FOR PROFIT ADMINISTRATION AND FINANCIAL MANAGEMENT (AFM)

AFM 1: Purpose
Mission Alignment

- See mission statement

AFM 2: Strategic and Annual Planning
Planning and Oversight

- Strategic and annual planning procedures
- Long-term strategic plan
- Review of service population demographics
- Assessment of strengths and weaknesses
- Community Demographic Profile
- Annual plans
- Meeting minutes where mission fulfillment and strategic planning were discussed

AFM 3: Community Involvement and Advocacy
Stakeholder Engagement

- Stakeholder advisory group procedures
- Community Demographic Profile
- See Governing Body data, when applicable
- Copies of PSAs, newspaper articles, other print media, or communication methods used within the past 12 months
- Documentation of participation in community advocacy efforts
- Minutes of stakeholder advisory group meetings/agendas/meeting schedules for the previous 12 months

AFM 4: Administrative Oversight
Governance Structure and Role Clarity

- Chart indicating responsibilities (policy adoption, strategic/annual planning, budgeting, audits, financial management, risk, HR)
- Description of the role of the owner(s) in day-to-day operations
- Policy manual
- Governing body list with titles, affiliations, and brief biographies
- Governing documents detailing board roles/responsibilities (by-laws, board manual, etc.)

AFM 5: Conflict of Interest
Transparency and Ethics

- Conflict of interest policy
- Ethical referral policy
- Policy prohibiting preferential treatment
- Meeting minutes documenting conflicts of interest discussions from the previous 12 months

AFM 6: Protection of Reporters of Suspected Misconduct

Disclaimer: *This document is intended solely as a reference checklist to support Accreditation/Certification preparation efforts. For comprehensive requirements and guidance, please refer to the full For-Profit Administration and Financial Management COA Accreditation Standard.*

Safe Reporting Environment

- Policy protecting reporters of suspected misconduct
- Procedures for reporting suspected misconduct
- Documentation of grievances/incidents related to retaliation

AFM 7: Internal Control Environment
Financial Control Policies

- Internal financial control manual that includes policies and procedures

AFM 8: Revenue and Investments
Investment and Revenue Oversight

- Investment policy
- Results of most recent investment review
- See breakdown of funding sources as a percentage of budget

AFM 9: Financial Planning
Budgeting and Financial Health

- Budget planning procedures
- Annual Budget
- Sample of monthly analysis of financial performance
- Operating reserves policy
- Meeting minutes reflecting budget planning and financial report review for the previous 12 months

AFM 10: Financial Accountability
Audit and Certification

- Most recent audit or review and the accompanying management letter
- Written certification by owner and financial officers

AFM 11: Financial Management
Accountability and Staff Capacity

- Financial management and accounting procedures
- Job description of the person responsible for managing financial accounts
- Resume of the person responsible for managing financial accounts
- Procedures regarding protection of client funds and assets
- Documentation tracking staff completion of training on the accounting system

AFM 12: Fundraising
Fund Development Transparency

- Fundraising policies
- Fundraising procedures
- Analysis of costs and benefits for sample of fundraising activities
- Financial statements/reports
- Annual Report

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