

2015 RurAL CAP Annual Report



Rural Alaska Community Action Program, Inc.
Healthy People, Sustainable Communities, Vibrant Cultures

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CREDITS

- Design and Layout:** Angela Gonzalez
- Photos:** RurAL CAP Staff
- Cover Photo:** Elder Mentor Marsha Ayuluk works with a Chevak Head Start child, Ryder Night, to learn new and important skills for kindergarten readiness. Photo by Charlie Ess
- Back Cover photo:** Chevak in winter. Photo by Jolene Firmin-Telford

Summer photo outside Nome, Alaska. Photo by Angela Gonzalez

Mission Driven

The Rural Alaska Community Action Program, Inc. (RurAL CAP) is a private non-profit organization working to improve the quality of life for low-income Alaskans. Founded in 1965, RurAL CAP commemorated 50 years in 2015.

VISION

Healthy People, Sustainable Communities, Vibrant Cultures

MISSION STATEMENT

To empower low-income Alaskans through advocacy, education, affordable housing and direct services that respect our unique values and cultures

CORE VALUES

Action ≈≈≈ Effectiveness ≈≈≈ Honesty ≈≈≈ Respect

RurAL CAP recognizes the unique values and way of life of rural Alaskans. It plans its activities with input from and respect for the people it serves. It follows the belief that rural Alaskan communities have the right to maintain their cultural heritage and close relationship to the land while protecting their economic and human potential.

2015 BOARD OF DIRECTORS

Executive Committee

President..... Jacqueline Dailey
Vice President..... Ted Angasan
Secretary/Treasurer..... Margaret Roberts
Committee Member Steve Morris
Committee Member Nikole Nelson
Committee Member Chris Simon

Target Area Representatives

Alaska Native Brotherhood..... Jacqueline Dailey
Aleutian/Pribilof Islands Association..... Zenia Borenin
Assoc. of Village Council Presidents..... Christina Changsak
Bristol Bay Native Association..... Ted Angasan
Central Council Tlingit-Haida Marvin Adams
Child Development Policy Council..... Andrea Knowles
Chugachmiut..... Mark Hoover
Copper River Native Association..... Tonilee Jackson
Kawerak Steve Longley
Kodiak Area Native Association Margaret Roberts
Maniilaq Association Percy Ballot
Tanana Chiefs Conference Nancy James

Private Sector Representatives

Alaska Legal Services Corporation..... Nikole Nelson
Alaska Municipal League Betty Svensson
Alaska Village Initiatives..... Myrna Torgramsen
First National Bank Matthew Anderson

Public Representatives

Alaska Bush Caucus Rep. Sam Kito III
Alaska Cooperative Extension Service Leslie Shallcross
Alaska Dept. of Education & Early Dev. .. Chris Simon
Atmautluak Traditional Council..... Moses Pavilla
Office of the Governor of Alaska..... Gerad Godfrey
Municipality of Anchorage..... Steve Morris
North Slope Borough..... Doreen Leavitt
University of Alaska, Fairbanks Dr. Jeane Brenig

Ethan Ruerup participates in a subsistence camp learning how to harvest and preserve salmon in Hoonah. Photo by Darlene See



Making a Positive Difference

MESSAGE FROM THE BOARD PRESIDENT AND EXECUTIVE DIRECTOR

Dear Friends,

As the only Community Action agency in Alaska, RurAL CAP was founded in 1965 and marked its 50th anniversary in 2015. For the past 50 years, the lives of tens of thousands of Alaskans have been touched and improved by the people and programs of RurAL CAP. Programs like Head Start, weatherization, affordable housing, and job training have helped communities throughout Alaska.

RurAL CAP's success during the past fifty years is due to our many leaders, strong partnerships and dedicated staff. We are grateful to local, tribal, municipal, regional and other organizations who work to build sustainable communities. Partnerships complement and strengthen, rather than duplicate available expertise and resources. Many of RurAL CAP's partnerships are working for our communities and help ensure continued services.

As we look back at our rich history, we see a wide range of organizational accomplishments and results including:

- Providing opportunities for Alaska Native leaders to participate in the settlement of land claims;
- Strengthening tribal governments and protecting subsistence hunting and fishing rights;
- Serving more than 30,000 children in Head Start and Early Head Start;
- Providing over 2 million nutritious meals to Head Start children;
- Weatherizing more than 10,000 homes statewide;
- Improving the electrical energy-efficiency of more than 2,000 homes through Energy Wise;
- Developing 234 units of affordable and permanent supportive housing in Anchorage for individuals with limited credit and rental history and the homeless;
- Serving 557 individuals at Homeward Bound, a transitional housing facility for the homeless;
- Building 50 Self-Help Homes for families in the Kenai area; providing first-time home buyers an opportunity for affordable home ownership;
- Providing more than 1.5 million hours of service through VISTA and AmeriCorps programs to 100 communities statewide focusing on capacity building, energy efficiency and wellness;
- Co-hosting the Rural Providers' Conference for 32 years by embracing traditional Alaska Native knowledge and leading the sobriety movement;
- Providing services to more than 18,000 low-income Alaskans annually and serving as the state's largest partner for Head Start, AmeriCorps and Weatherization programs;
- Providing 250 small grants to rural communities through the RurAL CAP Foundation; and
- Supporting more than 350 local Toyostove dealers and small businesses through our for-profit wholesale distributor, Rural Energy Enterprises.

Ultimately, we measure our value as an organization based on the results and changes made in the lives of the people we serve. Remaining mission driven, attracting and retaining committed Board members and high performing employees, and maintaining strong partnerships are critical components to RurAL CAP's future success.

Thank you for your support during the past 50 years. RurAL CAP will remain focused on our mission to empower low-income Alaskans through advocacy, education, affordable housing and direct services that respect our unique values and cultures. Together we can do what we cannot do alone.

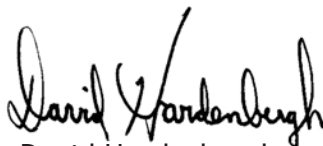
Sincerely,



Jacqueline Dailey, President
Board of Directors



Jacqueline Dailey, Board President and
David Hardenbergh, Executive Director



David Hardenbergh
Executive Director

Melinda Kokrine picks berries in Mountain Village, an activity supported by the Youth Development and Culture Grants Program. Photo by Cletus Beans



Agency Overview

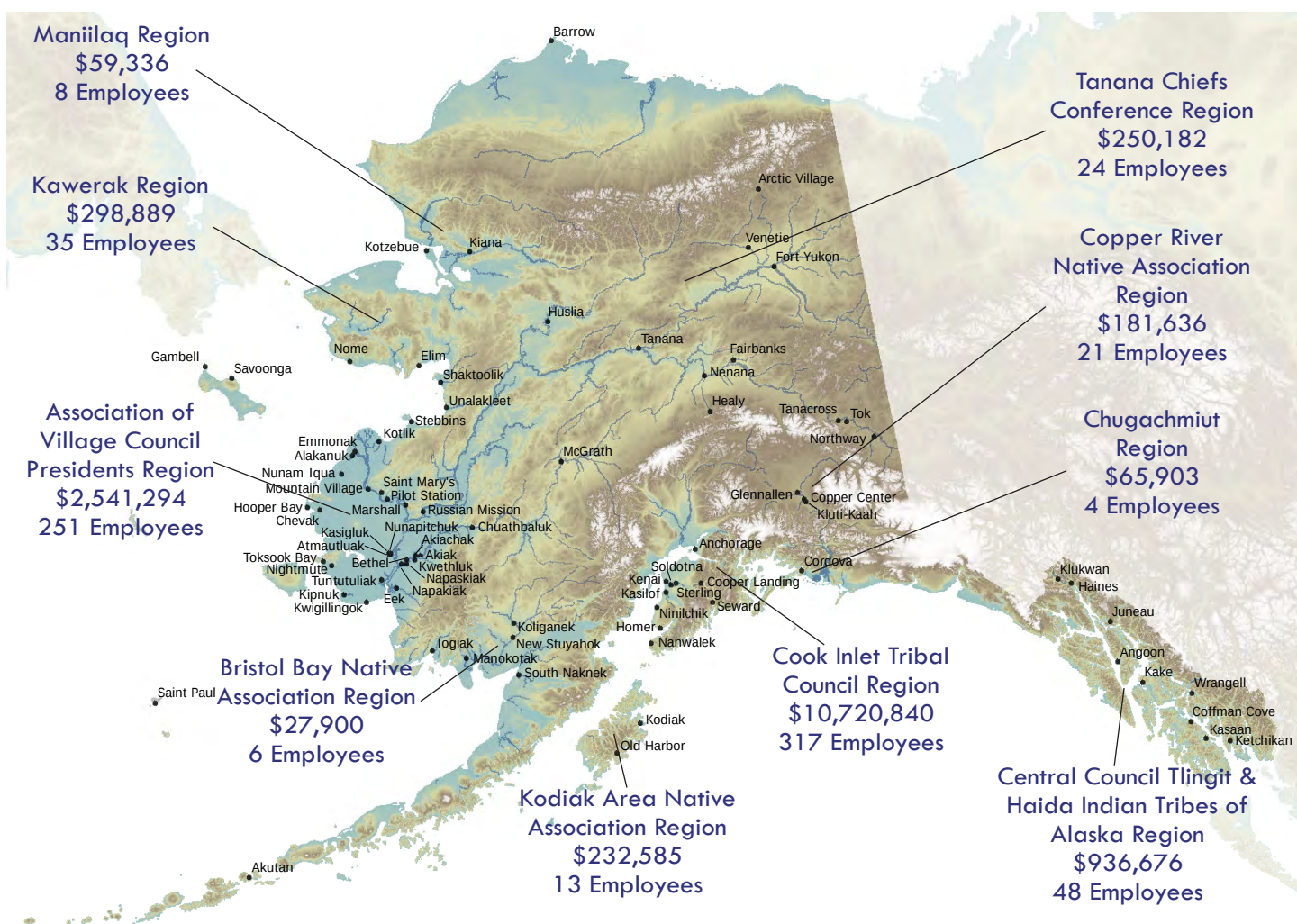
The Rural Alaska Community Action Program, Inc. (RurAL CAP) is a private, statewide, nonprofit organization established in 1965. Governed by a 24-member Board of Directors, RurAL CAP is one of the largest and most diversified nonprofit organizations in the state. For 50 years, RurAL CAP has promoted self-sufficiency in Alaska, fulfilling the mission to improve the quality of life for low-income Alaskans through education, training and providing direct services. The organization offers programs that find positive, culturally responsive solutions to local issues by focusing on measurable results and actively engaging community members.

With the vision “Healthy People, Sustainable Communities, Vibrant Cultures,” RurAL CAP builds capacity in partnership with local communities through the delivery of quality services and program management. Head Start, Weatherization, AmeriCorps and Supportive Housing continue to be the largest programs.

The agency operated on \$43 million in fiscal year 2015, which included \$35 million for nonprofit services and \$8 million for its for-profit subsidiary, Rural Energy Enterprises. Although RurAL CAP’s central office is located in Anchorage, the majority of its employees, as well as the majority of its Board members, live and work in rural Alaska. During 2015, RurAL CAP employed 727 people in 60 communities statewide.

For the next fifty years, the lives of many Alaskans will continue to be touched in some way by the people and programs of RurAL CAP. Strong leadership, partnerships and dedicated staff will help ensure our programs are sustainable. As for the next 50 years, we will remain focused on fulfilling our vision of healthy people, sustainable communities and vibrant cultures.

Economic Impact Map of RurAL CAP Wages Paid in FY2015



Early Childhood Education

The Child Development Division provides services to prenatal women, children and families in 28 communities across Alaska. The programs offered by the Division include Head Start, Early Head Start, Parents as Teachers, and an early child care facility in Anchorage. Children who attend high quality, culturally respectful and meaningful early education programs are more likely to graduate from high school on time, attend a four-year college, own a home and raise healthy families. The Division operates under strict federal and state regulations, which require a well-trained staff and close monitoring of its programs. The Division programs are designed to facilitate parent involvement and community collaboration. Programs promote the basic belief that parents are the child's first and best teacher. Children receive services that promote positive socio-emotional development, healthy practices, cultural richness and school readiness.



Olivia Young and Tiana Albert play at the Tok Head Start. Photo by Andrea Sitton

2015 Early Childhood Education Highlights

- Provided early childhood services to 1,455 children in 28 communities
- 176 Parents as Teachers families reported improved parenting skills related to positive discipline and development
- 102,750 nutritious meals were served to children in 24 communities helping children learn and maintain good health
- 1,226 children received age appropriate development screenings
- 263 out of 380 Head Start four year olds demonstrated kindergarten readiness in math
- 467 volunteers donated 3,892 hours in support of the Head Start and Early Head Start programs
- 26 Parents as Teachers staff received 812 hours of training

Looking Forward: Using Technology to Increase Food Program Reimbursement Rates

New technology and standardization have increased the reimbursement rates from the Alaska Child Nutrition Program. This program provides the meal service for Head Start, Early Head Start and the Child Development Centers. The expanded internal system includes a food service database that calculates the amount of food that needs to be served in order to meet USDA requirements. The database provides information about required portions of particular food groups and what type of foods to serve. This redesigned system simplifies the calculations cooks need when determining such things as portion size and food groupings.



A St. Mary's Head Start child dances at an event. Photo by Amy Modig

2015 Early Childhood Education Program Sites

Child Development Center Anchorage

Head Start and Early Head Start Sites

Akiak*	Kwethluk*
Alakanuk	Marshall
Anchorage	Mountain Village
Chevak	Napaskiak
Emmonak	Nunapitchuk*
Haines	Pilot Station*
Homer	Savoonga
Hooper Bay*	St. Mary's*
Kake	Stebbins
Ketchikan	Sterling
Kluti Kaah	Tok
Kodiak	Toksook Bay

*Also an Early Head Start Site

Parents as Teachers Sites

Alakanuk	Marshall
Anchorage	Mountain Village
Chevak	Napaskiak
Copper Center	Savoonga
Emmonak	Seward
Glenallen	Stebbins
Haines	Tanacross
Kake	Tok
Ketchikan	Toksook Bay
Kodiak	



Children get ready to play outside at the Kake Head Start. Photo by Dorothy Erickson

Environment

The Community Development Division provides training, education, resources, and service opportunities to low-income Alaskans to improve environmental conditions and build capacity. The Division focuses on local solutions that are culturally appropriate and achieve measurable results.

The Division includes three national service AmeriCorps and VISTA programs. Each year, RurAL CAP supports up to 47 AmeriCorps and VISTA members in 20 communities across Alaska. RurAL CAP AmeriCorps Members are recruited locally to address community issues and implement local solutions to those concerns. The program brings benefits to the community and to the AmeriCorps member by providing training, a monthly allowance, and an education award of \$5,730 upon successful completion of the service year. The AmeriCorps programs include Building Initiatives in Rural Community Health (BIRCH), the Rural Alaska Village Environmental Network (RAVEN) and the Elder Mentor program.



RAVEN AmeriCorps Site Supervisor Brian Abraham coordinated a large scale community cleanup in Togiak. Left-right: Charity Andrews, Aaliyah Upton, Kiara Wassilie and Brian Abraham. Photo by Charlie Ess

2015 Environment Highlights

- 47 locally hired rural AmeriCorps and VISTA members increased their employment skills and dedicated 50,375 hours of service in 20 communities
- 23 YKHC Solid Waste Management tribal and city council grantees increased their capacity to successfully administer grants and provide solid waste services
- RAVEN, BIRCH, and VISTA members engaged 2,699 volunteers who contributed 10,897 hours to service activities
- Provided solid waste training & technical assistance to 53 communities with support from the EPA Solid Waste Management Partnership
- 20 RAVEN AmeriCorps members improved 2,305 acres in rural communities
- Diverted 42,000 pounds of materials either through recycling or backhaul from rural dumpsites

Looking Forward: Delivering High Quality, Well-Managed Solid Waste Services

RurAL CAP's Solid Waste Management Grant Program partnership with the Yukon Kuskokwim Coastal Assistance (YKCA) Program protects coastal areas and wetlands in the Yukon-Kuskokwim Delta by improving solid waste management. Projects include support for landfill equipment, burn-units, fencing, repair of landfill access routes, signage, and hazardous waste backhaul. To date, RurAL CAP has awarded \$1.58 million through 31 grant agreements. During 2015, RurAL CAP awarded and managed 23 grants.

This grant-making program provides communities with significant, capacity building support in grant management. All project managers receive fiscal and programmatic training at the beginning of the grant period. One-on-one grant management support is provided to project managers. RurAL CAP helps support communities by contracting directly with vendors for equipment purchases and other large purchases.



Community leaders gather in Nunam Iqua to discuss solid waste issues as a part of the Yukon Kuskokwim Coastal Assistance program.

Photo by Carin Finch

2015 Environment Programs

**Rural Alaska Village
Environmental Network
(RAVEN) AmeriCorps
Solid Waste Projects**



Enclosed collection bins are built off the ground to keep waste contained and animals out of the trash. Photos by Lena Foss

Health

In addition to environmental services, the Community Development Division provides training and education services to promote health such as the Youth Development and Culture programs, the Elder Mentor AmeriCorps Program, the Rural Provider's Conference, the Building Initiative in Rural Community Health (BIRCH) AmeriCorps Program, Growing Up Tobacco Free and the Resource Basket, a program supporting Alaska Native youth success. Elder Mentors help children with school work, model positive social and cultural values and provide emotional support to children. A partnership with the Alaska's Division of Juvenile Justice and the First Alaskans Institute supports youth culture grants for Alaska Native culture camps, subsistence activities, and youth leadership training. Alaska's Division of Behavioral Health supports a partnership with Kawerak, Inc. and a community wellness coalition in Nome to address the issues of underage and binge drinking in 21-44 year olds.



A youth in Sleetmute collects greens and picks berries in an activity supported by the Youth Development and Culture Grants Program. Photo by Ellen Yako



Andrea Irrigoo of Nome concluded her keynote address at the 2015 Rural Providers' Conference by dancing with the audience. Photo by Angela Gonzalez

2015 Health Highlights

- 199 youth participated in Youth Development and Culture Grant learning experiences
- 135 individuals from 56 communities reported an increase in knowledge or skills as a result of Resource Basket technical training and assistance services
- 59 Elder Mentor volunteers provided 45,156 hours of school readiness and academic engagement and performance support to 504 children in Pre-K, K-12 and correctional settings
- 153 Head Start/Early Head Start children showed improved physical health as demonstrated by receipt of treatment and follow up for identified health concerns
- 450 people engaged in substance abuse prevention, treatment and wellness education through the 2015 Rural Providers' Conference
- 32 Head Start staff received training in tobacco prevention and cessation education resulting in 108 quit attempts with 34 successful quits among Head Start families

Looking Forward: Resilient Alaska Youth

The first group of Resilient Alaska Youth AmeriCorps Members will begin their year of service 2016. This program is the newest addition to RurAL CAP's family of national service programs that include the Elder Mentors and VISTA programs. Recruited from remote, rural Alaskan communities, they are dedicated to positive youth development in order to reduce the high incidence of suicide, substance abuse and tobacco use in rural Alaskan communities.

A resilience based approach is grounded in the idea that all kids have the ability to overcome adversity and succeed regardless of their life circumstances. Using strength-based, positive youth development techniques, Resilient Alaska Youth members will host regular youth engagement activities that are tailored to enhance participants protective factors, especially their supportive relationships and cultural connectedness. These protective factors have been linked to an increase in youth resiliency and a child's ability to respond to distress.

2015 Health Programs

**Building Initiatives in Rural
Community Health (BIRCH)
AmeriCorps**

Elder Mentors

Rural Providers' Conference

**Tobacco Prevention
and Cessation**

Youth Development



Bradley Lake goes ice fishing in Hooper Bay. Photo by Jill Krueger

Housing

The Planning and Construction Division assists rural communities and low-income people by increasing affordable housing opportunities and preserving and improving existing housing. RurAL CAP is one of many organizations responsible for weatherizing homes in Alaska. The main goal of the Weatherization Assistance Program is to conserve energy. The Senior Access and Home Modifications programs provide a wide range of home accessibility measures from wheelchair ramps to roll-in showers making it easier for people with disabilities to enjoy a greater degree of independence. The Self-Help Housing program provides affordable housing for low-income families and first-time homebuyers. Qualifying families contribute home-building labor under the guidance of a skilled construction supervisor.

The Supportive Housing Division provides safe, attractive and affordable housing units in Anchorage. Affordable Housing provides rental apartments to individuals with limited credit and rental history. The Division also provides Supportive Housing which combines affordable and stable housing with services that help individuals who experience homelessness, serious mental illness and substance use disorders. An example of this type of housing is Karluk Manor. Homeward Bound, Safe Harbor, Sitka Place are other housing programs within the Division. Supportive Housing helps build strong, healthy communities by improving the safety of neighborhoods, beautifying city blocks, and stabilizing property values.



Weatherization workers build a wheel-chair ramp in Quinhagak as a part of the Home Modifications program.
Photo by Charlie Ess

2015 Housing Highlights

- Acquired Safe Harbor Inn and Sitka Place, two Anchorage-based facilities providing safe housing to low-income families
- Built 6 Self-Help homes near Soldotna for a total of 50 homes to date; new grant funding will support 11 additional units in the central Kenai Peninsula area
- Assisted 68 Alaskans with disabilities through the Senior Access and the DHSS Home Modifications programs
- Acquired 106 units of new and safe affordable housing
- 232 tenants with disabilities retained housing
- A 2015 report on Housing First programs in Alaska conducted by the University of Alaska Institute for Circumpolar Health Studies indicates tenants have fewer symptoms of depression and decreased their use of all emergency services

Looking Forward: 325 East 3rd Avenue Supportive Housing

The Supportive Housing Division has received low-income housing tax credits and a Special Needs Housing Grant to undertake the acquisition, remodel, and operations of a new permanent supportive housing complex in Anchorage. Currently known as the John Thomas Building, the 28,000 square foot commercial building was recently purchased from the Municipality of Anchorage. The property will provide 20 units of permanent supportive housing for homeless individuals experiencing mental and physical disabilities. Tenants will receive services that are built upon the principles of self-advocacy and skill building as pathways to permanent housing and community reintegration. Construction will begin in 2016.



Self-Help Housing homeowner, Robin Nardini, puts in 'sweat equity' to build her home in Soldotna.

Photo by Mi'shell French

2015 Housing Programs

Affordable Housing

Self-Help Housing

Supportive Housing

Homeward Bound

Karluk Manor

Safe Harbor

Sitka Place

Weatherization

Senior Access

Home Modifications



A Self-Help Housing homeowner, Ryan McMilin, helps build his home in Soldotna. Photo by Charlie Ess

Rural Energy Enterprises



REE sponsored Iditarod Musher Aaron Burmeister in 2015.

2015 REE Highlights

- 90% of the total sales are from Alaska
- Gross sales - \$8 million
- Top product is the Toyo Laser Heater

REE Products

Air Conditioners
Boilers
Carbon Monoxide Detectors
Fluorescent Lighting
Gas Heaters & Stoves
Indoor Fireplaces
Inverters
Marine and Boat Heating
Non-Electric Oil Heaters & Stoves
Oil Heaters & Stoves
Outdoor Fireplaces
Plumbing Accessories & Fixtures
Tent/Camp Heating
Water Heaters
Wood & Pellet Stoves

Rural Energy Enterprises (REE), a wholly owned subsidiary of RurAL CAP, is a wholesale distributor of energy-efficient and money-saving products. REE began in 1987 after receiving a federal grant to evaluate the feasibility of engaging in energy-related for-profit activity.

REE promotes and provides state-of-the-art, energy-efficient heating and lighting products to tens of thousands of low-income residents statewide who experience the highest energy costs and lowest temperatures in some of the most remote communities in the country. These products save residents millions in fuel costs. REE maintains business relationships with 230 small entrepreneur dealerships in rural Alaska creating economic opportunities in many remote villages.

The company distributes Toyostove, Bosch ProTankless, NordicStove, Dunkirk, Drolet, Godin, Rinnai, Nestor Martin, Osburn, Vanguard and Toyotomi products. REE specializes in oil, wood and gas fired direct vent or sealed combustion high efficiency heaters as well as water heaters, gas cook stoves, marine heaters, marine cook stoves, tent heaters and tent stoves.

REE is the exclusive distributor of Toyostove heaters in Alaska, Idaho, North Dakota, Montana, South Dakota, Wyoming, Washington, British Columbia, the Yukon and Northwest Territories. The company also offers selected Toyostove and Toyotomi products in Arizona, Colorado, New Mexico and Utah. It is the exclusive North American importer and distributor of NordicStove non-electric oil burning heaters for tents, boats, homes and emergency use.



LIVE LIFE WARM

907-278-7441

www.rural-energy.com

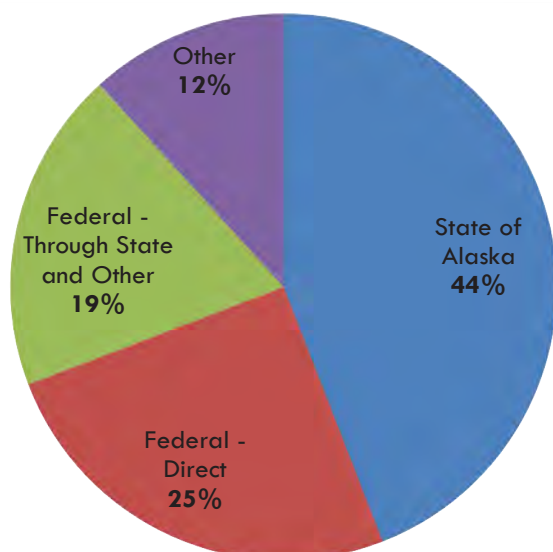
RurAL CAP Financial Summary

For fiscal year ending September 30, 2015

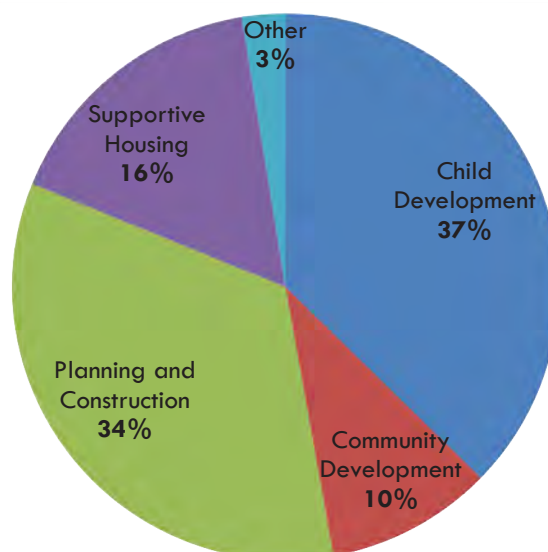
Sources of RurAL CAP Funds	
Federal - Direct	8,788,160
Federal - Through State and Other	6,672,931
State of Alaska	15,435,190
Other (includes three items below)	4,111,595
Local Grants	913,868
Corporation, Foundation & Individual Support	401,585
Other Revenue	2,796,142
Subtotal for Nonprofit Sources	35,007,876
Rural Energy Enterprises	8,004,746
Total	43,012,622

Uses of RurAL CAP Funds	
Child Development	13,047,092
Community Development	3,450,091
Planning and Construction	11,877,710
Supportive Housing	5,693,180
Other Programs	894,548
Subtotal for Nonprofit Uses	34,962,621
Rural Energy Enterprises	7,291,646
Change in Net Assets	758,355
Total	43,012,622

Sources of RurAL CAP Nonprofit Funds

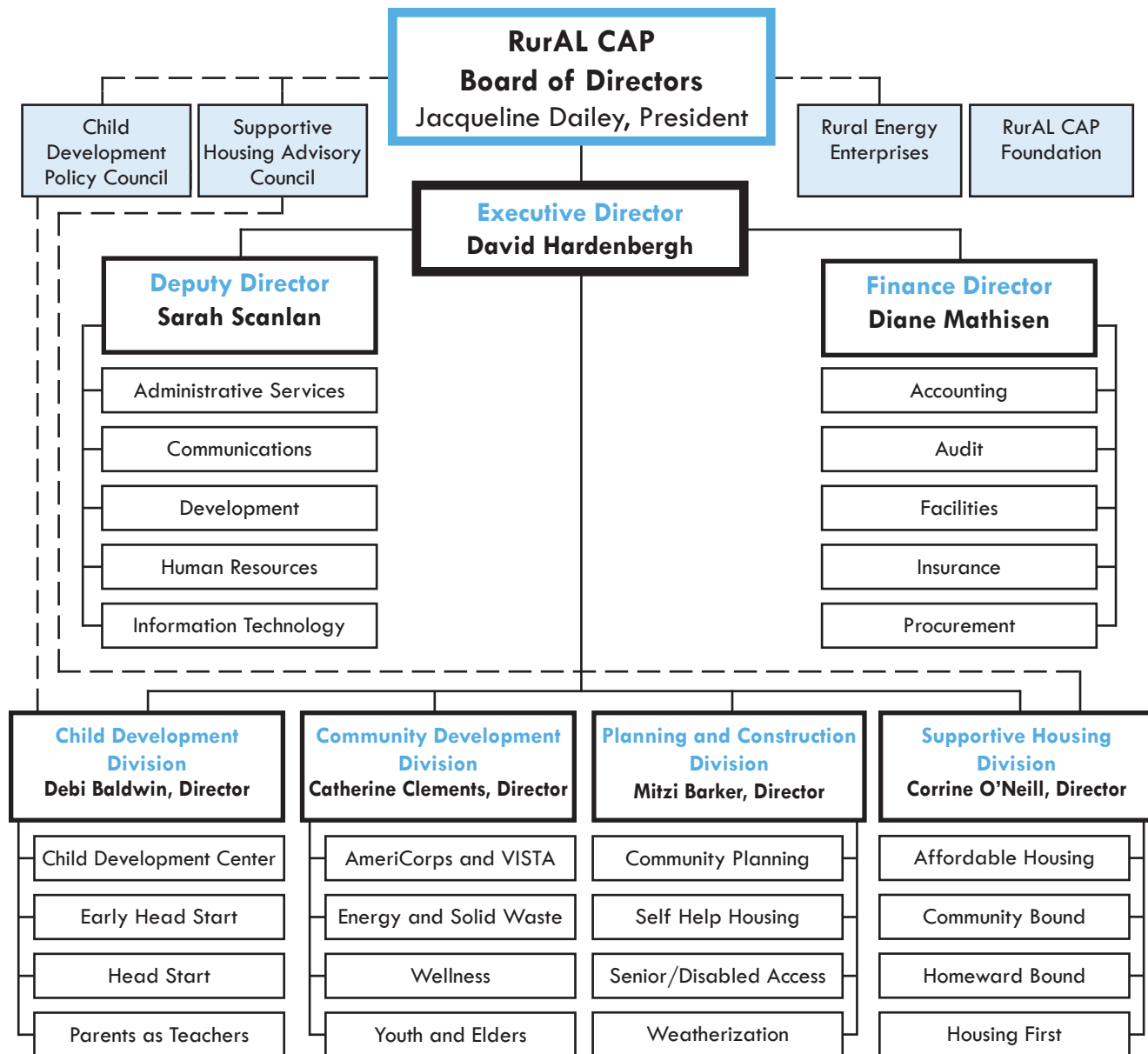


Uses of RurAL CAP Nonprofit Funds



The FY2015 audit was conducted by KPMG. RurAL CAP's federally approved indirect rate of 11% of direct costs covers administrative expenses such as those for the executive, accounting, purchasing, and human resources departments, corporate insurance, annual audit, and Board of Directors.

Organizational Chart



Acknowledgements

Thank you to our funders and partners for engaging with RurAL CAP to fulfill our vision:
Healthy People, Sustainable Communities, Vibrant Cultures

Alaska Bush Caucus	Housing Assistance Council
Alaska Community Share	Kawerak, Inc.
Alaska Cooperative Extension Service	Kenai Peninsula Borough
Alaska Department of Commerce, Community, and Economic Development	Kodiak Area Native Association
Alaska Department of Education and Early Development	Kodiak Island Borough
Alaska Department of Health and Social Services	KPMG, LLP
Alaska Department of Labor and Workforce Development	Kroger Corporation
Alaska Energy Authority	Maniilaq, Inc.
Alaska Federation of Natives	March of Dimes
Alaska Housing Finance Corporation	Municipality of Anchorage
Alaska Legal Services Corporation	National Community Action Foundation
Alaska Mental Health Trust Authority	North Slope Borough
Alaska Municipal League	Northern Justice Project
Alaska Native Brotherhood and Sisterhood	Northwest Arctic Borough
Alaska Native Tribal Health Consortium	Northwest Inupiat Regional Housing Authority
Alaska Schools Activities Association	Office of Governor Bill Walker
Alaska Village Initiatives	Office of Mayor Ethan Berkowitz
Alaska Works Partnership	Office of Representative Don Young
Aleutian Pribilof Islands Association	Office of Senator Dan Sullivan
American Planning Association - Alaska Chapter	Office of Senator Lisa Murkowski
Anchorage Community Mental Health Services	Pick. Click. Give. - Permanent Fund Dividend Charitable Contribution Program
Association of Village Council Presidents, Inc.	Rasmuson Foundation
Atmautluak Traditional Council	Renewable Energy Alaska Project
Bean's Café	Rural Local Initiatives Support Corporation
Bethel Family Clinic	Serve Alaska
Bristol Bay Native Association	Tanana Chiefs Conference
Brother Francis Shelter	Tok Community Umbrella Corporation
Catholic Social Services	United Way of Anchorage
Central Council Tlingit & Haida Indian Tribes of Alaska	University of Alaska
Chugachmiut	US Corporation for National & Community Service
Community Action Partnership	US Department of Agriculture
Community Action Partnership of Oregon	US Department of Education
Community Action Program Legal Services, Inc.	US Department of Energy
Cook Inlet Region, Inc.	US Department of Health and Human Services
Copper River Native Association	US Department of Housing and Urban Development
Denali Commission	US Department of Justice
Donlin Gold	US Department of the Interior
First Alaskans Institute	US Environmental Protection Agency
First National Bank Alaska	US Fish and Wildlife Service
Food Bank of Alaska	Wells Fargo Bank Alaska
Foraker Group	Yukon Kuskokwim Coastal Association
Fraternal Order of the Eagles	Yukon Kuskokwim Health Corporation
Homer Foundation	



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