



POTLATCH FUND

INSPIRING THE NATIVE TRADITION OF GIVING

GRANTMAKING MANUAL

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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 mission is to expand philanthropy within Tribal Nations and Native Communities in the Northwest by inspiring and building upon the Native tradition of giving.

We focus on promoting diversity and addressing inequality within mainstream philanthropy. According to the Foundation Center, Native Americans receive less than one percent of philanthropic dollars in the United States. Yet these communities continue to experience disproportionately high rates of poverty, unemployment, and disease.

We work to revitalize Native communities through a multi-pronged strategy of education, advocacy, and grantmaking. Through our Capacity Building Program we provide training around fundraising, grant writing, financial management, board governance, strategic planning, and media management. Our trainings utilize a cohort model in three focus areas: Nonprofit Management, Native Arts, and Language Preservation. Through our Grantmaking program we provide grants in five categories: Healthy Pathways for Native Youth, Community Building, Native Arts, and Language Preservation and Education, and Native Student Success.

Since 2002, we have distributed over 3.5 million dollars in grants. Ultimately, we work with Tribal leadership, Native communities, nonprofit leaders and Native artists to bring the idea that – with the help of philanthropic dollars – they can create their own destinies.

SECTION 2: GENERAL ELIGIBILITY

These 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 current 501(c)3 status as determined by the Internal Revenue Service, or

Be a federal recognized American Indian Tribal government agency.

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 if they have completed all reporting obligations.

Applications from different departments, from within a Tribe, will be reviewed as separate organizations.

Groups with fiscal sponsors that have 501(c) 3 status or that are fiscally sponsored by federal recognized Tribal governments can also apply.

Potlatch Fund will not provide 100% grant funding; \$1 for \$1 Match is required.

All grants will be awarded at 100% or 75%.

Individuals can be considered only under 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.

SECTION 3: GRANTMAKING PROGRAMS

Potlatch Fund grantmaking calendar year is composed of five (5) grant programs with a brief description of each grant program.

Healthy Pathways for Native Youth

Through this initiative, Potlatch Fund will provide grant support to summertime projects that share our vision of investing in Native youth as our current and future leaders. We seek new or existing programs with the important goal of providing Native youth the leadership skills to strengthen their resiliency, cultural identity and awareness, increase positive engagement in their community and promote healthy choices and lifestyles. This initiative will support Native youth in their transformation from childhood to young adulthood by providing resources to their home communities as they equip the youth with cultural knowledge that builds resilience, leadership, health and wellness.

Community Building Program

Whether residing on a rural reservation or within a large metropolitan area, nurturing a sense of community is essential to Native people and their identity. We support organizations and community programs that impart values, histories, and knowledge across generations to make our communities stronger and healthier. We are particularly interested in supporting initiatives that address the root causes of social, economic, racial, or environmental issues. We believe that communities inherently have a wealth of knowledge to address their own issues, given adequate resources. The well-being of individuals and community-based organizations are integral to the well-being of a community as a whole. Ideally, this program is envisioned to increase the capacity of individuals, organizations, and communities.

Native Arts Program

Potlatch Fund believes that the arts serve an intrinsic benefit to Native communities. The status of art and the practice of artmaking are tied to a broader social ecosystem that improves the health of our society. Native art has always been integral to every aspect of tribal life. In tribal culture, art is not separate from everyday life, but rather art is the center of tribal life and everyday objects and tools are decorated beautifully with designs that perpetuate tribal identity, culture, and knowledge.

Language Preservation & Education

In 2017, Potlatch Fund is embarking on a three-year grant strategy to increase the capacity of Language Preservation and Education Fund grantees. It is our desire to fund the development of language transfer systems and we will offer grants that support this goal. Grant support will be offered for: community language assessments (2017), development of a strategic plan (2018), and the implementation of the strategy (2019). Successful grantees can apply in subsequent years but are not required to complete all three years. Grantees that do not conduct the Potlatch Fund community language assessment tool in 2017 will be required to submit another current survey as an equivalent.

GOALS FOR EACH GRANT PROGRAM**Healthy Pathways for Native Youth**

1. Provide access to participation in traditional cultural activities to help build leadership skills, knowledge, cultural awareness and engagement within and beyond their community (for example: canoe journeys, rites of passage, connecting with the land and traditional ecological knowledge, and summer culture camps).
2. Create strong and positive networks that include Elders, peers, extended family, and community members who are invested in supporting and mentoring Native youth.
3. Build youths' inner resilience and strength to resist drug and alcohol abuse, depression and suicide, and the adverse effects of intergenerational poverty through participation in traditional culture
4. Honor the Native tradition of giving, sharing, and reciprocity by giving back to the community.

Community Building

1. Explain how the project/program will make your community stronger and healthier.
2. Create strong and positive intergenerational and/or cross-community (nonnative and/or intertribal) networks that intentionally focus on building relationships and connecting resources to bring about positive change.

3. Strengthen community members and/or community organizations to address root causes of social, economic, racial, and/or environmental injustice.
4. Potlatch Fund's mission is to expand philanthropy within Tribal Nations and Native Communities in the Northwest by inspiring and building upon the Native tradition of giving. We support organizations that are aligned with our mission. How does your organization honor the Native tradition of giving, sharing, and reciprocity by giving back to the community?

Native Arts

1. Promote and preserve the identity of Native cultures through artistic expression.
2. Promote the continuation of Native art through traditional and/or contemporary forms and practices.
3. Promote the growth of artistic practice through individual and collaborative projects.
4. Potlatch Fund's mission is to expand philanthropy within Tribal Nations and Native Communities in the Northwest by inspiring and building upon the Native tradition of giving. We support organizations that are aligned with our mission. How does the applicant honor the Native tradition of giving, sharing, and reciprocity by giving back to the community?

Language Preservation and Education

1. The goal of the 2017 Language Preservation and Education grant is to conduct a community language assessment. Explain how/why the applicant is best suited to accomplish this goal within their community.
2. Explain the types of data and knowledge the applicant hopes to learn by conducting the community language assessment.
3. Explain how the applicant envisions using the data collected through the successful completion of the community language assessment to strengthen their efforts to preserve and revitalize language.
4. Potlatch Fund's mission is to expand philanthropy within Tribal Nations and Native Communities in the Northwest by inspiring and building upon the Native tradition of giving. We support organizations that are aligned with our mission. How does your organization honor the Native tradition of giving, sharing, and reciprocity by giving back to the community?

CRITERIA TO SCORE GRANT PROPOSALS

Healthy Pathway for Native Youth

1. How the proposed work will provide leadership opportunities for Native youth.
2. How the proposed work will use youth engagement in cultural and community activities to increase leadership, cultural awareness and support behavior change regarding healthy lifestyle knowledge and choices. The application should:
3. How the proposed work will support youth in their successful transition from childhood to young adulthood. The application should:
4. The applicant's ability to access resources (e.g., philanthropic funds, volunteers, in-kind donations of materials and supplies) from other sources.
5. The applicant's ability to carry out the proposed work (e.g., adequate staff and/or volunteers, partnerships, etc.).

Community Building

1. How the proposed work will increase capacity:
 - a. At the organizational level (general operations support).
 - b. At the community level (project/program support).
2. How the proposed work will be sustained after the terms of the grant have been completed.
3. The applicant's ability to access resources (e.g., monetary funds from other partners, volunteers, in-kind donations) from other sources.
4. The applicant's ability to carry out the proposed work (e.g., adequate staff and/or volunteers, partnerships, etc.).

Native Arts

1. The applicant's ability to increase the visibility of art in public spaces and/or Native communities.
2. How the proposed work changes or impacts their community.
3. The applicant's ability to contribute to the overall success of a Native Arts cohort (offered by Potlatch Fund to complement the grant program). The cohort will provide up to 75 hours of direct training and technical assistance over 10 months in topic areas related to increasing the capacity of native artist-owned small businesses.
4. The applicant's ability to access resources (e.g., monetary funds from other partners, volunteers, in-kind donations) from other sources.
5. The applicant's ability to carry out the proposed work (e.g., adequate staff and/or volunteers, partnerships, etc.).

Language Preservation and Education

1. The applicant's plan for implementing, completing, and compiling information collected through the community language assessment.

2. The applicant's ability to contribute to the overall success of a language preservation cohort (offered by Potlatch Fund to complement the grant program). The cohort will focus on the development of a comprehensive language transfer system with approximately 75 hours of instruction over 10 months.
3. The applicant's ability to access resources (e.g., monetary funds from other partners, volunteers, in-kind donations) from other sources.
4. The applicant's ability to carry out the proposed work (e.g., adequate staff and/or volunteers, partnerships, etc.).

SECTION 4: THE GRANTMAKING PROCESS

1. The Application Process

Potlatch Fund makes the application information publicly available on its website. Potlatch Fund supports applicants from the time the RFP is posted until the application submission is closed.

- Technical assistance is provided to potential applicants with publicly announced conference calls and webinars.
- Frequently Asked Questions (FAQ) are posted on Potlatch Fund grants web site.
- Publically announced communications are posted in Potlatch Fund Facebook, twitter, enewsletter and promotion materials.
- Staff is available to answer application questions.
- All applications are scored by Committee members prior to Committee review meeting.
- Applicants are notified if materials are missing and an opportunity to complete the application is provided.
- Late applications are disregarded.

2. How are Applications Submitted

Potlatch Fund requires electronic submission of applications through the Potlatch Fund web-based online Grant Portal: <https://www.grantinterface.com/Home/Logon?urlkey=potlatchfund>. In the event of technical difficulties with making a submission on the online grant portal, applicants must contact the staff prior to application deadline for specific instruction on how to proceed.

3. What is the deadline for submission of grant applications?

Grant applications must arrive at 11:59 pm Pacific Time on the application submission date that is published in the notice for each grant program. Grant applications must be received by the established date and time in order to be considered.

How are Applications Reviewed?

1. Internal Review

All applications submitted to Potlatch Fund are initially reviewed by staff for compliance with eligibility, basic application requirements, completeness, submission time, and any other supporting required documents.

2. External Review by Grant Review Committee

The use of community representatives to evaluate grant applications submitted to Potlatch Fund has always been a guiding principle and source of strength of the Grantmaking Program. It is our belief that “community representatives” serve as key stakeholders who represent the community more broadly while bringing the

highest quality of review to each grant application received and based on the criteria established in each program. The following apply to the review committee:

- Each Grant Review Committee will be composed of two community members, one board member, the Executive Director, and one staff member.
- Each Grant Reviewer will commit to a fair and unbiased review. Each potential reviewer is required to participate in an initial orientation session that includes information on Conflict of Interest and Confidentiality with possible applications received before they participate in the review and read grants. Each Review Committee member provides their conflict of interest (with any applicant or application organization) which will be noted in the meeting minutes.
- Grant Review Committee members have access to information that is generally not available to the public and therefore, have special professional and ethical responsibilities. Each member is required to maintain the confidentiality in a manner consistent with the Confidentiality Statement.
- Each Grant Review Committee member will independently read and score each application based on the main criteria. Each will 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.
- All applications are scored by Committee members prior to Committee review meeting.

A. How Grant Review Committees are selected

Potlatch Fund carefully selects committees based on their expertise and ability to assess the quality of proposed applications. Community members can submit an application with the following characteristics such as diverse backgrounds, experience, perspectives, as well as, specific expertise relevant to the grant program.

Once applications have been received, community representatives are assigned to grant programs based on their expertise and skill set.

B. What Rating System is used in Scoring Application

Potlatch Fund uses a five (5) point rating system with additional criterion assigned to each grant program. Each contains a description for each rating and score that provides support to identifying strengths and weaknesses of an application.

C. How Funding Decisions are made. How Feedback is made to applicants

Once the committee review is completed, a decision making meeting is held with the Board of Directors. The Board of Directors reviews the Committee recommendations and finalize the funding decisions. The meeting is composed of minutes and a docket and any conflicts of interest are declared and/ or resolved.

Applicants approved for funding receive a formal grant award notification. A grant award packet is mailed with the following items: Award Letter, and Final Report Instructions and Guidelines, and Award Check.

Feedback from the grant review is available to all applicants with the purpose to support and provide guidance to applicants for future submission.

D. How long does the Grant Application and Award Process take place?

Depending on the complexity of each grant program it can take around 3 months from the application closed date to funding, to receive a notice of award/ award check.

E. Submitting A Final Report

A Final Report is required for any grant received upon completion of the grant term. All online reporting is submitted online at the Potlatch Fund grant portal.

Each grantee will receive two reminders by email from Potlatch Fund staff that serve as notification of grant term ended. Each grantee is informed that some of their information may be shared with funding officers.

Feedback process

At the end of the grant year, Potlatch Fund staff review the previous year 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. The staff may conduct analysis to determine progress made on yearly goals of the Grant Program which are presented to the *Overarching Grant Committee*.

Overarching Grant Committee

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

1. Uphold public trust and practice of philanthropy in ways that reflect values of honesty, integrity, fairness and respect. Develop and annually review the Grantmaking Program's values, program areas and guidelines and geographic focus.
2. Assess the relevancy of the program's success, approve the annual grantmaking budget, confirm proper due diligence is performed, and ensure that grants are used for charitable purpose, made within the grantmaking guidelines, and are aligned with the organization's mission.
3. The 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.

SECTION 5: POLICY AND DEFINITIONS

Conflict of Interest Policy

Potlatch Fund's Grantmaking Committees 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, and or 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:
 - a. Any “interest” (see above) that they have in any of the organizations on the docket.
 - b. 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.