



MODEL A AFFILIATE POLICY MANUAL

Revised April 2026

1) **IAM’S CHARITABLE PURPOSE**

Independent Arts & Media (“IAM”) is recognized as a tax-exempt public charity under Section 501(c)(3) of the Internal Revenue Code (“IRC”). IAM’s specific charitable purpose as stated in its Bylaws is currently: to raise and support the educational, cultural, and social levels of, and expand the related opportunities available to, the residents of the San Francisco Bay Area and surrounding regional and national communities, including members of under-served, minority, and low-income communities, through the development of non-commercial projects for the benefit of the general public, including, but not limited to, educational, cultural, community, media, news, and art-related projects. In furtherance of these purposes, IAM offers fiscal sponsorship to selected projects.

To advance this charitable purpose, IAM’s mission is to steward and empower independent art and media projects that foster community and civic participation, and facilitate cultural engagement and free expression.

2) **PROGRAM OVERVIEW**

- In this Model A Affiliate Policy Manual (the “Policy Manual”), the term “Affiliate” is used to collectively refer to (1) each member of the Project Committee, as defined below; and (2) the Project Director, as defined below, if any. In conducting activities related to the sponsored project, Affiliate agrees to abide by the terms and provisions of this Policy Manual. The other party to the Fiscal Sponsorship Agreement – Model A (the “Fiscal Sponsorship Agreement”) with respect to the project also agrees to abide by this Policy Manual, pursuant to the terms of the respective Fiscal Sponsorship Agreement. All capitalized terms used in this Policy Manual shall have the definitions given in the Fiscal Sponsorship Agreement unless otherwise specified herein. This Policy Manual may be amended from time to time by IAM in its sole discretion. Any violation of this Policy Manual by Affiliate may lead to appropriate action by IAM in its sole discretion, including, but not limited to, termination of the Fiscal Sponsorship Agreement subject to its terms.
- For those projects which it agrees to fiscally sponsor, IAM provides an appropriate level of oversight, depending on the type of fiscal sponsorship in use, and agrees to accept contributions, which are tax-deductible for donors to the extent permitted by law, for the purposes of such projects.

- For each project that it fiscally sponsors, IAM establishes a restricted fund on its books to receive and manage gifts and contributions for the purposes of the specific sponsored project. IAM retains ultimate control over the funds and assets held in the restricted fund, subject to the restriction as to purpose, but will use such funds and assets at its discretion to support the purposes of the sponsored project, subject to the terms of the respective Fiscal Sponsorship Agreement.

IAM offers two types of fiscal sponsorship: comprehensive fiscal sponsorship (sometimes referred to as Model A fiscal sponsorship) and preapproved grant relationship fiscal sponsorship (sometimes referred to as Model C fiscal sponsorship).¹ IAM generally uses the terms “Model A” and “Model C” to refer to the types of fiscal sponsorship that it provides.

- In a Model A fiscal sponsorship relationship, generally speaking, the sponsored project is an internal program of IAM, which IAM is ultimately responsible for operating. The other party to the Fiscal Sponsorship Agreement is typically an unincorporated nonprofit association, formed for the limited purpose of entering into and enforcing the respective Fiscal Sponsorship Agreement (referred to as the “Association”) or an individual. Separately, IAM typically delegates authority to manage program activities of the sponsored project to the project founder or to one of more individual members of the Association, together with such other individuals as approved by IAM, acting as agents of IAM (collectively referred to the “Project Committee”), subject to the ultimate discretion and control of IAM’s board of directors. The Project Committee acts as a volunteer advisory body with respect to the sponsored project and is an internal part of IAM. The Project Committee may, but is not required to, delegate such authority to manage program activities of the project to a project director, who, if any, is an agent of IAM and is subject at all times to the ultimate direction and control of IAM’s board of directors (the “Project Director”).
- In a Model C fiscal sponsorship relationship, generally speaking, the other party to the Fiscal Sponsorship Agreement is a separate legal entity (whether an individual, corporation, limited liability company, or other type of entity) independent of IAM that is responsible for operating the sponsored project. Pursuant to the respective Fiscal Sponsorship Grant Agreement – Model C, the other party typically receives grants from IAM, in IAM’s discretion, to support the purposes of the sponsored project, which IAM has pre-determined is consistent with IRC Section 501(c)(3) and IAM’s charitable purposes.

3) ONGOING REQUIREMENTS FOR FISCAL SPONSORSHIP

To continue to be eligible for Model A fiscal sponsorship by IAM, the following must remain true:

- The sponsored project must use media, journalism, arts, and/or culture to build community participation and engagement; empower and sustain independent production; and/or otherwise include activities that advance IAM’s mission and charitable purpose.

¹ The “Model A” and “Model C” terms are set forth and further described in *Fiscal Sponsorship: Six Ways to Do It Right, 3rd Ed.* (by Gregory L. Colvin and Stephanie L. Petit, Study Center Press, 2019).

- The sponsored project must in some manner serve low-income, neglected, overlooked, and/or otherwise underserved communities and populations of all sorts, scopes, and scales.
- The activities of the sponsored project must be conducted exclusively in the United States and primarily in California.
- The sponsored project cannot include any activities, and Affiliate cannot engage in any activities, that constitute the indirect or direct participation in any campaign for or against a candidate for public office; that induce or encourage violations of law or public policy; that cause any private inurement or improper private benefit to occur; or that otherwise are inconsistent with IRC Section 501(c)(3). If the sponsored project includes any activities that constitute attempts to influence legislation within the meaning of IRC Section 501(c)(3), such activities shall be subject to limitations imposed by IAM in its sole discretion.

4) GENERAL POLICIES

- **Internal Program.** The sponsored project is an internal program of IAM and there is no separate legal entity operating the project. The activities of the sponsored project are carried out by IAM employees, contractors, volunteers, and other agents, as appropriate. Because the project is an internal program of IAM, all community programs, public information work, fundraising events, processing and acknowledgment of cash and noncash revenue items, accounts payable and receivable, negotiation of leases and contracts, disbursement of the funds held for the purposes of the sponsored project (including grants), and other activities planned by the sponsored project shall be the ultimate responsibility of IAM and shall be conducted in the name of IAM. The name of the sponsored project is a fictitious business name (or d/b/a name) of IAM.
- **IAM Discretion and Control.** The project is an internal program of IAM and all activities of the project are under the ultimate discretion and control, and subject to the direction and oversight, of IAM, including its Board of Directors and management. While IAM typically delegates authority to manage the program activities of the project to the Project Committee, IAM has ultimate decision-making authority with respect to all activities, operations, and decisions related to the project. That includes authority with respect to, without limitation, the following, each in connection with the project: the hiring, review, or termination of any employee or independent contractor of IAM; the entering into, renewal or extension of, or termination of any contract or other agreement; public communications, including on any website or social media account; any and all fundraising communications and activities and the acceptance or rejection of any offered donation, grant, revenue, or other contribution to IAM; and any and all activities of any kind or nature or the cessation thereof. All authorized agents acting in connection with the project are agents of IAM and shall only act within the scope of authority as delegated by IAM, and shall be subject to the ultimate direction and control of IAM. Should IAM have concerns regarding the activities of any individual(s) or Affiliate in connection with the project, including, but not limited to, any potential harm or negative impact to IAM's goodwill or reputation, tax-exempt status, liability exposure, or financial condition, IAM may, in its sole discretion, take such actions with respect to the project or such individual(s) as it deems appropriate, including, but not limited to, suspending operation of the project.

- **Project Activities.** Affiliate shall ensure that the activities of the project are conducted in compliance with all applicable local, state, and federal statutes, ordinances, rules, regulations, and laws and in compliance with all applicable IAM policies, procedures, and guidelines in place from time to time. Affiliate shall further ensure that IAM is not exposed to any increased risk of liability as a result of any negligent or willful act or omission of Affiliate or any individual associated with the project.
 - IAM is committed to the principles of equity, diversity, and inclusion. Affiliate’s obligation to ensure that the activities of the project are conducted in compliance with all applicable laws and rules shall include, but not be limited to, any regarding anti-discrimination.
 - Affiliate and all individuals associated with the project are expected to treat others in a respectful, courteous, and professional manner and to carry themselves in a way that contributed positively to the environment at IAM.

- **Legal and Accounting Treatment.** Because, in Model A fiscal sponsorship, the project is an internal program of IAM, all of its activities and its revenues and expenditures will be considered IAM’s activities and financial activity and will be reflected on IAM’s financials and other reports, including but not limited to its Form 990 filed with the Internal Revenue Service.

- **Contracts and Written Agreements.** Because a Model A sponsored project is an internal program of IAM, IAM will be the party to any contracts or other agreements related to the activities of the sponsored project.

- **Fundraising/Bank Accounts.** All fundraising for the purposes of the project by Affiliate shall be conducted solely through IAM. Affiliate shall promptly notify IAM of any in-kind donations it is offered or receives directly and forward to IAM any monetary donations it receives directly. Affiliate shall not maintain any bank account associated with the project, or the purposes or activities of the project, other than any bank account(s) maintained by IAM.

- **Fundraising Activities.** Affiliate may, acting as agents of and on behalf of IAM, solicit gifts, contributions, and grants to IAM, designated for the purposes of the project. Furthermore, Affiliate must get prior written approval from IAM before approaching a potential funding source and a copy of any fundraising mailing or solicitation related to a sponsored project, including a grant proposal, must be approved by IAM management in advance of mailing, submission, or other distribution. Affiliate may not conduct any fundraising activities involving an element of chance, such as bingo or raffles, unless they notify IAM management in advance and adhere to applicable state regulations. For instance, any project’s intention to hold a raffle may require IAM to file certain forms with the California Attorney General’s office both prior to and following the raffle. Any funds raised for the purposes of a sponsored project in a manner inconsistent with these terms may be returned, in IAM’s sole discretion, and/or the respective Fiscal Sponsorship Agreement may be terminated.
 - When soliciting donations to IAM for the purposes of the project, the following

language should generally be used unless IAM has otherwise provided prior approval for the use of other language: “[Name of Project] is an internal fiscally sponsored project of Independent Arts & Media, a 501(c)(3) public charity. Contributions made to support the purposes of the project must be made payable to Independent Arts & Media, noting the name of the project, and are generally deductible as charitable contributions to the extent permitted by law.”

- **Fundraising Events and Earned Revenue Activities.** If the project wishes to engage in any fundraising events or earned revenue activities, such events or activities must be discussed with IAM management in advance to determine whether and how they may be feasible if permitted, in IAM’s sole discretion. If approved, all fundraising events and earned revenue activities will be subject to additional guidelines, restrictions, and conditions, including but not limited to additional insurance coverage as appropriate, as provided by IAM.
- **Grants Received.** IAM may receive grants that are restricted for the purposes of a project, but must review and approve all grant proposals or grant applications in connection with the project before they are submitted. If approved by IAM and if a grant is awarded, IAM must be listed as the grantee and as the party to any grant agreement and IAM management must sign all original grant agreements. IAM management must receive copies at least one week in advance of all interim and final report submissions required under any grant agreement associated with the project. Ensuring compliance with the terms of any grant agreement, including the preparation of any required grant report, is the responsibility of Affiliate. Grants involving government or public agency monies typically have very heavy reporting and auditing requirements that Affiliate, acting as agents of and on behalf of IAM, must discuss with IAM management in advance of acceptance, which acceptance will be in IAM’s sole discretion.
- **Donations/Contributions.** In its discretion, IAM will accept, process, and acknowledge contributions made to IAM to support the purposes of the project. This includes issuing receipts for tax deduction purposes as required by law and using acknowledgment forms developed by IAM. Donations of funds may be made by check payable to Independent Arts & Media, with the name of the project in the memo line, or by credit card on IAM’s website, noting the name of the project. Stock gifts can only be made through IAM’s designated broker. IAM, in its sole discretion, may be able to accept donations of in-kind goods or property, as determined on a case-by-case basis. It is IAM’s general policy not to intentionally publicly disclose the identities of donors. Affiliate shall make no external disclosure of any donor’s identity without the donor’s prior permission. Affiliate shall not provide any legal or accounting advice to any donor or potential donor and shall advise any donor or potential donor to consult with their own professional tax adviser or attorney regarding any questions, including with respect to the deductibility of any donation to IAM.
- **Charitable Solicitations Requirements.** Solicitations of charitable funds in states other than California may be subject to the requirements of the laws of those states and/or require registration prior to solicitation and must be discussed with IAM management in advance.
- **Acceptance of Donations, Grants, and Contributions.** The acceptance of any offered gift, donation, or contribution of any kind or nature and in any amount or of any value by

any donor or contributor for the purposes of the project is in the sole discretion of IAM and shall be subject to IAM's policies in place from time to time, including any gift acceptance policy.

- **Communications With Potential Donors.** In the course of fundraising, Affiliate, if authorized, may solicit commitments from donors prior to receiving the funds. In general, IAM regards such promises to give as mere statements of intent, which IAM will not seek to enforce through legal action. In the unusual situation where Affiliate wishes to have a donor sign a legally enforceable pledge, Affiliate should contact IAM management in advance. The collection of any amounts which potential donors have expressed an intent to contribute shall be the responsibility of Affiliate.
- **Financial Accounting.** IAM will separately account for all funds received and expended for the purposes of the project and will provide Affiliate with a quarterly (or monthly upon request) accounting of all such transactions. Any desired corrections to such accounting must be requested by Affiliate within thirty (30) days after receipt of the accounting from IAM, and any such requested corrections shall be made in the sole discretion of IAM, as appropriate. Any desired corrections submitted more than thirty (30) days after receipt of an accounting from IAM may be included in the subsequent period if appropriate and in the sole discretion of IAM. Affiliate must also maintain its own accounts of all funds received and expended for the purposes of the project.
- **Accounts Payable.** IAM, in its discretion, will produce checks for goods, services, or reimbursements in furtherance of the purposes of the project as soon as possible in accordance with IAM's procedures for such payments as detailed in the attached Procedures Appendices, provided that sufficient funds are available in the restricted fund for the purposes of the project and IAM has approved of the expenditure or disbursement. ***No funds will be advanced should the balance in the restricted fund or amount of funds held in restriction for a specific grant be less than the amount requested.*** Requests for disbursement of funds must state the payee of the funds, other necessary information to identify the payee, the amount requested, the purpose for which the funds are requested, and the identified funding source (if the funds are to be allocated to or paid from a specific grant or contract to IAM with respect to the project). For reimbursement requests, Affiliate must provide sufficient documentation of the expense incurred, including invoices, receipts, and/or proof of payment, as appropriate.
- **Grants Made.** IAM management must preapprove any grant, award, honorarium, donation, or scholarship to be made in connection with the project. Written grant agreements and additional oversight obligations will typically be required, particularly with respect to grantees that are not recognized as exempt under IRC Section 501(c)(3).
- **Contracts.** Because a Model A sponsored project is an internal program of IAM, IAM will be the party to any contracts or other agreements of any nature related to the activities of the sponsored project. IAM management must review and approve all proposed contracts or agreements in connection with the project in advance. IAM has ultimate discretion and control over the content of any contract of any nature related to the project and may require that its template contracts be used in certain contexts and/or that certain revisions be made

to any draft contract. IAM may also require that outside legal counsel review any contemplated contract, in which case any associated legal fees and costs will be paid from the restricted fund for the purposes of the project. If a contract is approved by IAM, IAM must be listed as the party to any contract or agreement related to or in connection with the project. Any agreement that involves over two thousand dollars (\$2,000) in expenses or commitments must be signed by a member of IAM management.

- **Loans.** No Affiliate may accept a loan on behalf of IAM in connection with the project except with the prior written permission of the IAM management.
- **Leases and Related Reserves.** Affiliate may not enter into a lease on behalf of IAM in connection with the project without prior written approval from IAM management and IAM shall be the party to any approved lease agreement. Notwithstanding any other provision of this Policy Manual, Affiliate shall ensure that there is a fund balance in the restricted fund sufficient to cover a stated portion of the costs associated with the lease, which portion shall be determined between IAM and Affiliate prior to the signing of any lease.
- **Debts and Liabilities.** Affiliate may not incur debts or liabilities in connection with the project beyond the available fund balance in the restricted fund held by IAM for the purposes of the project. Affiliate will be personally jointly and severally liable for any debts or liabilities incurred in connection with the project's activities, expenses, and financial commitments beyond the available fund balance in the restricted fund.
- **Reserves.** Affiliate shall ensure at all times that there is a fund balance in the restricted fund held by IAM for the purposes of the project sufficient to cover the outstanding liabilities associated with the project, plus at least a *minimum reserve in the amount of three (3) months of recurring expenses* of the project (e.g., employee payroll, lease agreements, contractor agreements, recurring technology subscriptions), including, but not limited to, any amounts necessary to cover the costs associated with providing compensation and benefits to any IAM employees associated with the project. In its discretion, when IAM receives a cost-reimbursement based grant for the purposes of the project, IAM may choose to allocate funds from its general operating fund to the restricted fund for the purposes of the project to assist with project operating costs on an interim basis. Any such internal funds allocation by IAM shall be documented appropriately and the full amount of such funds shall be reallocated from the restricted fund for the purposes of the project to IAM's general operating fund as soon as possible. Any such funds allocated by IAM to the restricted fund for the purposes of the project shall not be counted for purposes of the reserves requirement specified above.
- **Employees and Independent Contractors.** Because any employees or properly classified independent contractors associated with a Model A project, including any Project Director who is to be compensated for their services, are the employees or independent contractors of IAM, they may only be hired or contracted with if approved in writing in advance by IAM. No employee may be hired in connection with a project without the prior written approval of IAM. If IAM does approve of the hiring of an employee in connection with a project, IAM management must approve in writing in advance all offers of employment or extensions or renewals of employment. All project employees shall be subject to any IAM

personnel policies then in existence from time to time. If Affiliate wishes to contract with an independent contractor to perform activities associated with the project, all such individuals must be properly classified as independent contractors under all applicable laws, definitions, and rules. If IAM does approve of the hiring of an employee or independent contractor in connection with the sponsored project, IAM will directly pay any compensation due to such individual or entity, as well as any costs associated with benefits offered to employees of IAM. All such costs will be paid from the funds in IAM's restricted fund held for the purposes of the project. IAM will issue all required tax forms for employees and independent contractors hired by IAM in connection with the project. IAM, including the IAM Board of Directors and IAM management, shall have ultimate direction and control over all employees and agents of IAM, including, but not limited to, with respect to their hiring, performance, evaluation, compensation, extension or renewal, and/or termination.

- **Volunteers.** All persons who perform services in connection with a project without compensation for their time must sign a volunteer indemnification and release form to be provided by IAM.
- **Insurance.** IAM maintains general liability and such other liability insurance as is required by law or is appropriate with respect to the conduct of its activities, as determined by IAM. Affiliate shall provide IAM, on an ongoing basis, with a written description of the full scope of the activities associated with the project to ensure that IAM's existing insurance coverage is sufficient. Affiliate may also be required to complete an insurance supplement form and/or provide any other additional information as required by any IAM insurance provider. The costs associated with any additional insurance coverage necessary for IAM in light of the activities of the project shall be paid from the restricted fund held for the purposes of the project as determined by IAM, in its sole discretion. Volunteers and program participants shall not be covered by IAM's workers compensation insurance.
- **Automobile Usage.** Any volunteer, employee, or other agent driving an automobile or vehicle on IAM business, including in connection with the activities of a project, must maintain current personal auto liability insurance and be properly licensed to operate such automobile or vehicle.
- **Lobbying Activities.** So that IAM may ensure that it complies with rules applicable to it, if the project intends or desires to engage in lobbying activity with respect to proposed or pending legislation at any level of government (including, but not limited to, ballot measures, referenda, or other similar efforts), Affiliate must obtain advance approval of such activities from IAM management, which approval shall be in IAM's sole discretion.
- **Required Permits.** Affiliate must inform IAM at least seven (7) weeks in advance of any planned project events or activities that may require a permit from any municipal, city, state, or federal agency or any additional insurance coverage or other risk mitigation actions. Affiliate will be responsible for obtaining any required permits or other authorizations necessary for any project event. Any applicable fees or costs for any such permits or authorizations will be paid from the restricted fund held for the purposes of the project. If Affiliate is planning an event that will involve alcohol, Affiliate must review and comply with IAM's Alcohol Management Policy, which is available on the IAM Member Center.

- **Fiscal Year.** All projects must use a fiscal year ending on December 31.
- **IAM Identification as Fiscal Sponsor.** All project documentation, marketing materials, finished products, and external communications must include the following statement to describe the project: “[name of project], a project of Independent Arts & Media,” including the display of IAM’s logo. Affiliate shall provide a copy of all written materials that identify IAM, in ways beyond the language in the prior sentence, to IAM management in advance for prior approval. IAM and Affiliate may agree upon standard language to be used to refer to IAM in connection with the project’s activities in advance, in which case use of such agreed upon language in project communications shall not require prior approval of IAM management. Affiliate shall further acknowledge IAM’s sponsorship by including IAM’s logo and website URL on all project digital materials. Additional recommendations for how to acknowledge IAM as the fiscal sponsor are identified in the *IAM Style Guide*, and copies of IAM’s logo, which are available on the Member Center.
- **Website.** If the project creates a website, it must indicate clearly that it is an “internal fiscally sponsored project of Independent Arts & Media” on each page of the website and at the top of any page requesting or processing donations to IAM for the purposes of the project and must make clear that such donations will be to IAM, providing IAM’s EIN. All project websites must comply with all applicable laws and requirements, including but not limited to privacy laws, and with any additional guidance provided by IAM from time to time. A Model A project will be required to include a privacy statement on all project-related websites and may also be required to include other disclaimers or statements on such websites and/or to modify such websites to mitigate cyber liability related concerns or risks. As a reminder, all websites and social media accounts created by a Model A project are subject to the direction and control of IAM, including with respect to content thereon, during the period of fiscal sponsorship.
- **Annual Reporting.** Affiliate shall submit to IAM management an annual report that describes the programmatic activities, fiscal management, and future plans for the project, including successes, challenges, and any planned changes. These reports must include the projected income and expenses for the upcoming year; a general outline of the project’s plans for the upcoming year; and any known scheduled activities planned for the upcoming year, including all events, fundraising campaigns, or grant applications. *Such reports shall be due to IAM on January 31st*, or the nearest following non-holiday weekday, of each year. Templates for such reports and submission forms are available on the IAM Member Center. Affiliate must update IAM management promptly in writing of any changes to the information included in its most recent annual report. Affiliate may also be required, upon IAM’s request, to provide IAM with a current cash flow statement related to the project’s revenues and expenses.
- **Additional Obligations.** Affiliate agrees to respond to IAM requests and communications in a timely manner and to alert IAM immediately of any accidents or incidents that occur in connection with the project’s activities. Affiliate shall also abide by IAM’s internal policies, procedures, and guidelines in existence during the course of the sponsorship, including, but not limited to, those policies regarding nondiscrimination, privacy, transparency, and document retention, as well as the Appendices to this Policy Manual, which are incorporated

herein by reference.

5) ADMINISTRATIVE AND OTHER ALLOCATIONS AND COSTS

- In order to cover the costs incurred by IAM in administering a fiscally-sponsored project and otherwise operating, a portion of the funds and assets received for the purposes of a project will be reallocated to the general operating fund of IAM. The administrative allocation will be structured as a percentage of gross receipts raised in support of the purposes of the project. The administrative allocation will be equal to **twelve percent (12%)** of all funds received by IAM for the purposes of the project, regardless of source (the “administrative allocation”). IAM reserves the right to also apply an administrative allocation on the value of all noncash items or assets received by IAM for the purposes of the project, to be determined by IAM.
- Notwithstanding the foregoing, grants received by IAM for the purposes of the project that involve government or public-agency funds are typically subject to increased reporting, compliance, and/or auditing requirements, and may therefore be subject to a higher administrative allocation in the sole discretion of IAM. As required in this Policy Manual, Affiliate must contact IAM in advance of applying for any such grant to inquire as to whether there will be an increased administrative allocation.
- The administrative allocation will be applied at the time the contributions in support of the purposes of the project are received by IAM. With respect to any funds held by IAM for the purposes of the project that are subject to further restrictions imposed by a donor or funder that impact the timing of their use, the administrative allocation will be applied at the time such funds are released from restriction in accordance with the funder’s requirements, if any.
- Should IAM receive less than four thousand dollars (\$4,000) for the project in a calendar year, IAM will apply an additional annual allocation in the amount of two hundred and fifty dollars (\$250), to be transferred from the restricted fund held by IAM for the purposes of the sponsored project to IAM’s general fund to help cover IAM’s insurance and other operating costs (the “annual insurance allocation”). If the restricted fund for the purposes of the project does not have sufficient funds to cover this annual insurance allocation amount, Affiliate shall be personally responsible for paying the annual insurance allocation to IAM. IAM reserves the right to either waive or increase this annual insurance allocation in its sole discretion.
- Should a project be transferred to IAM from another fiscal sponsor where the prior sponsor has already applied their administrative allocation to project funds, a one-time roll-over allocation of eight percent (8%) will be applied upon IAM’s receipt of such funds, regardless of the amount transferred, and IAM’s administrative allocation will not apply to such transferred funds. The administrative allocation will apply to subsequent gross receipts in support of the purposes of the project, as set forth above. IAM reserves the right to increase this transfer allocation in its sole discretion.
- In addition to the allocations referenced above, IAM also retains the right to allocate, in its sole discretion and without the additional consent of Affiliate or the Project Committee, additional amounts from the restricted fund held for the purposes of a project for additional

services or expenses incurred in connection with the project's activities beyond those covered by the administrative and annual allocations, including, but not limited to, for the following:

- a. Any bank, credit card, or other similar fees incurred (for example, donation fees, stop payment check fees, bounced check fees, *etc.*);
- b. Additional insurance required or recommended based upon the project's activities; and
- c. Legal fees.

When the specific costs of these services or expenses are identifiable, IAM will inform Affiliate in advance to the extent possible. However, the allocation of funds to cover such additional costs and expenses is subject to the discretion of IAM management, and may include the cost of IAM staff or management time.

- In addition to the allocation referenced above, IAM shall retain all interest earned in connection with the funds or assets held in the restricted fund for the purposes of the project.
- Such allocations and interest will be paid to the general fund of IAM. They are necessary to cover the costs incurred by IAM in administering sponsored projects and otherwise, and thus become unrestricted rather than restricted assets when allocated to the general fund of IAM. Once allocated to the general fund of IAM, allocations, costs, and interest will not be returned or reallocated to the restricted fund on IAM's books for the purposes of the project.

6) TERMINATION

When necessary or desired, IAM's sponsorship of a project may be terminated as provided in the project's respective Fiscal Sponsorship Agreement. Upon any termination of sponsorship, Affiliate agrees to attend an exit interview with IAM management, if so requested by IAM. Affiliate also agrees to maintain all records in its possession related to the project for a period of at least four (4) years after any such termination. If IAM so requests, Affiliate will turn over any records related to the sponsored project to IAM upon any termination of sponsorship and thereafter.

IAM reserves the right to require a separate agreement to effectuate the transfer of all assets and liabilities held by IAM in connection with the project to a Successor for the continued operation of the project, as set forth in the Fiscal Sponsorship Agreement.

7) CONTACT INFORMATION & REQUESTS

Member Center: <https://artsandmedia.net/members>

General Email: admin@artsandmedia.net

Office Telephone: (415) 738-4975

IAM's Office Address:
Pacific Felt Factory
2830 20th Street, Suite 201
San Francisco, CA 94110

USPS Mailing Address (pickup weekly):
Independent Arts & Media
P.O. Box 420442
San Francisco, CA 94142

AFFILIATE ACKNOWLEDGMENT

This Policy Manual shall be signed by the Chair of the Project Committee and by the Project Director, if any, for each sponsored project. Whenever the individual serving as either Chair of the Project Committee or Project Director changes, Affiliate shall notify IAM immediately and such newly named Chair of the Project Committee or Project Director shall also sign this Policy Manual.

This Policy Manual and the terms and provisions hereof are hereby acknowledged, accepted, and agreed to by:

Name of Project: _____

PROJECT COMMITTEE CHAIR

PROJECT DIRECTOR

Signature

Signature

Name: _____

Name: _____

Date: _____

Date: _____



Model A Affiliate Policy Manual

Appendix: Working with Volunteers & Vulnerable Populations

Appendix: Insurance for Model A's

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Requests for Certificates of Insurance ("COI")

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Appendix: Policy Against Harassment

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Donations & Deposits

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Petty Cash Policy



Working with Volunteers & Vulnerable Populations

Volunteers form, by far, the largest portion of IAM’s project workforce. Volunteers do not and should not receive compensation of any kind for their time.

We encourage you to have every volunteer complete and sign a Volunteer Waiver Form and that you submit the completed / signed waiver forms to IAM. Please keep all original, signed copies on file.

IAM’s recommended volunteer waiver can be found here: [**VOLUNTEER WAIVER FORM**](#)

Who Is A Volunteer?

A volunteer is anyone working on your project without receiving compensation for their efforts (including, in many cases, the Project Director).

Volunteers cannot and should not receive compensation *of any kind* for their work, including “in kind” benefits or items of value. The reason for this is that anyone who is being compensated for their work is classified as either an employee or an independent contractor, and all the legal and tax ramifications of the appropriate category will apply (minimum wage, tax withholding/reporting requirements, etc.).

If you choose, volunteers may be reimbursed for their out-of-pocket expenses related to work on your project. You can also provide food for volunteers at events, and, if you choose, provide very nominal “thank you” gifts in recognition of your volunteers. Thank you gifts cannot be cash or gift cards/gift certificates.

When considering giving thank you gifts to volunteers, please also note that “nominal” is not specifically defined by the IRS. For a gift to be considered “nominal,” the value of the gift must be reasonably proportionate to the volunteer’s work on your project. For example, it would be reasonable to consider a bouquet of flowers valued at \$75 to be a nominal gift for a volunteer who has volunteered 100+ hours of their time. However, a \$75 bouquet of flowers would not be considered a nominal gift for a volunteer who has volunteered for 1 hour. Taking these examples into consideration, please use your best judgment if you decide to provide thank you gifts to your volunteers.

You can and should educate your volunteers about the proper code of conduct and safety when representing your project out in the world (this may vary somewhat depending on your project’s work). To avoid potential misunderstandings or conflicts, be clear about what is expected of them. Of course, it is also a great idea to show appreciation to your volunteers so that they continue to stay engaged in the work.

Background Checks & Working with Vulnerable Populations

All projects with personnel (staff, volunteers, program participants, etc.) working with youth, seniors, and/or disabled populations must have *all adult team members complete a background screening **PRIOR** to starting program activities.*

Please note: Staff and volunteers who are themselves under 18 do not need to complete a background check.

IAM participates in the [California Department of Justice's Live Scan fingerprinting program](#). Live Scan is inkless electronic fingerprinting where the fingerprints are electronically transmitted to the Department of Justice (DOJ) for completion of a criminal record check. The DOJ's background screening results are securely provided to IAM's designated Custodian of Record. IAM may contact you about the results of the background check should we need to assess whether the results may jeopardize the staff/volunteer's ability to work with vulnerable populations.

IAM is required to keep the results of all Live Scan checks confidential, but must act on the results to the extent necessary to ensure the safety of the IAM community and program participants.

IAM will pay the total cost of all Live Scan fingerprinting completed for your Model A activities.

What if my personnel went through Live Scan with a prior employer or some other organization?

Unless your personnel went through the Live Scan process with IAM, they must go through it again. IAM cannot share Live Scan results with organizations, nor can other organizations share Live Scan results with IAM.

To Conduct a Live Scan Background Check:

- ◇ Contact IAM at admin@artsandmedia.net to request a Live Scan Request Form.
- ◇ The person to be checked will complete the "Applicant Information" section and take a paper copy of the form to [any location that conducts Live Scan screenings](#). Live Scan appointments may be scheduled in advance or done on a drop-in basis.
- ◇ Applicant will be expected to pay a processing fee during the appointment, which will be reimbursed by IAM.
- ◇ Return a copy of the completed Live Scan form and proof of payment to IAM.

** LiveScan fingerprinting must be conducted ***at least one week prior*** to coming into contact with any vulnerable populations.



Insurance for Model A Fiscally Sponsored Projects

In general, IAM requires projects to limit their liability in all reasonable ways. But we try our best to prepare in the case that something happens. IAM carries the following, which covers most common activities:

- ◇ ***General Liability***
- ◇ ***Directors & Officers / Employment Protection Liability***
- ◇ ***Non-Owned/Hired Auto Liability***
- ◇ ***Abusive Conduct Liability***
- ◇ ***Volunteer / Participant Accident Coverage***
- ◇ ***Cyber & Privacy Liability***
- ◇ ***Media Liability***

As a Model A affiliate, your project activities, employees, and volunteers are covered by IAM's insurance. Our General Liability insurance policy also applies to your previously identified project office / rental locations. ***Each year as part of IAM's insurance renewal, you may be asked to provide an updated list of programs with projected number of participants.*** You are required to provide this information within a reasonable amount of time or risk the termination of your fiscal sponsorship.

However, there are some exceptions. Some projects, due to the nature of their mission, will require extra insurance to cover their liability at all times. Other projects may need extra insurance for an occasional activity (a public event, field trip, for example).

In connection with W2 employees, IAM also carries ***Worker's Compensation*** insurance for your W-2 employees.

Insurance coverage is a service provided by IAM as part of your standard fiscal sponsorship fee. However, IAM reserves the right to require additional fees for insurance based on cost estimates provided by our underwriter.

Insurance for Special Events, Fundraisers, and Youth Field Trips

While most of your Model A activities will be covered by IAM's existing insurance policies, you may need more insurance if you answer yes to any of the following questions:

- Are you contemplating an in-person event with more than 50 people?
- Are you contemplating an in-person event at a space different from your previously identified office or rental locations?
- Are you contemplating an in-person event with alcohol?
- Are you contemplating field trips or an overnight event/program?
- Are you contemplating an event/program with "dangerous" activities such as swimming, boating, water park, horseback riding, shooting projectiles, rodeo, motorcycles, skydiving, etc. or other sports activities?

Please note, this is not an exhaustive list. Further, there are limits to what IAM will allow a project to do.

You should alert IAM of any special event or activities beyond your typical activities at least 30 days prior to the event to ascertain if more insurance is necessary. Once received, IAM will work with our insurance agent to determine whether additional insurance is required (beyond our general liability policy).

Requests for “Certificate of Insurance”

When someone asks for a Certificate of Insurance (“COI”) or that they be named an Additional Insured on your insurance, they are requesting proof that your insurance will cover their activities in connection with your project. This is a common request, especially from government funders and event venues.

When requesting a Certificate of Insurance from IAM, please provide:

- **Name and address of the entity to be named as Additional Insured.**
- **Confirm what TYPE of insurance they are requesting** – for example, do they just need General Liability or do they want both General Liability and Workmens Comp?
- **Any documents provided by the Requestor explaining their requirements for the COI.** Some people have specific instructions for COIs, such as how they should be named or specific language related to your activities.

** Conversely, if you are partnering with another organization or entity where that entity’s insurance is primary, IAM may need to be listed as Additional Insured on their policy, depending on the nature of the activities.

Please contact IAM with all insurance questions at admin@artsandmedia.net.

If Someone Is Hurt – If There’s An Accident

If someone gets hurt while working, volunteering, or participating at your project’s activities or events, ***first seek appropriate medical attention***, including calling 911 immediately in serious situations. After the injured person is appropriately cared for, notify us as soon as you can. We will help you determine the next steps.

Similarly, if there is a theft at your project’s office or event, or if any other type of incident occurs, notify the police or other authorities as appropriate, then contact IAM.

CONTACT: admin@artsandmedia.net so we can assist in determining the appropriate next steps



POLICY AGAINST HARASSMENT

The following is adapted from the IAM Employee Handbook and applies to the entire IAM community of fiscally sponsored projects, staff, volunteers, vendors, and all other community participants

We are committed to providing an environment that is free of unlawful discrimination and harassment. In keeping with this commitment, we maintain a strict policy prohibiting sexual harassment, as well as harassment based on race (including traits associated with race), color, religion, religious creed (including religious dress and grooming practices), sex (including pregnancy, breastfeeding, childbirth, or related medical conditions), national origin, ancestry, age, marital status, physical disability, mental disability, medical condition, genetic information, gender, gender identity, gender expression, sexual orientation, military and veteran status, any combination of these protected statuses, or any other basis protected by state or federal laws, local law, or ordinance. Our policy prohibits all employees from engaging in harassment whether directed toward applicants, interns, other employees, or non-employees with whom IAM has a business, service or professional relationship. Similarly, all non-employees are prohibited from engaging in harassment at IAM. This policy prohibits harassment in any form, including verbal, physical, sexual and visual harassment.

Harassment Defined

Harassment includes, but is not limited to:

- Verbal harassment (for example, epithets, derogatory statements, slurs, derogatory comments or jokes);
- Written harassment (for example, sending offensive emails or text messages);
- Physical harassment (for example, assault or inappropriate physical contact); and
- Visual harassment (for example, displaying derogatory posters, cartoons, drawings or making derogatory gestures);

that is based on a protected status described above and sufficiently offends, humiliates, distresses, or intrudes upon a person, so as to disrupt the person's emotional tranquility in the workplace, affect the person's ability to perform the job as usual, or otherwise interfere with and undermine the person's personal sense of well-being.

Sexual harassment includes the conduct above, when based on sex, as well as other unwelcome conduct of a sexual nature, including:

- making unwanted sexual advances;
- making or threatening reprisals after a negative response to a sexual advance;
- leering or making sexual gestures;
- displaying sexually suggestive objects or pictures, cartoons, posters, or Internet graphics
- making derogatory comments, slurs, or jokes;
- making verbal or graphic comments about a person's anatomy;

- using sexually degrading words to describe someone; and
- unauthorized touching, or blocking movement.

Sexual harassment is defined as any unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature which (1) has been made either explicitly or implicitly as a term or condition of an individual's employment, (2) is used as a basis for employment decisions such as promotions and benefits affecting such individual, or (3) substantially interferes with an individual's work performance or creates an intimidating, hostile, or offensive working environment

Reporting and Investigation

Any person who believes they have been subject to harassment in violation of this policy is encouraged to promptly report the incident(s), the names of the individuals involved, and then names of any witnesses to your direct supervisor or the Executive Director. All incidents involving the Executive Director should be reported to any member of the IAM Board of Directors. All persons should immediately report any incidents of harassment they witness to these same individuals. Anyone who receives a complaint of harassment should immediately report it to one of the above individuals. No person need fear any reprisal for reporting harassment. All reports will be taken seriously and investigated immediately. After a report is received, a thorough and objective internal investigation will be undertaken immediately. If IAM determines that there has been a violation of this policy, effective remedial action will be taken in accordance with the circumstances involved. Remedial action can range from a verbal or written warning up to and including immediate termination, depending upon the circumstances. Non-employees may be warned and could lose their business, service, or professional relationship with IAM. Your cooperation with this internal investigative process is crucial. No one should not discourage other persons from using this internal procedure. IAM will make a prompt, thorough, and objective investigation of all such claims and take appropriate corrective action.

Any person who knowingly makes a false claim of harassment, discrimination, or retaliation, will be subject to discipline, up to and including immediate termination of their business, service, or professional relationship with IAM.

Supervisors and managers have an obligation to report sexual or other harassment, discrimination, or retaliation of which they become aware. Supervisors and managers who observe such conduct or who receive any complaint of misconduct must report the conduct or complaint to the Executive Director so that an investigation can be made and corrective action taken, if appropriate.

No Retaliation

Whatever action is taken to correct the situation will be made known to the complaining individual. IAM will not retaliate against you for making a complaint and will not tolerate or permit retaliation by management, employees, and/or non-employees directed at anyone. IAM encourages persons to report any incidents of harassment forbidden by this policy immediately so that complaints can be quickly and fairly resolved.

EMPLOYEE COMPLAINT FORM

Independent Arts & Media takes all complaints - including those of discrimination, harassment, unethical conduct or safety violations - as serious matters. So that we may properly investigate your concern, you are requested to be specific and to provide as many facts as possible.

Please use additional sheets of paper where needed. After a prompt and thorough investigation into your complaint, you will be notified of the company's intended action. Thank you.

Your Name: _____

Today's Date: _____

Date that the event occurred: _____

(If more than one event, please report each event on a separate form.)

Where did the specific event occur?

Who was involved?

Please explain what occurred in as much detail as possible:

How did you respond, what did you do?

Were there any witnesses to this specific event? (If yes, please provide their names)

Do you know of any others with similar complaints? (If yes, please provide their names)

What would be your desired outcome as a result of the investigation?

I declare that the facts set forth in this complaint form are true and accurate pursuant to the penalty of perjury under the laws of this State.

Signature

Date

Please return this form along with any supporting documentation to any member of management designated to accept complaints.

Overview of IAM Financial Management

What is Mazlo?

Mazlo is IAM's online platform for managing *your day-to-day financial activity*. IAM will maintain a Mazlo account in the name of your fiscally sponsored project, which will serve as a bank account unique to your project. Through this account, you will have the ability to:

- ❖ Add and manage **Team Members** to view financial activity and submit Payment Requests
- ❖ Easily create and manage **Donation Campaigns** for online fundraising; receive email notifications of new online donations
- ❖ Update **Contact Profiles** of your funders and payees; view their complete donation and transaction histories
- ❖ Submit **Payment Requests** for paper checks and ACH electronic transfers; view the current review status of pending Payment Requests
- ❖ Generate **Profit & Loss Reports** of all financial activity in Mazlo
- ❖ View your complete **Transaction** activity of deposits and payments in real time
- ❖ View your currently available balance as Transactions are completed
- ❖ Receive email notifications of Transaction activity, including notifications of new deposits and completed Payment Requests
- ❖ Make **Mobile Deposits** of paper checks directly to your Mazlo account
- ❖ Access **Tax Acknowledgments Letters** for all donations made in Mazlo

Contact IAM's Operations Manager, Miguel Morales, for a Mazlo orientation "tour" at miguel@artsandmedia.net.

Please note that Mazlo financial data is limited to *only activity that takes place in Mazlo*. IAM will conduct a complete accounting of your financial activity monthly, which is then reconciled in Quickbooks by an outside, independent financial consultant.

IAM will also make manual adjustments to your Mazlo balance, as needed monthly, for activity happening outside of Mazlo (eg, restricted grant activity, Flipcause online donations).

** [Login HERE to access MAZLO](#)

** Visit the [MAZLO HELP CENTER](#)

** Contact the Mazlo Support Team: support@mazlo.com

Primary Financial Reports

As noted above, IAM will conduct a complete accounting of your financial activity on a monthly basis, which is then reconciled in Quickbooks by an outside, independent financial consultant.

Financial spreadsheets generated by Quickbooks will be uploaded and saved to a **Shared Google Drive folder** maintained by IAM on a **quarterly basis** (or monthly upon special request). We recommend bookmarking a link to your Shared Google Drive folder for easy access during your fiscal sponsorship.

**** The spreadsheets in your Shared Google Drive folder should be considered the primary financial reports for your project.** As noted above, Mazlo data only reflects activity in Mazlo – IAM will make adjustments to your activity monthly to account for activity outside of Mazlo, including releases of grant restricted funds.

What's in My Financial Reports Folder?

Quarterly, if your project had any income or expense activity during the previous quarter, the IAM Finance team will update two reports in your Shared Google Drive folder:

- **Available Cash Balance** (*saved in the main folder*)
- **Transaction Detail YTD** (*saved in a sub-folder by year and quarter*)
- **Income & Expense Report YTD** (*saved in a sub-folder by year and quarter*)

If your project has restricted grant funds, we'll also upload a report called **Restricted Grants** whenever there's a change in your restricted grants.

[HERE is a complete Guide to Your IAM Financial Reports](#)

Please contact IAM if you require an additional type of financial report that is not automatically generated for you. For example, some funders may request an annual Balance Sheet or Profit & Loss Report of a different fiscal year.

Salesforce Donor History

IAM maintains a complete record of all of your project donors in a Salesforce CRM database, which is updated *annually*. If you would like a downloaded record of your past donor history – including donor name, date, amount, and contact information (email, telephone, address to the extent provided by the donor), please send this request to IAM by email.



Money In!

Donations & Deposits

- **Cash Donations** are generally received electronically via Mazlo (or other IAM-approved online payment system). You will receive email notifications of online donations directly from Mazlo.
- **Checks** should be made payable to “Independent Arts & Media” with the name of the project in the check memo, and mailed to the IAM P.O. Box. (Checks payable to your project may still be deposited into your Mazlo account.) IAM will notify you by email when checks are received in the mail for your project.
- **If you receive a cash or check donation directly** (eg, by mail or during a special event), these funds must be deposit with IAM. You may either (1) mail the check to the IAM P.O. Box (pickup is weekly), or (2) *mobile deposit* the funds directly into your Mazlo bank account.
 - For any in-person cash donor that would like a donor acknowledgment letter, please provide IAM with their name, mailing address or email, date of donation, and amount of donation.
 - *You should schedule a training with Miguel before you begin any mobile deposits into Mazlo. Visit the [MAZLO HELP CENTER](#) for more information about mobile deposits.*
- If a donor would like to send their gift by **ACH or Wire Transfer**, provide them with your Mazlo bank account information. When this deposit is received in your Mazlo account, you will need to (1) update the Transaction to include the Contact name and applicable Accounting Code (eg, Individual Donation, Corporate Donation), and (2) update the donor’s Contact profile with their mailing address or email. The Contact’s profile information will be used to send their tax acknowledgment letter.
 - *Visit the [MAZLO HELP CENTER](#) for more information about updating Transactions and Contact profiles.*
- **Electronic Deposits from Third Party Platforms:** You may use your Mazlo bank account to receive deposits from third party platforms like *Patreon, Eventbrite, Stripe, etc.* However, you must contact IAM *before* attempting these deposits so we can configure your Mazlo account to receive these outside transfers. *The transfer will be rejected if you don’t notify IAM first.*
 - Each time a deposit is received, you must *update the Transaction* with an Accounting Code, Description, and, if available, a supporting document verifying the transaction.

- **Donor Advised Funds (DAF)** are essentially a charitable investment account set up for the sole purpose of supporting charities. Contributions to these accounts are considered a tax deduction at the time of deposit in the DAF – then over time, the account holder can make recommendations to send gifts to specific charities. When making a gift from a Donor Advised Fund, your donor ***must identify IAM as the nonprofit recipient*** for the purpose of benefiting your project. These funds can take anywhere from 4-6 weeks to be received by IAM (by either check or ACH), and we are generally not provided with advance notice until the deposit is received.
- Many companies offer **Corporate Matching Donations**, where companies donate to charities previously supported by their employees. Some companies (e.g., Google, Apple, Genentech) use platforms such as ***Benevity*** to process these donations; other companies manage their corporate matching internally (e.g., Salesforce). ***You should encourage your individual donors to ask their employer whether they offer a matching gift program!*** The employee will be instructed on how to use their company’s system and should ***select IAM as the nonprofit recipient*** with your project named as the intended “program.” These funds can take anywhere from 6-8 weeks to be received by IAM (by either check or ACH), and we will not receive advance notice from the employer or Benevity prior to the deposit.
- For **Stock Donations**, please contact IAM for our brokerage account information. Please also provide the donor’s name, mailing address or email, and, if possible, the name of the stock being donated. Upon receipt of the stock, IAM will immediately convert the stock to cash for transfer to your Mazlo account. IAM is not responsible for any changes in value to stock received on behalf of its Affiliates.
- **In Kind Donations** are donated *tangible items* (such as auction gifts, food, beverages for special events). These should be delivered to you directly. If the donor would like a tax acknowledgement letter, the Affiliate must provide IAM with the donor’s name, mailing address or email, a detailed description of the donated item, date of donation, and a fair market value of the tangible item. IAM will use this information to prepare the donor acknowledgment letter. At this time, IAM does not accept vehicle donations. At its sole discretion, IAM may charge an administrative fee for in kind donations.
 - Please use the ***In Kind Donations Spreadsheet*** on the [Member Center](#) if you are reporting multiple in kind donations at a time.
 - Your donors should consult their own tax professional about the deductibility of any in kind donation on their taxes. IAM cannot provide tax or legal advice to your donors.
- To create a **Facebook or Instagram Fundraiser**, first select IAM as the nonprofit to receive the funds, then create a campaign title with your project’s name. When Meta sends the funds to IAM via PayPal Giving Fund (typically at the end of each month for the prior month’s donations), we will use the campaign title to calculate how to allocate funds between our projects.

- **Crowdfunding:** [Visit the IAM Member Center](#) for more information on how to Crowdfund as an IAM Affiliate.

Donor Acknowledgment Letters

IAM is responsible for providing tax acknowledgment letters for donations received for your project.

Donor acknowledgment letters for *online donations received via Mazlo* will be sent by email.

Acknowledgments for all other donations (paper checks, ACH transfers) will be mailed quarterly by USPS to the donor's Contact address in Mazlo.

If a donor requests their acknowledgment letter sooner, you can either download these directly from Mazlo or contact IAM for support.

For Affiliates with legacy PayPal donors: At the end of each calendar year, IAM will send a single tax receipt by email to any PayPal donor giving \$250 or more total per year via PayPal.



Money Out!

Model A Payment Procedures

- All payment requests from your project's restricted fund must be submitted online using the [Mazlo payment platform](#). IAM does not accept payment requests submitted by email.
 - Mazlo will process payments by sending paper checks or ACH electronic transfers to your Contacts. You may submit a [Special Circumstances Request](#) in the IAM Member Center should you need an alternative payment method (eg, IAM's credit card; PayPal or wire transfers to international payees), subject to IAM approval.
- **Payment Requests are disbursed on the 10th and 25th of each month**, or the following business day if the payout date falls on a weekend or holiday. All Payment Requests must be submitted 2 business days prior to the intended payout date. If you submit late, it is within IAM's sole discretion to approve the request for immediate payment or to wait until the next payout period.
- **When submitting Payment Requests in Mazlo:**
 - **Create a *Contact* for the Payee:**
 - The Contact Profile must identify their *legal name* for payment purposes; *optional*: you are welcome to include their chosen name or stage name in the Title field.
 - Confirm that their *payment information* is up to date: (1) mailing address for a paper check, or (2) phone number AND bank information for ACH transfers [any phone number is acceptable, including entering IAM's (415) 738-4975]
 - For Vendors paid for services, upload their *signed IRS form W9* to their Contact profile under *Other > Attachments*
 - **Create your new Payment Request:**
 - **Select your *Payment Method*:** ACH or Mail Physical Check
 - **Select your intended payment *Recipient*:** This will auto-populate from your Contacts

- Create a *Line Item* for each type of expense and identify:
 - *Accounting Code*
 - *Dollar Amount*
 - *Description* of how the funds are being used to support your project; be sure to include the expense purpose and period of time (eg, “Office rent, October”)
 - *Supporting Document* (eg, invoice for services, receipts for reimbursement)
 - *Grant Name* if you are requesting funds from a *specific Restricted Grant*
 - If you are requesting funds from a specific Restricted Grant, but the grant does not appear in your Grant Name filed, please identify this grant in the Description.
 - As a Model A Affiliate, *every Line Item must include a supporting document* to verify the expense.
 - **For reimbursements**, the supporting document must clearly identify:
 - who made the payment
 - what was purchased
 - when the purchase was made
 - how much was paid
 - **For vendors, contractors, and service providers**, every Payment Request must include an invoice that clearly identifies:
 - Vendor’s name that matches the Contact’s W9 form
 - type of services provided
 - service dates
 - rate of compensation (eg, hourly rate, flat rate of services)
 - amount due
 - *Never directly pay people for services* to your project. This will complicate IAM’s record-keeping for preparing the IRS form 1099s on behalf of your project. All payments for services must be sent by IAM directly via the Mazlo Payment Request process.
 - All Payment Request must be reviewed and approved by two IAM staff persons. If needed, we will contact you with any questions about your Payment Requests during the approval process.
 - If you have turned on Mazlo notifications, you will receive email updates when your Payment Requests are reviewed and approved.
- [**MAZLO Help Resources & Videos**](#)

**** Model A: Payments to Contractors versus W2 Employees:**

To ensure compliance with all state and federal employment laws regarding employee classification, ***you must identify to IAM in advance:***

- **All persons performing services to your project**
- **Anticipated payment amounts**
- **Scope of services to be performed**

IAM reserves the right to require that certain persons become ***W2 employees*** of IAM or enter into a written independent contractor agreement for their services, in IAM's sole discretion.

Petty Cash & Debit Card Policy

In its sole discretion, IAM may provide an Affiliate with a petty cash advance in the form of:

- **Mazlo Debit Card ¹**
- **Cash Advance**

IAM will assess a request for Petty Cash based on: (1) the Affiliate's available unrestricted funds (current cash balance), or (2) a request to release restricted grant funds so long as the purchase is an appropriate use of such funds (example: request to purchase event supplies using a grant restricted for that specific event).

All requests for Petty Cash must be approved by IAM Executive Director Lisa Burger.

All Mazlo Debit Card holders must have an active Team Member Login with phone number and email.

Use of Petty Cash: Petty Cash must be used solely for the purpose of Model A expenses. If a request for Petty Cash is for funds from a restricted grant, the petty cash funds may only be used in a manner consistent with the applicable grant agreement and/or approved budget. Absent pre-approval by IAM, ***Petty Cash must never be used to pay staff or contractors for services rendered.***

Lost, Stolen, or Misused Petty Cash: Any Mazlo card provided by IAM must be stored in a secure, locked location. If a Mazlo card is lost, stolen, or deemed by IAM to have been used in a manner not appropriate for the Affiliate project, such funds will not be refunded to the Affiliate.

Contact IAM immediately if your Mazlo card is lost, stolen, or misplaced so that IAM can block future use of the card. You should also immediately notify Mazlo at support@mazlo.com.

Should an Affiliate experience multiple incidents of loss, theft, and/or inappropriate use of Petty Cash, IAM will cancel the Affiliate's privilege of requesting Petty Cash.

IAM reserves the right to deny any request for Petty Cash for any reason.

¹ All policies and requirements for Mazlo Debit Cards will also apply to any Model A still using PEX pre-paid cards.

Petty Cash Reconciliations

All Petty Cash *activity must be reconciled by the 5th of the month following date of the Transaction.*

For all Mazlo activity, each Transaction must be updated online with:

- (1) Accounting Code (“Tag” in PEX);
- (2) Description (“Comment” in PEX); and
- (3) Uploaded receipt to confirm the expense.

Any Mazlo purchase not reconciled on time will be assigned the Accounting Code “Other G&A Expense” in your financial reports until reconciliations are completed.

For all Cash Advances, the Affiliate must provide IAM with a receipt(s) of purchase fully documenting what was purchased, when it was purchased, and in what amount paid. Affiliate is also responsible for returning any unused Petty Cash that was advanced.

All unreconciled cash will be assigned the Accounting Code “Other Program Personnel,” which will then become taxable income on an **IRS Form 1099** to the Affiliate personnel who received the cash advance.