

CKCF Affiliate Toolkit

TABLE OF CONTENTS

Click the links below to take you to the section you seek.

- ◆ CKCF Host and Affiliate Structure
 - ◆ Affiliate Boards
- ◆ Board Leadership: **Chairperson** Responsibilities and Best Practices
 - ◆ Board Leadership: **Secretary** Responsibilities and Best Practices
 - ◆ Board Leadership: **Treasurer** Responsibilities and Best Practices
 - ◆ **Board Member** Responsibilities and Best Practices
- ◆ Growing Your Foundation: Community Partnerships and Donor Relations
 - ◆ Coordinating Grants and Scholarships
 - ◆ Competitive Grant and Scholarship Cycles & Awards
 - ◆ Disaster Response
 - ◆ Accounting Processes
- ◆ Compliance Documents: Annual Compliance Documents
 - ◆ Compliance Documents: Child Safety
 - ◆ Compliance Documents: Insurance Protection
 - ◆ Affiliate Staff
 - ◆ Resources



Serving local community affiliates in Central Kansas

WHAT IS CENTRAL KANSAS COMMUNITY FOUNDATION (CKCF) AND WHAT DOES IT MEAN THAT MY COMMUNITY FOUNDATION IS AN AFFILIATE OF CKCF?

CKCF is the trusted local foundation in Central Kansas that meets accreditation criteria for National Standards of U.S. Community Foundations®—the highest standards for philanthropic excellence. Based in Newton, Kansas, its mission is to build stronger communities through charitable giving and to strengthen communities by serving local affiliates in Central Kansas.



- ◆ CKCF **HOSTS** 20 affiliate foundations under its 501 (c) (3), not for profit status.

 Click here to see a Map of CKCF's Service Area

- ◆ Frequently Asked Questions

 Click here for CKCF FAQ

- ◆ CKCF provides structure and support to its affiliate foundations:

- Maintains the 501 (c) (3), not-for-profit status
- Manages the investment of charitable funds
- Issues official tax receipts for donations and handles accounting
- Oversees grant and scholarship selection and awards
- Provides legal services and insurance protection
- Provides marketing avenues via website

 Please click here for more detail

- ◆ CKCF staff are located at the Newton Office, 301 N. Main, Ste. 200.

 Click here to see links to Staff Emails

A **HOST** Foundation like CKCF provides back-office accounting and organizational support as the legal entity to its affiliates.

In the spirit of **stewardship** of resources, the Executive Director is the only 40-hour full-time CKCF employee. The remaining employees work on a limited part-time basis.

HOW ARE AFFILIATE BOARDS ORGANIZED?

◆ Building your board

Boards range from 5-11 members, including officers, and hold meetings at least quarterly on a consistent schedule.

 Click here for a comprehensive look at the Job Descriptions

- Strive for diversity of race, gender, age, talents, etc.
- Seek representatives from government, educators, faith groups, and business sectors
- Value of time are as much as a person's capacity for financial contributions
- Consider a person's flexible schedule, interest in the community, and willingness to roll up their sleeves
- Avoid "seat fillers," "talking heads," and "meeting attenders"

◆ CKCF recommends that boards elect at least a chair and secretary/treasurer. See your affiliate's policies and procedure agreement for details on board officers. Affiliates have some leeway: some boards have officers including vice chair and separate Secretary and Treasurer. General Help -if you have questions, please don't hesitate to reach out to the Affiliate Liaison if you have questions.

 Click here for Affiliate Agreement Example, Contact Affiliate Liaison for your local copy.

 Click here to see our Glossary of Terms

◆ The board should maintain a timeline that includes:

- Board member term dates
- Develop succession plan for officers.
- An annual meeting date to elect officers, recognize outgoing members, and celebrate achievements of the year.
- Dates of events such as grant/scholarship cycles, awards ceremonies, available to spend announcements, deadlines for available to spend, other annual activities
- The date of your strategic planning meeting with CKCF staff or outside facilitation, a good practice is bi-annual.

What is your annual meeting date?

 Click here to find out

 Click here for an example of a Yearly Timeline
Hillsboro CF Year at a Glance

BOARD LEADERSHIP

CHAIRPERSON responsibilities & best practices

- ◆ Prepare your agenda 7-5 days in advance of the meeting and, in coordination with the board Secretary, circulate the agenda to the board along with minutes from the last meeting and any documents that the board may be discussing. Copy the CKCF Affiliate Liaison and Executive Director on this email.



[Click here to see a Sample Agenda.](#)

- ◆ Follow Robert's Rules Basics.



[Need a refresher? Click here.](#)

- ◆ Lead the meetings, keep it moving and the discussion focused with a goal of completing the business in one hour.

- Establish committees (they might be just two people) within the board to plan events or bring nominations for new members, for example. The board does not need to serve as “committee of the whole” when it will be more efficient to have a sub-committee bring a thoughtful recommendation.
- Ask the Secretary to include any “assignments” made to individual board members in the minutes.
- Table discussions until the next meeting as necessary.

Keeping meeting to an hour keeps energy up and volunteers engaged. It can be a sign of needing committees if meetings often take longer

Notify the Affiliate Liaison during officer turnover so online rights are provided for new officers and removed for those going out of those positions.

- ◆ Your Treasurer will generate reports, but the board chairperson should be familiar with the CKCF web-based financial reports; this involves a personal log-in for access.
- ◆ Become familiar with the **Distribution Recommendation Form** as you will sign any personal reimbursements requested by board members for expenses incurred for your foundation, for example, for an event.



[Click here for Distribution Recommendation Form](#)

- ◆ If your foundation has a staff person the chairperson will be copied on the submission of the timesheets and is required to approve expense report.

SECRETARY responsibilities and best practices

- ◆ Take minutes at meetings and send them to the board within one week after the meeting, copying the CKCF Affiliate Liaison and Executive Director.
 - Minutes should include board motions or ratifications on all expenditures, including grant recommendations, election of new board members/board officers, and plans for any events.
 - Anytime your board plans an event outside of a board meeting, complete and submit the  **CKCF Event Fundraising Form** or 60 days prior to any event.
 - Track board member terms to prepare for recruiting new members.

TREASURER responsibilities and best practices

- ◆ Become familiar with the CKCF web-based financial reports, this involves a personal log-in to access.
 - Monitor the affiliate funds.
 - Understand your Operating Fund and its uses. Maintain a balance that will cover anticipated costs for the next two-three years. As you grow, encourage donations to your operating fund.
 - When you make your financial reports for the board meeting, watch for donations and make sure each donor gets a hand-written thank you in addition to the gift acknowledgment letter CKCF sends.
 - Monitor grants awarded from your funds as a double check.
 - As treasurer, complete forms to accompany donations and ensure safe delivery of funds to CKCF office or designate this responsibility.

CKCF Accounting Procedures

BOARD MEMBER responsibilities and best practices

 Click here for General Board Member Job Description

 Click here for a Sample Board Matrix, used for board recruitment and to aid in maintaining diversity and community representation

 Click here for Board Member Responsibilities

GROWING YOUR FOUNDATION

- ◆ Growing your foundation's endowment by introducing philanthropic options with potential donors. This does not equal asking for money.
 - Tell stories of gifts in your community: grants made; donor dreams realized.
 - "Brand" events with your foundation name as appropriate
 - Make a big deal out of awards ceremonies!
 - Provide materials to potential donors, both written and online.
 - Utilize CKCF Staff to support donor relationships and provide resources for potentials gifts.
 - We have a shared role in building relationships.
 - Don't underestimate your circle of influence!! Share your story. Share a funds impact. Share a donor's legacy. These are all gateways to opening a conversation that when right, leads to others wanting to learn more. Giving takes time. Don't worry about asking for money, share a story!!
- ◆ Nurture philanthropy in the local community by planning to tell local stories of philanthropy (not to fund raise). Be intentional and discuss ideas at your annual strategic planning . Here are some ideas:
 - Be ready to share a story about philanthropy in your community with a clear explanation about what a community foundation is
 - Invite friends to coffee or ice cream for informal conversations about your foundation
 - Visit local reading clubs to share the work being done by your foundation
 - Have lunch at the local senior center
 - Share news and announcements at civic clubs and church groups
 - Keep your Affiliate webpage up to date. Send CKCF office updates in the form of an attached Word document and it will be updated!

Stories engage people! Learn about a fund your affiliate manages and share the donor history and a grant story!

◆ Resources

-  [Click here for How to Identify Prospective Donors](#)
-  [Click here for 10 Reasons](#)
-  [Click here for Ways to Give](#)
-  [Marketing and Development Resource Guide](#)

COORDINATING GRANTS AND SCHOLARSHIPS

- ◆ Refer to your annual timeline for grant and scholarship specific dates:
 - Know the dates of your scholarship and grant cycles openings and closings. We encourage you to promote these dates in your community through news releases and on social media.
 - Reach out to nonprofit organizations in your community and inform them of open grant cycles.
 - Reach out to the school counselors in your district and let them know of scholarships available for students pursuing higher education.
 - Consider the date of your awards ceremony and begin planning the event.
 - Be aware of when CKCF mails the “available-to-spend” letters to your fund contacts with information on grant money available from donor-advised funds.
- ◆ Back to Basics!! What kinds of funds are there and how much do I need to know about each type?

There are many types of funds that generate charitable distributions. It is helpful to know about common types of funds and how they work. Board members should be familiar with each of the specific funds under their affiliate, and their donors and/or fund representatives.

 Click here to find Fund Descriptions

Each affiliate also has two funds under the authority of the affiliate board. The board has discretionary use of these assets.

- Operating Fund
- Endowed Community Impact Fund (annual grant cycle fund)

HELPFUL TIP

There is a fund agreement known as a Memorandum of Understanding (MOU) for every fund. Make sure you have a copy of each MOU. A quick review of an MOU will give you a good understanding of a fund's purpose, its donor(s), grant making instructions and restrictions, and its date of inception.

Don't forget, most grant dollars distributed are not from our competitive grant cycles but through funds with an identified purpose or donor advised funds.

Strengthening Communities through charitable Impact funds.



COMPETITIVE GRANT AND SCHOLARSHIP CYCLES AND AWARDS

For competitive grant cycles, funds are sourced from Community Impact Funds and for some foundations, the Kansas Health Foundation Funds.

- ◆ Your board gets to give money away through Grants and Scholarships and make a big deal about it. This is almost always done through a competitive application process for both Scholarship and Grant funds.

- ◆ With your board and CKCF staff together determine the timing for your affiliate's Grant and Scholarship Cycle.

- ◆ Scholarship and Grant Selection Committees are formed from within your board

- Typically a board member serves as Selection Committee Chair and works directly with CKCF staff.
- Selection Committees are comprised of two board members and three community members-at-large

- ◆ Grant recipients are selected in an objective scoring process through a software product called  **Community Force**

- ◆ The selection process is guided by CKCF's Grants and Scholarships Program Officers

- ◆ Scholarship and Grant Award Celebration tips:

- Form a board sub-committee to plan a simple event with light refreshments
- Invite the public

- Submit press releases to all forms of media
 [Click here for a Sample News Release](#)
- Create a Facebook event or at least a post
- Prepare the scholarship or grant recipient to tell their story at the celebration and give recipients a couple minutes to speak about the project being funded through your grant award at the celebration
- It is not entirely necessary to hand the recipient the actual award check at the celebration

- Use Facebook, Instagram and Twitter to announce awards
- Consider asking one of your current or past grant recipients to host your celebration at their facility.
- Recognize the donor(s) who make grants and scholarships possible and tell their story (with their permission) to inspire others to get involved

Good planning ensures grant and scholarship distributions meet donor and recipient needs!!

Did you get your news release approved?

 [Sample News Release](#)

A symbolic envelope or certificate will do the trick

DISASTER RESPONSE

As a proactive measure it is encourage for each affiliate to create a Disaster Response Fund, or at least consider it, to assure activation could be expedited in the event of a local disaster in which the Foundation wishes to activate a community response fund. This type of Fund shall be for supporting short and long-term recovery efforts for a local community response event and shall be established for the service area of which it was created and its surrounding area, to allow immediate availability of a response resource for donor contributions.

Being in the business of charitable fund distribution, Funds collected shall be awarded to eligible service providers. Qualified recipients of grant awards will need to possess a 501(c)(3) status under the Internal Revenue Service code; be exempt under statute (i.e. educational institution, institutions of faith, a city or county government); or be formally linked to an organization with such designation. The grant awards made from this fund will be routed to service providers engaging in direct response, service , education and support.

These Funds are intended for immediate and long-term community needs following a designated community crisis or disaster. The Foundation recognizes the importance of having a vehicle for giving be established for donors to contribute during such times of crisis or disaster.

While the needs of service interventions during the onset, as well as, the recovery phases of a situation may vary but the overarching purpose of funds collected in this fund shall have a priority for costs of providing services and support designated event(s), as well as for the use of a wider scope of emergency, disaster response and recovery projects or programs that allow the Foundation to be response ready for managing donor gifts and their distribution .

It is the assumption of the creators of these funds that in most community crisis or disaster situations, financial resources are not always fully available. Contributions will be vital in helping support service efforts provided by organizations and other strategic entities as they rise to the occasion of the particular situation. In general, response efforts typically provided, may be but shall not be, limited to such provider categories as mental health counselors and services; spiritual and faith-based supports; educational institutions, city and county government, law enforcement, and a whole host of not-for-profit charitable organizations providing resources and support that may include but are limited to information and resource management; food and nutrition; short-term daily living support (rent assistance, temporary housing, utilities, transportation support); and safety training.

CONTACT US!

Susan Lamb
Disaster Response Coordinator
susan@centralkansascf.org
316-283-5474

ACCOUNTING PROCESSES: HOW TO GET THINGS PAID AND GRANTS DISTRIBUTED

- ◆ CKCF Forms you'll need for spending money
 - Anytime your board plans a fundraising event, you will need to submit an  **CKCF Event Fundraising Form** with supporting documentation.
 - Anytime your board approves the payment of a bill or a grant distribution, your treasurer needs to submit a  **Distribution Recommendation Form** with supporting documentation, including invoices, board minutes with approval or ratification.
 - Donation Forms must be submitted with each donation. Donor wishes should be documented.
 - Payment for Child Safety Criminal Background Checks come from the Foundation Operating Fund or the actual fund (limited).

Non-fundraising events still need a form to accompany the planning. See Secretary responsibilities for more information.

Don't forget to secure W-9 forms from all of your vendors.

 [Click here for W-9 form](#)

 [CKCF Forms and Admin Items Webpage](#)

COMPLIANCE DOCUMENTS AND INSURANCE

Policies exist to protect and preserve the whole. If one affiliate goes against policy, the entire endowed funds are put at risk, should litigation happen.

◆ How compliance documents are managed:

- At the beginning of each year in January CKCF staff emails a link directly to all board members to complete the compliance documents online
- Each board member will be expected to read and sign this packet online promptly
- Hard copies of the packet can be made available to board members without computers or internet access.

◆ Annual Compliance Document Packet. Why “compliance documents” and why sign them annually? Compliance documents include:

- Statement of confidentiality.
As staff and volunteers, we are entrusted with sensitive and personal information, including at times financial information. It is imperative that what is learned through involvement at the foundation table (at a meeting or not) is held in confidence. We are trusted by donors and partners with information that is often not public. Completing compliance documents annually helps to keep our commitment to confidentiality top of mind.
- Disclosure of conflict of interest.
Our lives are fluid and we may be involved in various efforts in our community, of conflictual nature or not. Leaders in smaller communities are invited to serve on more than one board or committee, and many involve funding or fundraising. It is critical to be transparent. One way we seek to do this is to list other boards on which we sit, any relationships (such as an employee of a vendor of our foundation services or of a charity that applies for grants.) When appropriate board members take the initiative in recusing your vote or involvement in certain discussions when is any hint of bias or benefit to self.

In addition, annual completion of the compliance documents is important because our National Standards accreditation requires compliance for all volunteers.



Click here to access Annual Compliance Documents

COMPLIANCE DOCUMENTS AND INSURANCE, CONT.

- Photo release and consent to use likeness.
We don't want to put our foundation at risk by using a photo of an individual or most importantly a child, without an consent. Therefore, we need to accompany each photograph with a signed consent release document.



[Click here to access Photo/Interview Consent Form](#)



[Click here to access Minor Photo/Interview Consent Form](#)



[Click here to access Crowd Consent Poster](#)

◆ Child Safety

- Criminal Background Check was introduced in 2018 after the audit on our events and activities was reviewed by our insurance carrier. The history of our events and activities revealed that youth were regularly invited, active participants or present at said events. This led to the creation of the Child Safety Policy which outlines situations when volunteers will need to have a criminal background check. All staff persons are required to have a background check. These checks will be in place for 3 years from point of approval.



[Click here to access our Safety Policy](#)

◆ Insurance Protection

- CKCF as the legal entity provides insurance to cover all our interests as a not for profit organization.
- Each of our Officers of the Board and Volunteer Board Members are protected by Directors and Officers insurance. This protects the you and the foundation against fraudulent claims made against us.
- In recent years more and more insurance coverage has been added to protect our volunteers and staff, organizational interest of our charitable assets as well as private data.

STAFF - WHY DO SOME AFFILIATES HAVE STAFF (DIRECTORS)?

- ◆ Currently 4 of the affiliate foundations have staff. All staff are CKCF employees as we are the legal entity, yet local candidate selection is encouraged and joint on-boarding to bring the person on board.
- ◆ Reminders for local affiliate staff include the following and are further detailed in the Personnel Policy:
 - Timesheet - must copy board chair
 - Expense Report – chair must approve request (email is fine)
 - Annual Performance Review – Chair should lead this process and coordinate with CKCF Executive Director
 - Equipment is owned by the local affiliate
 - CKCF Corporate phone account keeps cost down

 Click here to access the Personnel Policy

 Click here to access the Affiliate Director Job Description

RESOURCES

-  CKCF Website Affiliate Resource Page
www.centralkansascf.org/affiliate-foundations/affiliate-resource-guide/
-  National Standards Link | www.cfstandards.org/the-program
-  Kansas Association of Community Foundations | www.kansascfs.org
-  KACF Express Training | www.cfexpresstraining.com
-  Council on Foundations | www.cof.org
-  USA Charity studies | www.givinginstitute.org/page/GivingUSA