



# POTLATCH FUND

INSPIRING THE NATIVE TRADITION OF GIVING

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## 2015 Potlatch Fund Grantmaking Manual

### Section 1: About Potlatch Fund

Potlatch Fund is a Native American-led, hereafter, referred to as “Native-led” nonprofit that provides grants, capacity building training and leadership development opportunities to Native communities throughout the states of Washington, Oregon, Idaho and Montana. Our work takes us across the Pacific Northwest where we, repeatedly, witness the harsh reality that many of the non-governmental services taken for granted in mainstream communities are unavailable in Indian Country.

**Our mission** is to inspire and build upon the Native tradition of giving and to expand philanthropy within Tribal Nations and Native communities in the Northwest.

#### Our Values

- We recognize and respect the sovereign status of Tribes.
- We recognize that Potlatch Fund has a role in supporting and complementing the work of Tribal governments and Tribal and community initiatives.
- We honor elders, children and future generations.
- We aim to honor, enrich, share and protect traditions, culture and the natural world.
- We take an asset based approach to community development.
- We are respectful of all peoples that we work with.
- We have a commitment to educating non-Native communities about Indian Country.
- We are both innovative and aspire for excellence in all that we do.
- We believe that philanthropy and Potlatches are essential tools for community wellbeing.

#### Our three core goals

- Provide capacity building and leadership development services that supports and strengthens the capacity of Northwest Tribes and Native nonprofits.
- Educate the nonnative and funding communities about the needs, issues, assets, and opportunities that exist within Indian Country.
- Run grants programs that further Potlatch Fund’s mission through the support of new, emerging and exciting initiatives.

#### Our philosophy

Potlatch Fund is focused on promoting diversity and addressing inequality by educating foundations about Tribal communities, introducing them to Native nonprofits, and holding funder briefings specific to Indian Country. At the same time we are working with Tribes to improve their giving practices and increase their own giving to Native projects and their own communities. Concurrently Tribes are realizing that they cannot fill all the gaps in their community, and thus we work with Native individuals both on reservations and in metropolitan areas to start, fund, and manage Native nonprofits.

We work with Tribal leadership, Native communities, nonprofit leaders and Native artists to bring the idea that - with the help of the money that comes from mainstream philanthropy - they can create their own destinies. We do this through teaching about philanthropy, fundraising and grant writing. We also train groups about financial management, governance, strategic planning, media management and how to start up a nonprofit.

Our trainings tend to be small, are culturally appropriate, and always occur within Native communities. There are other trainers who provide similar material as Potlatch Fund; however no one else travels to Indian Country. We do this because we are painfully aware that even the cost of gas for some of our participants can prove to be an insurmountable barrier.

## **Section 2: Grantmaking Programs**

Potlatch Fund grantmaking calendar year is composed of three granting cycles: **Winter, Spring, and Fall** grantmaking opportunities. Each cycle offers three (3) grants with exception of the Winter grant. Below is a brief description of each grant program:

### **Intertribal Canoe Journey Program (Winter only)**

- Composed of Native youth, this granting committee is composed of Native youth Canoe Journey members who seek to honor the centuries-old traditions of transport and trade by the coastal Tribes of the Northwest.
- The organization must be Native-led. (see Section 3: General Eligibility for definition of Native-led)
- The organization must be paddling in the current InterTribal Canoe Journey.
- The organization must be located in the States of Washington, Oregon, Idaho or Montana.
- \*Canoes originating from locations within Canada are not eligible to apply.
- The organization must have a seaworthy canoe, ready for the current year journey.
- Organizations that have previously received a Potlatch Fund grant, may only apply to this grant cycle if they have completed all past reporting obligations.
- Organizations must be a 501(c)3 or have a fiscal sponsor (such as a Tribe) that is tax exempt.

### **Community Building Program**

- Support and strengthen the capacity of Northwest Native organizations and communities.
- Increase funds to Northwest Native-controlled groups, initiatives, and projects.
- Address the root causes of Northwest Native social, economic, environmental and racial injustices.
- Undo internalized oppression within Northwest Native communities.
- End institutional racism directed at Northwest Native communities.
- Provide a vehicle to increase access and leverage funds from other foundations.
- Revitalize the tradition of Native philanthropy: gifting, honoring and kinship.

### **Native Arts Program**

- Build, support and strengthen the capacity of Northwest Native artists and communities.
- Preserve and promote Northwest Native cultures through artistic expression.
- Share Native art with Northwest Native communities and the public through exhibits and public displays.
- Foster economic development focusing on Northwest Native artists and communities.
- Increase funds to Northwest Native-controlled groups, initiatives, and projects.
- Provide a vehicle to increase access to, and leverage funds from, other foundations.
- Revitalize the tradition of Native philanthropy: gifting, honoring and kinship.
- Revitalize Native communities.
- Targeted emphasis on revitalizing endangered Native art forms, practices, and knowledge through intergenerational opportunities that transfer knowledge from elders and cultural retainers to other generations through master and apprentice opportunities.

### **Language Preservation & Education Fund**

- Support and strengthen the capacity of Northwest Native organizations and communities.
- Increase funds to Northwest Native-controlled groups, initiatives, and projects.
- Address the root causes of Northwest Native social, economic, environmental and racial injustices.
- Undo internalized oppression within Northwest Native communities.
- End institutional racism directed at Northwest Native communities.

- Provide a vehicle to increase access and leverage funds from other foundations.
- Revitalize the tradition of Native philanthropy: gifting, honoring and kinship.
- Priority will be given to applications with a strong Native youth and / or multigenerational component.

### **Section 3: General Eligibility Criteria**

The guidelines provide not only procedures but opportunities for applicants to become more informed and produce more successful proposals. This can help the staff to seek and find funding sources that meet the needs and assist our population in application for such funds.

#### **Potlatch Fund defines “Native”, “Native-led”, and “Native American” as follows:**

1. Any individual is defined as a member of any federally or officially State recognized Indian Tribe, or an individual certified as Indian by an Indian Tribe.
2. Any federally recognized Indian Tribe, Band, Nation, Alaska Native Village, or organized group or community or Indian group that has been formally recognized as a Indian Tribe by the State legislature, a State commission, or another similar organization vested with the State legislative Tribal Recognition Authority,
3. Or, any Indian group currently seeking State or Federal recognition.

#### **Potlatch Fund defines “Native-led” nonprofits or groups as follows:**

1. Any group that is composed of members who are at least two thirds (2/3) of the Board and staff shall always be Native Americans.

Organizations applying for funding must meet the following criteria:

- Be a nonprofit with at 501(c)3 or 501(c)4 as determined by the Internal Revenue Service, or
- Be a federal recognized American Indian Tribal government agency. (See Native-led)
- The organization must be Native led and serve Northwest Natives.
- The organization must be located in the Washington, Oregon, Idaho or Montana.
- The organization’s mission must be aligned with the mission of Potlatch Fund.
- Organizations that have previously received a Potlatch Fund grant, may only apply to this grant cycle if they have completed all reporting obligations.
- Organizations may only receive funding for one Potlatch Fund grant per calendar year.
- Applications from different departments, from within a Tribe, will be reviewed as separate organizations.
- Groups with fiscal sponsors that have 501(c)3 or 501(c)4 status or that are fiscally sponsored by federal recognized tribal governments can also apply.
- Must satisfy final report requirements for all previous Potlatch Fund grants.
- Only individuals can be considered for the Native Artist Program.
- Organizations/individuals can only receive on grant award per calendar year.

#### **We generally DO NOT Fund:**

- Non-Native nonprofits, academic institutions, school districts, religious organizations, governmental agencies, or any other organization that may serve Native and Tribal communities but do not meet the criteria of being a Native-led organization.
- Publications, reports, research, workshops, conferences, classes, personal travel, loans, scholarships, litigation and or attorney fees.
- Endowment funds or capital campaigns.
- As per our Conflict of Interest Policy both Potlatch Fund staff and current Board members are not eligible for grant opportunities.

#### **1. Granting Criteria**

- Is the project/organization Native led?
- Does the project/organization serve Northwest Natives?
- Is the project/organization located in Washington, Oregon, Idaho, or Montana?
- Is the project/organization’s mission aligned with the mission of Potlatch Fund?
- Application is complete

## **2. Community-Building Capacity**

- The project /organization is needed and is a benefit to the community.
- The project /organization addresses root causes of the problem they are addressing.
- The project /organization enhances and develops the leadership of community members.
- The project/organization has the potential to affect Tribal policies in a positive and constructive way.
- This project is important to Northwest Tribal communities, and can be replicated.
- Positive action for the next generations.

## **3. Project Capacity**

- They have clear goals and objectives.
- They have a workplan
- They have the capacity to achieve their objectives.

## **4. Group / Organization Soundness**

- The organization mission and vision are in place and clear.
- The project / organization has a clear decision-making process and governance structure.
- Long-term sustainability.
- Commitment to increasing skills of the group or organization identified.
- Financial capacity, budget submitted, finance systems in place.

## **5. Ability to Leverage Funds**

- A grant from Potlatch Fund will assist the organization in building its grant seeking capacity.
- A grant from Potlatch Fund will help the group in applying to mainstream funders.
- A grant from Potlatch Fund will help the group to be recognized by mainstream funders.

### **What is unique about our grantmaking program?**

- We prioritize those projects, works or concepts that build grassroots Native initiatives, projects, or organizations that are responding to their community need.
- Grantees primarily demonstrate that they are a part of a Native or Tribal community.

### **Criteria to Score Grant Proposals**

#### **Intertribal Canoe Journey**

1. Youth leadership Development.
2. Positive impact on Tribal and Native communities.
3. Intergenerational participation.
4. Financial need.
5. Bonus: Environmental Stewardship.

#### **Community Building**

1. Strong positive impact the program/project will have on the community.
2. How the proposed work will provide leadership opportunities for Native youth.
3. How the proposed work will address the root causes of social, economic, racial or environmental justice.
4. That the program has the organizational capacity to carry out the proposed work.

#### **Native Arts**

1. Strong artistic and cultural expression that contributes to the field of Northwest Native art.
2. How the proposed work will revitalize endangered Northwest Native art forms & practices.
3. How the proposed work will provide intergenerational opportunities to transfer knowledge from elders & cultural retainer to a new generation.
4. That the Native artist or Native arts organization has the organizational capacity to carry out the proposed work.

#### **Language Preservation and Education Fund**

1. Strong language preservation/educational approaches.
2. Strong positive impact the program/project will have on the community.
3. How the proposed work will provide intergenerational opportunities to transfer knowledge from elders & cultural retainer to a new generation.

4. That the program has the organizational capacity to carry out the proposed.

## Section 4: Grant Making Process

### A. Staff review of prior year's materials and prep for Overarching Grant Review Committee meeting

Staff will review all grant committee meeting minutes, dockets, comments from the committees, Board of Directors, and grantee reports to come up with an annual summary and set of recommendations. Staff will also conduct some analysis to determine progress made on yearly goals and ways that we can continually improve upon our process, policies, and the format of the Request for Proposals.

### B. Overarching Grant Review Committee Meeting

The committee role is to provide a well-defined and streamlined protocol for applicants, Native nonprofits, Tribal communities, and individual(s) within the service area, as well as, facilitate the grants review and proposal process at Potlatch Fund.

A review committee is chaired by one of two board member representatives, and also comprised of two community members, and two staff members. Members can include grantees and/or recipients of Potlatch Fund Grantmaking. Meeting twice a year, this committee serves two functions:

- Provide political analysis, deep thinking, big picture granting perspective, and legitimacy.
- Give input on procedural decisions that make the Grantmaking

### C. Board of Directors policy review/approval

Recommendations for policy additions or amendments will be considered. The annual grantmaking calendar will also be reviewed and approved.

### D. Request for Proposals are open

- Staff post the RFP online, email to networks, be available to field questions from potential applicants.

### E. Application deadline

- All applications are to arrive at Potlatch Fund.
- Every application must arrive by midnight on the due date to be considered for the grant cycle
- All applications are pre-screened by staff for completeness and basic edibility using the outlined criteria.
- All applications are scored by Committee member prior to Committee review meeting.
- Applicants are notified if materials are missing and an opportunity to complete the application is provided.
- Late applications are to be disregarded. Incomplete applications may be disregarded or given a limited extension as determined by staff.

### F. Application screening by Grant Review Committee

- 7 days prior to meeting, staff email a grant packet composed of all the applications, grant scoresheet, Grantmaking Policies and Procedures.
- All applications will be pre-screened by staff using the outlined criteria.
- Grant Review Committee members will screen, score, and put forth all recommendations to the Board of Directors.
- All application materials (packets) are provided to a review committee to provide community driven decision on the direction of funding.
- Each grant review committee will have representation from two community members, two board members, the Executive Director, and additional member with representation to empower those grantees who are underserved (e.g. Youth).
- The Committee will meet twice per year (Spring & Fall) to score, rank, and put forth their recommendations to the Potlatch Fund Board of Directors who will select the final awardees and recommended amount to each grantee.
- Grant Review Committee members read and score each application based on the main criteria.

### G. Two (2) days before the Grant Review Committee Meeting

- Each member submits their completed scoresheet to PLF Staff, via email or fax.
- Each committee member provides the staff of any conflict of interest with any applicant or organization.

### H. Grants recommendations approved

- The Board of Directors reviews the Committee recommendations and finalizes the awards.
- Any conflicts of interest are declared and/ or resolved

- The staff notifies all applicants of funding award. A phone call is made to each awardees' prior to mailing an \*award packet: (Award Packet includes: Award Letter, Certification Page, Final Report Template and Guidelines, and Award Check).

#### **I. Final Report**

- Staff email grantees two weeks prior to date to submit their year-end reports to PLF.
- Staff shares the reports with funding officers.

### **Section 5: Policies and Definitions**

#### **Conflict of Interest Policy**

Potlatch Fund's Grantmaking Committees (Intertribal Canoe Journey, Native Arts, Community Building, and Language Preservation & Education) make recommendations to the Board of Directors. In order to attract the most experienced and diverse leaders in our region and communities for Potlatch grant committee membership, it is expected that there will be professional, personal and/or financial relationships between grant committee members and grantees funded by Potlatch Fund. While serving on Potlatch Fund's Grantmaking Committees, many members have or will have links or ties with current or possible grantees. Potential conflicts of interest are to be expected, but Potlatch Fund wishes to limit both actual and perceived appearance conflict of interest to ensure fairness for all. Therefore, this code of conduct is proposed to define conflicts of interest, clarify a process of disclosure, and outline procedures on how to resolve a conflict.

#### **Definition of "INTEREST" in applicant organizations**

"Interest" in an organization could be in one of three areas: Professional, Financial or Personal. This applies equally to Potlatch Fund staff, members of the Board of Directors and members of Potlatch Fund grant committees.

#### **Professional Interest**

- Anyone who is on the board, staff or is an active consultant in the organization or whose partner / spouse / significant other is on the board, staff or is an active consultant of the applicant organization.
- Anyone with a political alliance or in a coalition or partnership with applicant organization.
- Financial Interest:
- Anyone who has been or is an active major donor of applicant organization in the last three years or has a vested financial interest in the organization.
- Anyone who would personally receive any of the grant funds by virtue of a staff or consultant relationship with the organization (including through a family member).

#### **Personal interest**

- Anyone with a current personal relationship with a staff or Board member of the applicant organization (e.g. partner, spouse, or significant other).
- Anyone with a family member working for the applicant organization.
- Anyone with a personal conflict between a committee member and staff member of the organization.

#### **Definition of "CONFLICT OF INTEREST"**

A granting committee member is automatically considered to have a conflict of interest concerning a given organization on the Potlatch Fund docket if any of the following apply:

- They are a Board member of the organization
- They are the Executive Director of the organization
- They would personally receive any of the grant funds by virtue of their role with the organization
- They are the partner, spouse, or significant other of any of the above.
- "Personally Acknowledged" Conflict of Interest

A granting committee member may decide that an "interest" (professional, financial, or personal--see above) in an organization causes a "conflict of interest" if they acknowledge that their interest in the organization would:

- Prevent them from being sufficiently objective about the organization during the grantmaking meeting discussions and voting, or
- Prevent any other grantmaking committee member from being free to discuss the organization in their presence.

## **Conflict of Interest Procedures**

### **Disclosure**

1. Upon receiving the screening docket, all committee members must inform all other committee members:
  - Any “interest” (see above) that they have in any of the organizations on the docket.
  - Any “conflict of interest”, either automatic (see below), or by personal acknowledgement about the situation.
2. Then any committee member can communicate with the committee chairperson about any conflict or perception of conflict of interest that they feel exists on the part of any other member of the committee that the other committee member has failed to acknowledge.

The committee chair contacts the person in question and tries to come to an agreement on whether there is indeed a conflict of interest.

### **Meeting Disclosure**

1. The committee chairperson reviews the conflict of interest policy at the beginning of every meeting.
2. Also at the beginning of the meeting, the chair raises unresolved perceptions of conflict of interest. The person in question has an opportunity to explain himself or herself, and then leaves the room. The remaining committee members decide by majority vote whether it is indeed a conflict of interest.
3. During the meeting, when a granting committee member has a conflict of interest with one of the groups on the docket, that member:
  - a. Must leave room during discussion of the group with which they have a conflict of interest.
  - b. Must leave the room for the committee decision on recommendations to the Board of Directors.

### **Site Visits**

No member may participate in a site visit with an organization with which they have a conflict of interest. Due to limited funds, Potlatch Fund does not generally conduct site visits.

### **Board Decision on Recommended Docket**

Before the Board decision on the recommended docket, the Board chairperson will ask if any of the Board members present have any “automatic” conflicts of interest (see above). Any such Board member will leave the room for the discussion and vote on the entire docket. If the Board takes separate action on individual applications, it must follow the same procedures as the granting committee for disclosure of interests, identifying conflicts of interest, and excluding members that have a conflict of interest from the deliberations and decision-making.

### **Conflict Grievance Resolution**

If a grant committee member has a concern with a specific committee decision or process, it can be addressed at end of each meeting. Grantmaking staff is also available for discussion on any issues of concern. If a grant committee member has a problem with another committee member or staff they are expected to address that person first. If the efforts are not successful, then they contact the Chair of the Grantmaking Committee who will attempt to mediate. If still not resolved, the issue is moved to the Potlatch Fund Board of Directors.