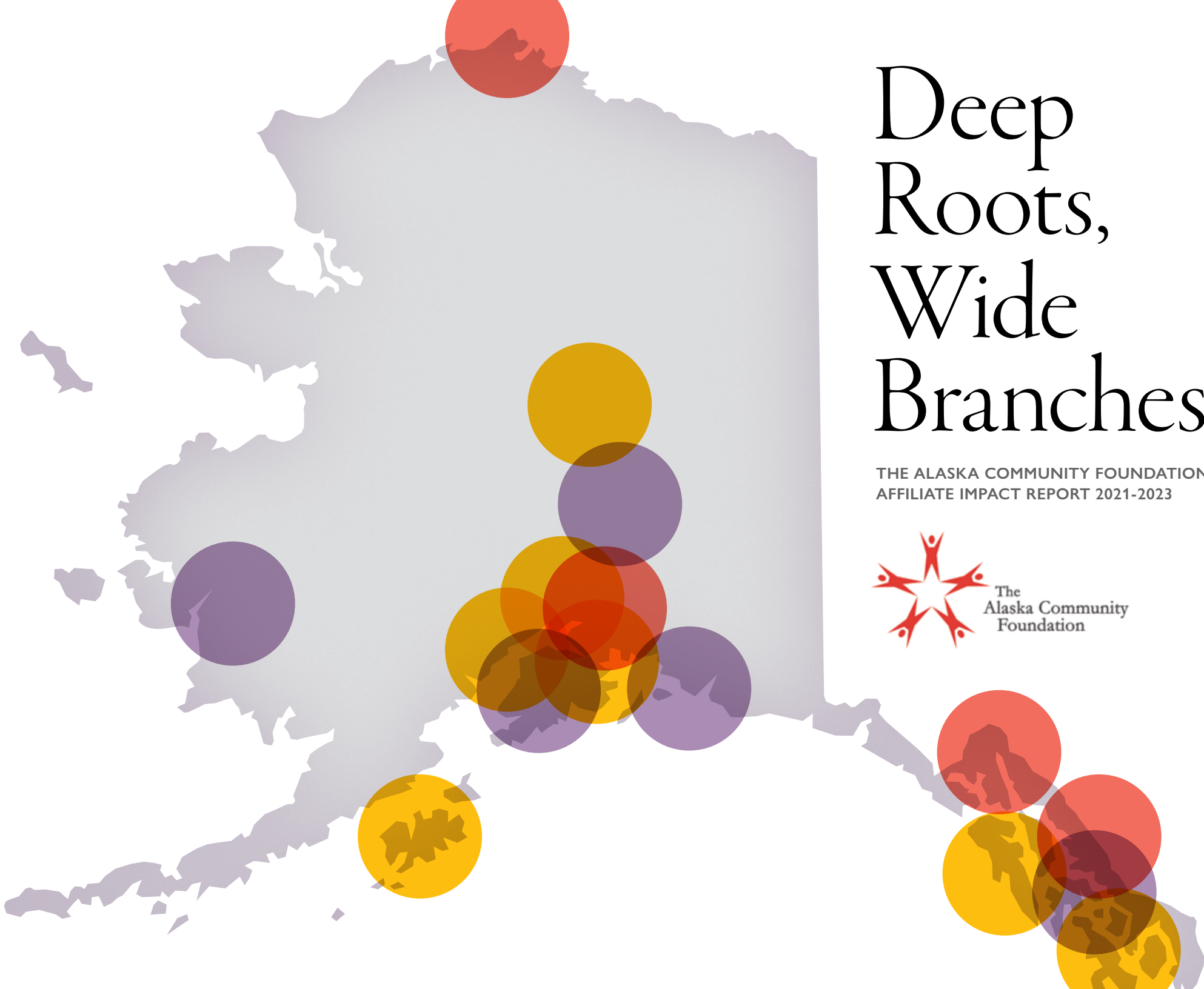


# Deep Roots, Wide Branches

THE ALASKA COMMUNITY FOUNDATION  
AFFILIATE IMPACT REPORT 2021-2023





# Statewide Impact Rooted in Local Communities

**AS ALASKANS**, perhaps more than residents of any other state, we know what it means to feel connected to the places where we live. Many of us depend on the local land, rivers, and seas for sustenance, and all of us inevitably fall into the local rhythms created by our long summer days and longer winter nights. We tell people from the lower 48 that our state is the biggest small town in America and, at the same time, we know that our community is unique and not like any other in Alaska.

The great challenge of operating a statewide community foundation is that nobody lives statewide. Place-based leadership demands deep local knowledge and tight local networks, both of which are hard to come by in a geography as vast and as disconnected as Alaska's.

The Alaska Community Foundation knows that our statewide reach requires more of us than simply making grants to communities in every region of the state. Statewide reach calls for real and meaningful relationships, beyond transactions, in the communities where we work. These kinds of relationships take time, and they won't all look the same. Alaskan communities are far too diverse to respond well to a one-size-fits-all model.

So far, The Alaska Community Foundation has developed three approaches to local philanthropy:

- Establishing Affiliate community foundations in interested Alaskan communities,
- Cultivating partnerships with other Alaska-based community foundations, and
- Piloting innovative local philanthropy initiatives.

Originally launched in 2008, and now rooted in eleven communities throughout Alaska, our Affiliate model is our oldest and most developed approach to



Alex McKay

building deep relationships in community. You can learn more about this work on the pages that follow.

Some communities in Alaska are already well-served by local community foundations that operate outside of our umbrella, places like Juneau,

Homer, Bethel, and the Arctic Slope region. Through partnership, we strive to support and complement the work they are already doing in their communities.

Still, there are many communities in Alaska untouched by our network of Affiliate and partner community foundations. While one day some of these communities may establish their own local community foundations, we also recognize that the community foundation model, which relies heavily on traditional philanthropy, doesn't fit every community.

For that reason, we are piloting several innovative local philanthropy initiatives that we believe have the potential to thrive in spaces where traditional philanthropy hasn't. Stay tuned for announcements about these initiatives and more by subscribing to our newsletter at [alaskacf.org](http://alaskacf.org).

— **Alex McKay**

The Alaska Community Foundation  
President and CEO



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# Affiliate Network at a Glance

**26,491 hours**  
Total volunteer hours, 2021-2023

**1,774 donors**  
Unique donors 2021-2023

**5,718 donations**  
2021-2023

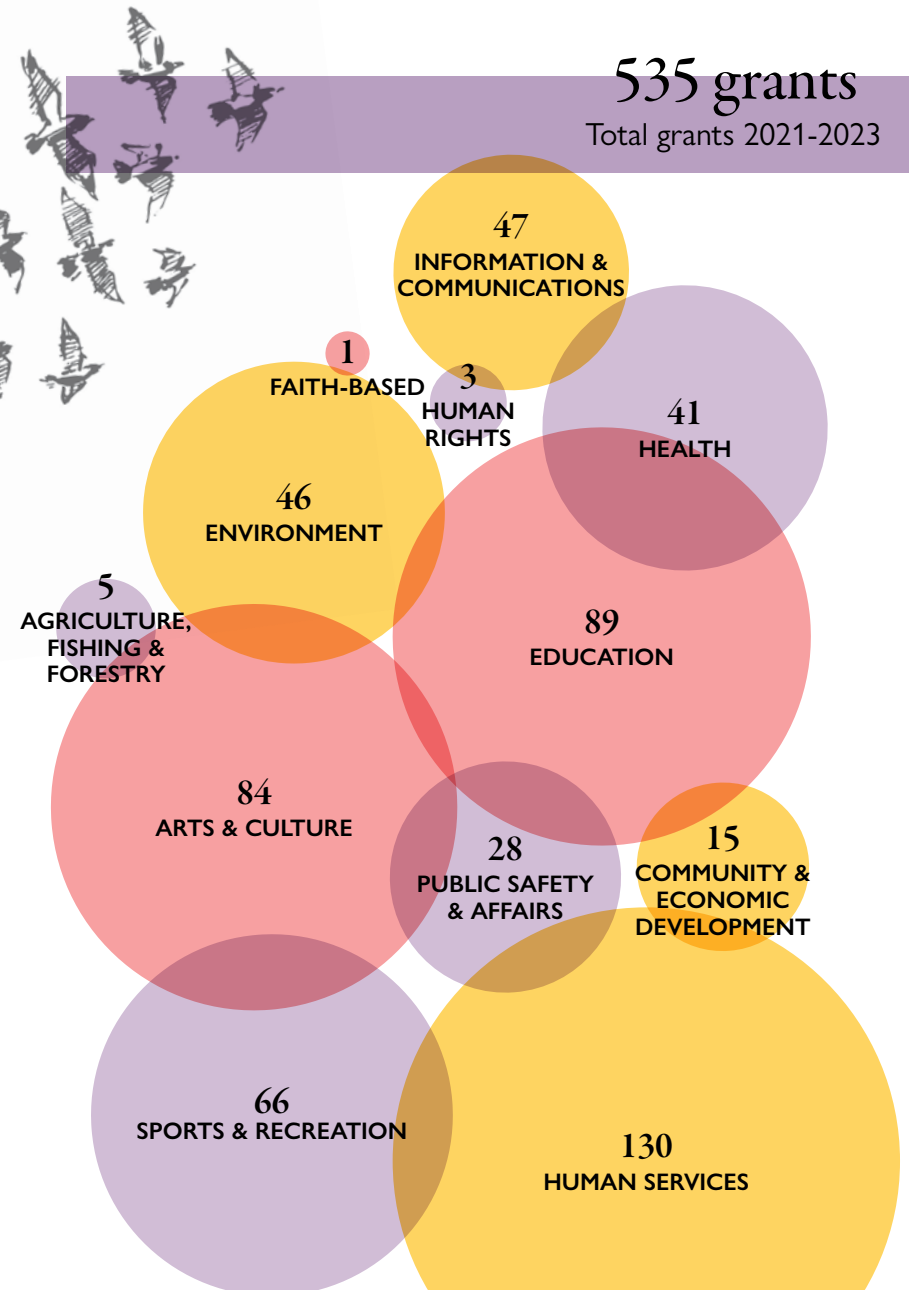
**23 commitments**  
Legacy commitments 2021-2023

**\$15,375,000**  
Overall Affiliate legacy commitments at the end of 2023

**\$1,445,818**  
Total grants 2021-2023

<b>\$426,422</b> 2021	<b>\$566,223</b> 2022	<b>\$453,172</b> 2023
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40% of all-time Affiliate grant dollars have been awarded in only the last three years.







# What Affiliate Community Foundations Do

## THREE OBJECTIVES OF ACF'S AFFILIATE COMMUNITY FOUNDATIONS:

- Increase Individual Philanthropy
- Encourage Local Leadership
- Grow Permanent Charitable Assets



### Give

Local donors give to their community for its future



### Grow

ACF pools and invests the funds so they grow



### Grant

Local advisors grant funds to local organizations

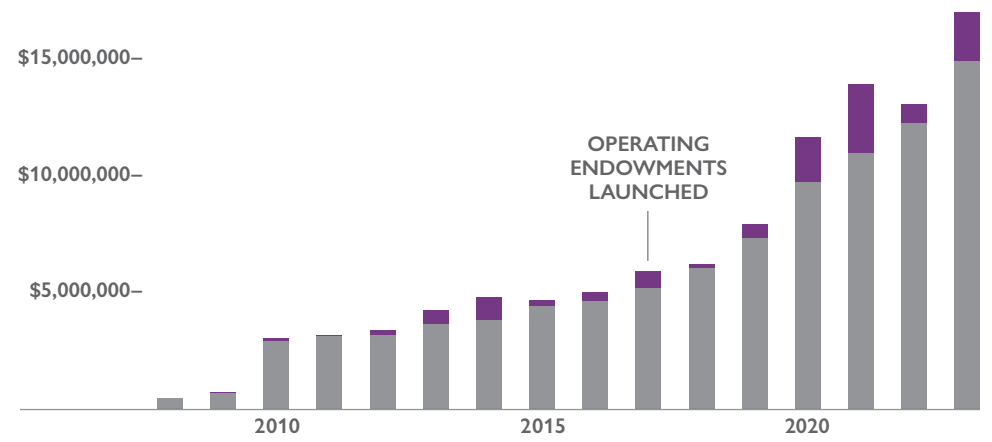


### Gather

Local community foundations gather as Affiliates to share resources and learning.



## ENDOWMENT GROWTH SINCE 2008



■ GRANTS MADE THAT YEAR  
■ ENDOWMENT BALANCE AT YEAR END

This graph shows the growth of the grantmaking and operating endowments of all eleven Affiliates. While growing through investments and donations, these funds are also making grants to their communities every year. From 2008 to 2023, the Affiliates granted out over \$3.6 million dollars.

Local Community Engagement

Personalized Donor Stewardship

Impact Maximization

Community-Led Innovation

Local Expertise & Knowledge



# Engaging Communities

**EACH AFFILIATE LEVERAGES** the “Give | Grow | Grant | Gather” model of collective giving to amplify their individual impact and make more possible in their community for generations to come. Using fundraising and engagement strategies as unique as their people and environment, all eleven Affiliates weave together leaders who are deeply rooted in place, strengthening Alaska’s communities now and forever.



**Making Connections:  
Cordova Community Foundation**

THE CORDOVA COMMUNITY FOUNDATION (CCF) has a presence at every local event, from board members proudly carrying a banner in the Ice Worm Parade to hosting a table at the Shorebird Festival, Fungus Festival or Cordova’s Holiday Bazaar. There, they connect with the community, offer the chance to win a door prize and facilitate an activity that celebrates Cordova. CCF hosts a youth area on the “grassy field” during Cordova’s Fourth of July celebration. Through these events, CCF engages with the community and shares their mission and their positive impact in Cordova. The power of their efforts culminates at the Cordova Community Foundation’s annual Donor Appreciation and Grant Awards Celebration, where grantees share stories of impact with CCF donors.



**Rooted in Relationships:  
Ketchikan Community Foundation**

ONE OF THE CORE STRENGTHS of the Ketchikan Community Foundation (KCF) lies in its genuine understanding of their community’s distinctive challenges and long-term aspirations. Their advisory board members have dedicated years to cultivating deep-rooted connections and maintaining a keen awareness of Ketchikan’s prevailing issues and evolving needs. Grounded in a genuine passion for serving people, KCF is a steadfast center of goodwill, consistently fostering positive change and empowerment within their community. Each year, KCF hosts an annual themed event, bringing the community together, while building an even stronger foundation for Ketchikan area nonprofits.





**VOLUNTEER ADVISORY BOARD  
MEMBERS AND HOURS**

**171**

average volunteers per year

**8,830**

average volunteer hours per year

**Encouraging Youth Philanthropy:  
Petersburg Community Foundation**

OVER THE YEARS, the Petersburg Community Foundation (PCF) has slowly woven the idea of philanthropy throughout the at-large community. PCF makes a conscious effort to partner with diverse organizations, expose a wider audience to PCF and ACF's opportunities, and introduce the idea of philanthropy to a broader group. Youth, in particular, donate at a notably higher rate than usual, which is evidence of PCF's work to inspire youth philanthropy. An inspiring example of the fruit of PCF's efforts was when the local high school graduating class chose to give their class gift of \$2,500 to PCF. Such an impressive act validates the many years of outreach and hard work it takes to secure recognition from an unconventional group of donors.



# Stewarding Donors



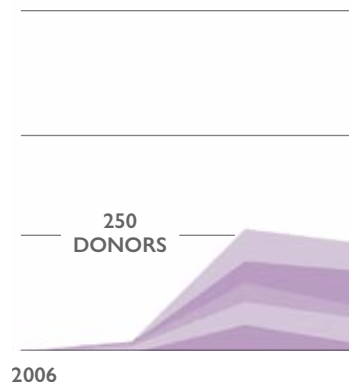
**Inspiring Trust:  
Golden Heart Community Foundation**

GOLDEN HEART COMMUNITY FOUNDATION sends a positive philanthropic message about investing in their diverse community through an endowment that will serve residents of the Fairbanks North Star Borough in perpetuity. They cultivate relationships by educating donors about the opportunity to give to endowments that are well managed, while being conservative and transparent with expenditures. They are extraordinary in their outreach to nonprofits, informing them of grant opportunities, and in their recruitment of new advisory board members to carry on the mission. Their efforts culminate annually in an event that connects donors and grantees with the mission at the very heart of their work.



**The Power of Personalized Connection:  
Palmer Community Foundation**

IN 2023, the Palmer Community Foundation (PCF) proposed a “small experiment with radical intent” to determine if personal, handwritten notes as a part of their end-of-year annual fundraising appeal would result in an increased amount per donor. This process included assigning each donor to a specific board member, with the intention of deepening relationships, and collectively writing 200 personalized letters. Their efforts led to a significant difference in donation levels—\$2,500 from the group that received the letter compared to \$500 from those that did not. The experiment highlighted the value of personal connection and personalized communication.







## Making it Easy to Give: Jessica Stevens Community Foundation

THE JESSICA STEVENS COMMUNITY FOUNDATION (JSCF) is deeply connected to and active in their community of nonprofits, individual donors, and business partners of the Upper Susitna Valley. Besides being tuned in to local needs, they are known for being good listeners and understand that their individual donors enjoy giving through Pick.Click.Give., a platform that allows Alaskans to donate a portion of their Permanent Fund Dividend to causes they care about statewide. JSCF encourages community giving by mailing PCG announcement postcards, placing thoughtfully timed posts on social media, and collaborating with their local radio station (KTNA) to air underwriting reminders to Pick.Click.Give. JSCF and KTNA also team up each spring with a special episode of 'Su Valley Voice' highlighting philanthropy and the importance of supporting local nonprofits.



2015

first documented legacy commitment

85

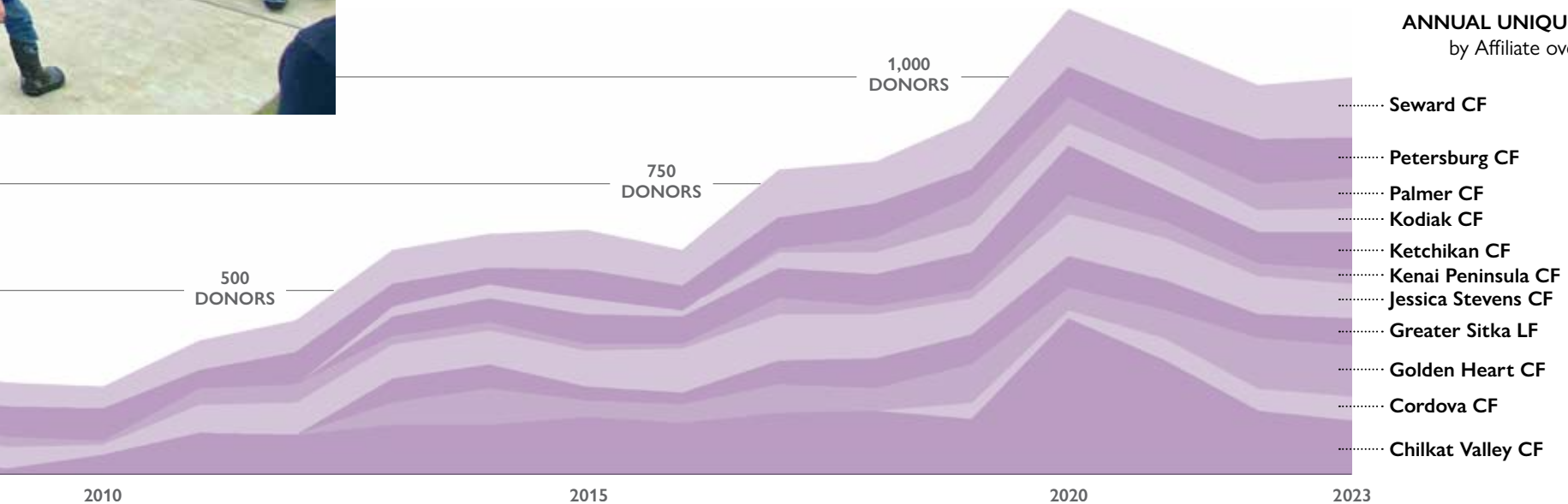
cumulative legacy commitments

\$15,375,000

current value of commitments



ANNUAL UNIQUE DONORS  
by Affiliate over time



Note: bump in Chilkat Valley's donors in 2020 was due to its Emergency Response Fund.

# Maximizing Impact



**Nurturing Nonprofits:  
Seward Community Foundation**

THE SEWARD COMMUNITY FOUNDATION supports local nonprofits beyond making annual and mini grant awards. They listen to the needs of local organizations, and then curate presentations, professional development and networking opportunities to address those needs. Recent presentation topics include board development, fundraising strategies and donor stewardship. Their commitment is to strengthen, nurture and grow nonprofits so that the communities of Seward and Moose Pass remain healthy communities now and in the future.

## A Little Goes a Long Way: Sitka Legacy Foundation

RUN ENTIRELY BY VOLUNTEERS, Sitka Babies and Books is a small organization supporting early literacy, and the Sitka Legacy Foundation (SLF) awards them with a grant nearly every year. While the organization's needs are small, SLF's funding creates a big impact. Encouraging smaller, local organizations that may not have the capacity or need to go after larger grants is one way through which SLF makes the most of their available resources.







**Convening Local Leaders:  
Kenai Peninsula Foundation**

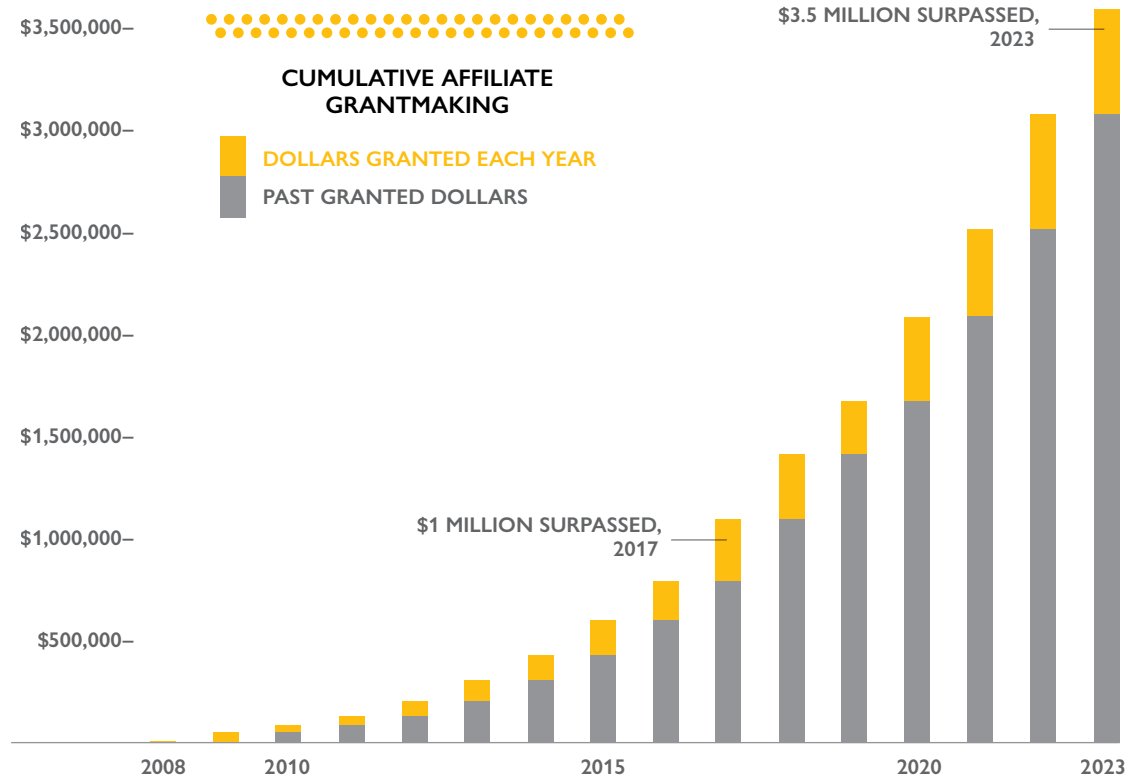
IN 2021, A GROUP of local nonprofits including the Kenai Peninsula Foundation (KPF) formed to address a community need for temporary housing where people can live while accessing services to gain stability and independence. When a fully furnished bed and breakfast became available, KPF reached out to Rasmuson Foundation and Cook Inlet Region Inc. for funding, and the Alaska Community Foundation provided oversight for the transaction. Bridges Community Resource Network became the owner of the new Nikiski Shelter of Hope. Love, Inc. provides management for the 22-bed facility, which offers access to telemedicine, transportation, recovery and medical services. Kenai Peninsula Food Bank prepares meals for reheating and food for self-catering. In just two years, 125 adults and children have transitioned through the shelter into stable housing.

“I remember the day I was presented with the opportunity to become involved with the Petersburg Community Foundation. It touched a nerve, and I quickly understood the benefits of an **organized approach to creating lasting financial support** for local nonprofits.”

— GLO WALLEN  
(Petersburg Community Foundation)

**\$3,618,050**  
total grants

**440**  
total unique grantees

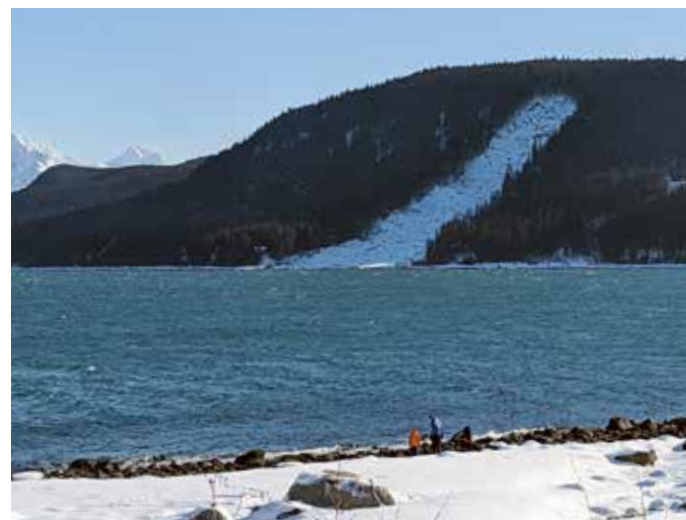


# Leading & Innovating

## Participatory Grantmaking in the Wake of Disaster: Chilkat Valley Community Foundation

WHEN A DESTRUCTIVE STORM struck near Haines and Klukwan in late 2020, the communities experienced a staggering loss. The Chilkat Valley Community Foundation (CVCF) swiftly formed an Emergency

Response Fund (ERF) to address both the short- and long-term effects of the natural disaster. This led to the creation of the Long Term Recovery Group (LTRG), a local, collaborative effort between representatives from nonprofits, tribes, faith-based organizations, volunteer groups, government partners, and the private sector. CVCF was an integral part of this participatory grantmaking group, which met for several years to coordinate individual disaster recovery efforts and disbursed over \$194,000 in ERF grants during this time. While the fund was originally established in response to the 2020 storm, its creation forged a streamlined process that allows these communities and other Affiliates to immediately respond to future emergencies.







### Engaging Local Business: Kodiak Community Foundation

KODIAK COMMUNITY FOUNDATION (KCF) is an incubator for new ideas in philanthropy, from hosting an Alaska Native governance training for local nonprofits to convening community partners to initiate an annual Downtown Block Party. KCF's latest innovation is their Matchmaker Program, where a local business offers a match incentive for individual donors to give to Kodiak CF endowments for a three-month period. The participating matchmaker business receives brand recognition and community awareness that it supports the Kodiak Archipelago in perpetuity.



“Place matters. Philanthropy matters. For a century, community foundations have played a valuable role in local places by bringing these two powerful concepts together... **We are dynamic agents in our communities, agents that multiply impact and make our communities ever better places to live, work, and thrive.**”

— CARLEEN RHODES  
“Community Foundations  
as Impact Multipliers”

In less than 15 years, annual dollars granted out by Affiliates are projected to exceed

**\$1 million**

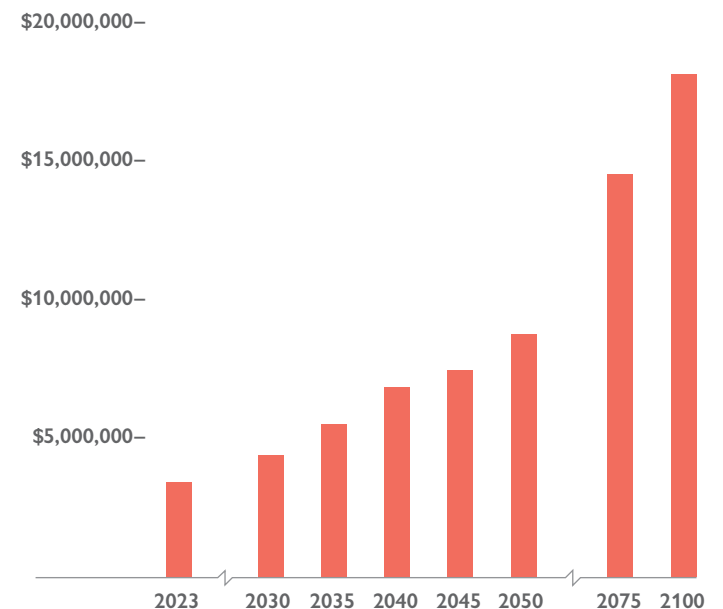
assuming sustained growth

By 2055, total cumulative dollars granted by all Affiliates will exceed

**\$10 million**

assuming sustained growth

### CUMULATIVE AFFILIATE GRANTMAKING OVER TIME: PROJECTIONS



# Sharing Local Knowledge

## AFFILIATES

Chilkat Valley Community Foundation (Haines & Klukwan)

Cordova Community Foundation

Golden Heart Community Foundation  
(Fairbanks North Star Borough)

Jessica Stevens Community Foundation  
(Talkeetna & Upper Susitna Valley)

Kenai Community Foundation  
(Central Kenai Peninsula)

Ketchikan Community Foundation

Kodiak Community Foundation  
(Kodiak Archipelago)

Palmer Community Foundation  
(Palmer and the Matanuska  
River Watershed)

Petersburg Community  
Foundation

Seward Community Foundation  
(Seward & Moose Pass)

Sitka Legacy Foundation

## PARTNERS

Arctic Slope Community Foundation

Bethel Community Services Foundation

Chugiak Eagle River Foundation

Homer Community Foundation

Juneau Community Foundation



Wild Iris Photography by Carey Carmichael Case





# Affiliate History

## FOUNDING & FIRST AFFILIATES

Rasmuson Foundation awards \$1.8M to ACF to increase local philanthropy capacity and resources across Alaska. **CHILKAT VALLEY, JESSICA STEVENS, KENAI, PETERSBURG** and **SEWARD** Community Foundations are established.

'08

2008: Rasmuson invests \$1.8M

2010: Rasmuson invests \$600K

2011: Rasmuson invests \$2.2M

'10

## FOUNDATIONS & INTEGRATION

Rasmuson extends their support through 2012. ACF hires staff dedicated to the Affiliates and upgrades technology. ACF's mission is amended to include Affiliate strategy.

## PARTNERSHIPS & PERMANENCY

Giving Practice and Foraker Group conduct a strategic review of the Affiliates with detailed feedback sessions in each community. This review helped to inform the transition of the Affiliates into a permanent part of ACF with newly dedicated full-time staff.

'15

2015: Rasmuson invests \$665K

'13

## NEW COMMUNITIES

**GOLDEN HEART** (Fairbanks & North Pole), **KETCHIKAN, KODIAK,** and **SITKA** Community Foundations are established for a total of nine Affiliates.

'17

2016: Rasmuson invests \$5M

## OPERATING ENDOWMENTS LAUNCHED

Efforts are focused on working with prospective Affiliate communities, building operational support systems, and training board members in donor cultivation and fundraising. ACF establishes the Affiliate Committee within the Board. Each Affiliate opens an operating endowment to aid in long-term sustainability. ACF hires local part-time staff for each Affiliate. **PALMER COMMUNITY FOUNDATION** becomes the tenth Affiliate.

'19

2020: Rasmuson invests \$5M

## GIVING FOR ALASKA'S FUTURE

Affiliates raise 10% of ACF's \$100M for Alaska's Future fundraising campaign in both here-and-now gifts and legacy commitments. Affiliates receive training on legacy giving and hold several wills and estates seminars. **CORDOVA COMMUNITY FOUNDATION** becomes the eleventh Affiliate.

## SUSTAINABILITY INTO THE FUTURE

Affiliates focus on designing a program model that is sustainable for the next ten and 100 years: building their operating endowments, strengthening the program manager model, empowering community leadership at the local level, and slowly reducing the reliance on Rasmuson and ACF award funding.

15th Anniversary

'23

'21

## INNOVATION

Affiliates experiment outside the bounds of traditional philanthropy models, molding their involvement to their community's strengths. ACF and the Affiliates focus on education, training, and promotion of legacy bequests. Affiliate advisory board members dedicate almost 9,000 volunteer hours annually.

THE AFFILIATE NETWORK IS  
GENEROUSLY SUPPORTED BY:



Local community  
foundations:  
Growing an  
enduring legacy  
over generations.

