



Seward Community Foundation

An Affiliate of The Alaska Community Foundation

Board of Advisors Agenda
Moose Pass Public Library, Moose Pass, AK
Wednesday, September 19, 2018- 6:00 PM

Kim Reiersen	President	
Patricia Linville	Vice President	
Phyllis Shoemaker	Secretary	
Melody Hatch	Treasurer	
Carole Tallman	Advisor	
Karen Sefton	Advisor	
Cindy Clock	Advisor	
Rodger Painter	Advisor	
Emily Wezenberg	Advisor	
Allison Fong	Program Manager	

A. Call to Order

B. Mission Connect

C. Approve Agenda

D. Business Session

- a. Approve August 22, 2018 minutes
- b. Donations/Treasurer's Report—Melody

E. Strategic Plan Review

- i. Strategic Plan Metric Dashboard
- ii. Fundraising Status (written report)

F. Team Reports

- a. Grant Team Update—Patty
 - i. Grant Report (written report)
 - ii. Mini grant proposals
 1. Alaska SeaLife Center – Small Fry School
- b. Executive Team – Kim
 - i. Update to By-laws
- c. Fundraising/Development Team – Cindy
- d. Community Outreach Team – Emily
- e. Program Manager Report—Allison (written report attached)

G. Other Business

H. Comments

I. Adjourn

Next Meeting Dates: October 17 @ 6pm, Breeze Inn



Seward Community Foundation

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**Board of Advisors Draft Minutes
Breeze Inn Motel
Wednesday, August 22, 2018 - 6:00 PM**

Kim Reiersen	President	✓
Patricia Linville	Vice President	✓
Phyllis Shoemaker	Secretary	✓
Melody Hatch	Treasurer – call in	✓
Carole Tallman	Advisor	✓
Karen Sefton	Advisor	✓
Cindy Clock	Advisor	
Rodger Painter	Advisor	✓
Emily Wezenberg	Advisor	✓
Allison Fong	Program Manager	✓

Documents sent out prior to meeting: Agenda, July Board Reports (July Treasurer’s report, July Draft Meeting Minutes, Fundraising Plan and Current Status, Pick Click Give Comparisons, SCF Strategic Plan 2018-2027, Moose Pass Public Library Grant Report, Seward Music Association Grant Report, 2018 Mini-Grant Tracking Report, Program Manager’s Report July 2018)

A Call to Order: 6:03 pm

B Mission Connect: Jenn Elhard and Amy Hankins attended the first several minutes of the meeting to update the board on the progress of the Seward Bike Park Project. They have raised about \$74K of the total budget of \$143 K. There has been a lot of support from the community. The City of Seward will own the bike park and be responsible for maintenance. A group, “Friends of the Seward Bike Park”, will sell annual memberships with the proceeds going to the city to help with maintenance costs, which are estimated to be \$2200 per year or less. All ages will be able to use the bike park. They hope to have all funding secured by March 2019, building done in April, and have the bike park open for use in May 2019. They plan to apply for other grants from Rasmuson Foundation, Providence, and other sources.

After Jenn and Amy left, the board discussed how we should support this project. After discussion it was decided that **Kim will send Jenn and Amy an email thanking them for coming and offering to write a letter of support from SCF for them to use when applying for grants.**

A future “Mission Connect” topic is the proposed ice rink which received a major grant this year. Patty will contact someone from that group and invite them to come to a meeting and give us an update on the progress.

C Approve agenda: Rodger made a motion to approve the agenda. Carole seconded the motion. **PASSED**

D Business Session

a) Approve July 18, 2018 minutes: Rodger moved that the minutes be approved. Patty seconded the motion. **PASSED**

b) Donations/Treasurer’s report: Melody – See attached report

Allison informed the board that ACF is developing a system for donor management similar to the one we use for grants management.

i) PFD Update: The current amount designated to SCF through Pick.Click.Give. is \$4K (\$825 less than last year)

E Strategic Plan Review – Fundraising goal 2018: A report showing the current fundraising status was included in the August board packet. Allison reported that we can’t change our goal for 2018 but we can update our 2019 goal. We receive the matching funds as soon as our goal for the year is met. The board reviewed the SCF Metric Dashboard. For 2019 Allison recommended SCF increase our goal to at least \$30K. Kim reminded the board that Legacy gifts are also eligible to be matched up to 10% of their value and suggested we should approach long-time Seward residents to make them aware of this option. After discussion Rodger moved that SCF revise the 2019 fundraising goal to \$35 K. Karen seconded the motion. **PASSED**. Starting in 2019 donations into restricted funds will only be matched up to the first \$10K per donor. If we meet the 2019 goal SCF will need to raise \$30K in 2020 to receive all available matching funds. Operating funds can also be matched. Kim recommends approaching local business for this type of donation.

F Team Reports

a) Grant team: Patty – There were no mini grant applications to review this month.

i) The 2018 mini grant tracking report was included in the August board packet.

ii) Mini grant proposals

(1) Qutekecak Summer Youth Work Program – Kim contacted Sarah Benjamin about their grant application and learned that they had hoped to spend the funds next spring and summer. Kim encouraged them to apply again next year for either a major grant or a mini grant closer to the time it will be spent.

iii) Major grant – Grant reports have been received for two major grants where the recipients did not spend all of the funds granted. Patty suggested we include more details on the web site explaining what grant recipients should do if funds are left over after the project is complete or funds cannot be spent within the year time limit. The board agreed that funds should be spent on a project related to the original grant application or to further the mission of the nonprofit that submitted the grant. **Patty will ask Shawn to add a paragraph to the grant application explaining what to do if all granted funds are not spent on the specified project within one year.**

Two grant reports have been received and were included in the August board packet:

(1) Seward Music Association extension: SCF previously approved additional time for them to use the funds received.

(2) Moose Pass Public Library: After discussion, Carole moved to allow the Moose Pass Library to use funds remaining from their grant to enhance their library. Patty seconded the motion. PASSED

b) Executive team:

- i) Diversity Chart – Kim discussed the results of the diversity chart she compiled from board responses. Only three attributes were not represented on our board (18 – 30 year olds, African American, Asian).
- ii) Kim then reviewed the priorities for board development which the executive team suggests SCF adopt:
 1. Full board – possibly three board members will be leaving at the end of the year
 2. Diverse board
 3. Engaged board – 75% attendance at meetings or events
 4. Educated board – training is available online or in person
 5. Giving board – all board members will be donors

The board had no objection to these priorities for board development.

- iii) Update to bylaws – Kim has identified several sections of the bylaws that need to be updated to reflect how we actually do things. She will update and send revisions out to board for review and discussion at a future meeting.
- iv) Advisory recruitment – Possibly three board members will be leaving at the end of this year, making recruitment a priority. After discussion the following procedure was approved for recruiting new board members:
 - A majority of the board will approve inviting a potential board member to a meeting.
 - After attending a meeting, if that person is still interested in joining the board, current advisors will discuss and a majority approve giving that person an application (either personally or electronically).
 - If the application is approved by the board (can be an email vote) new board member will join the board at the next regular meeting.

Several people are interested in joining the board. Current members who initially suggested the potential advisor will invite them to attend either the September meeting in Moose Pass or the October meeting in Seward. The following will be invited:

Emily will invite Katie Cornwell

Karen will invite Melody Jordan and Mark Kansteiner

Carole will invite Jennifer Anderson and Geri Nipp

Kim will send out talking points to use when recruiting new advisors. She also suggested asking potential advisors to review the web site.

- c) Fundraising/Development team – No report
- d) Community Outreach team – Emily reported that the team met with Allison and reviewed the strategic plan. None could recall exactly what Goal 3, A, #1, iii referred to so it was moved to low priority for now. The Summer Newsletter was sent out in August. The main focus right now is writing grant highlights to let the public know what SCF is doing in the

community. The team will also work on a branding tool kit for grant recipients to help them acknowledge SCF.

The Grant Team is the “Lead” for non-profit relations and activities.

The board discussed the recently completed Community Health Survey.

e) Program manager’s report – Included in the August board packet

G SCF Potluck – September 7 at 6 pm at Kim’s house (417 4th Avenue). Bring something to grill and a side dish. Spouses are invited.

H Other Business – Paul Ruppel nomination: Kim reported that Paul was not selected for the Philanthropy Award SCF was asked to provide a letter of support for. Allison said Nancy Anderson gave Paul the nomination packet to read. He felt honored by all the good things said about him. He will be leaving the ACF board soon.

I Comments:

Patty: Worked at the polls for the primary election. Was very impressed by the 15.5 hour experience. Liked how Seward folks from opposite sides of issues can get along with each other.

Carole: none

Rodger: Daughter had a nice wedding in Juneau. 80 degrees!

Karen: none

Emily: none

Phyllis: none

Allison: none

Kim: Will be gone for the September meeting. Will see everyone at my house for the potluck.

J Adjourn: 8:03 pm

Next meeting September 19 at Moose Pass Library.

SCF Treasurer's Report 8/22/18

Treasurer Follow-Up Issue From June Board Meeting:

The missing donation given at our 5/3/18 Grant Event Night from Ellen O'Brien has been resolved and recorded.

DonorCentral Online Donations:

7/20/18	Charles & Teri Arnold	\$25	SCF OEF (recurring)
7/27/18	Darcie Larson	\$50	Larson Family Fund (recurring)
8/18/18	Mark Luttrell & Ann Ghicadus	\$25	SCF (recurring)

Checks Received:

8/16/18	Sue McClure	\$50	SCF (newsletter form)
8/17/18	Bill Hearn	\$50	SCF (newsletter form)
8/20/18	Sanna LeVan	\$50	SCF (newsletter form)

Total: \$250

Pending Bills:

\$2,848.15 for the summer newsletter printing & mailing by Great Originals (Patty Linville and Kim Reiersen approved billing quote)

As per new ACF finance protocol, newsletters/marketing & communications invoices need to be sent from vendor directly to Christina, ACF Marketing (cfenner@alaskacf.org) and Janel, ACF Finance (finance@alaskacf.org). ACF will hopefully let me know when payment has been processed.

Mail:

**Rasmuson Foundation Annual Report
**7 returned summer newsletters

2018 Mini-Grant Tracking Report

updated 8/17/2018

SUMMARY

Allocation*: \$26,966

Balance: \$8,420

Total Requested: \$31,545

Total Granted: \$18,546

** Allocation includes 2017 rollover and amount not used toward 2018 Major Grant Cycle*

Note: After Major Grant Cycle, there is \$451 remaining to be granted from the Kaanta Community Fund for the Beautification of Seward

DETAIL

Organization	Project	\$ Requested	\$ Granted	Date Reviewed
Qutekcak Native Tribe	Elder Fall Protection Program	\$1,000	\$1,000	12/20/2017
Seward Arts Council	Fletcher Movie Series/Wonder	\$1,000	\$1,500	12/20/2017
Seward Wellness For All	Diabetes Prevention Program	\$1,000	\$1,000	12/20/2017
He Will Provide Food Bank	Food Stuffs	\$2,000	\$2,000	12/20/2017
Seaview Community Services	Furniture for Passages	\$1,000	\$1,000	1/17/2018
Wellness for All	Diabetes Conference	\$846	\$846	1/17/2018
Lemonade Day Alaska	Lemonade Day Alaska 2018	\$4,000	\$0	1/17/2018
Latitude 60.1 Academic Pursuits/RBCA	Walk & Wonder	\$1,050	\$0	2/13/2018
Marathon Wrestling Club	Van Rental 3 [March] Tournaments	\$594	\$500	2/13/2018
Marathon Wrestling Club	Van Rental 4 April Tournaments	\$792	\$500	2/13/2018
Seward Alaska Social Runners	Coffee Cards and Snacks	\$680	\$0	2/13/2018
Seward Arts Council	Seward Arts Council Membership Drive	\$1,000	\$0	2/13/2018
Seward Arts Council	Music Sheets for Community Band	\$1,000	\$1,000	2/13/2018
Seward Nordic Ski Club	Website Update	\$1,000	\$1,000	2/13/2018
Seward Senior Center	Dynamic Drum Circle (resubmitted)	\$995	\$0	2/13/2018
Seward Wellness for All	Mindfulness-Based Stress Reduction Community Program Supplies	\$918	\$0	2/13/2018
Seward Senior Center	Seward Unleashed, Vol. 3	\$1,000	\$0	3/21/2018
Boys & Girls Clubs of the Kenai Peninsula	Curriculum Materials [Luncheon "Guess the Amount" Winner]	\$0	\$1,000	3/21/2018
Seward Prevention Coalition	SOS Feeding Conference	\$1,000	\$0	3/21/2018
Seward Prevention Coalition	Sustainable Seward: Electronics Recycling Event	\$1,000	\$1,000	3/21/2018
Marathon Wrestling Club	State Wrestling Tournament Hotel Lodging	\$1,000	\$500	4/18/2018
Seward Police Department	Pet Vaccination Clinic 2018	\$750	\$600	4/18/2018
Seward Sports Association, Inc	2018 Summer Softball league	\$1,000	\$1,000	4/18/2018
Seward Area Hospice	"Pay it Forward" Challenge Award from 5/3 Award Event	\$0	\$100	5/23/2018
Junior Achievement of Alaska, Inc	Economic Empowerment for Seward Students	\$920	\$0	6/20/2018
Seward Senior Center	Transportation for Senior Citizens	\$3,000	\$3,000	6/20/2018
Independent Living Center	Ceramics Kiln	\$1,000	\$1,000	6/20/2018
Qutekcak Native Tribe	Summer Youth Work Program	\$1,000	\$0	7/18/2018
Alaska SeaLife Center	Small Fry School	\$1,000		9/11/2018

Seward Community Foundation Strategic Plan 2018-2027

Core Purpose	Community investment through philanthropy		
Core Values	Integrity – Leadership – Compassion – Generosity – Local Engagement		
Operating Principles	Impact community – Enhance quality of life – Create positive change – A sustainable fund to continue to work		
Core Programs	Endowment building – Community development – Grantmaker – Growing community philanthropy		
Vision	Be a community leader engaging the people of Seward and Moose Pass in new levels of community philanthropy, action, and change.		
Long-term Goals by 2027	Short-term Goals by 2021	Champion	
1. SCF is “The place to leave a legacy” as evidenced by growth of our endowment fund to \$5m by 2027 through estate, asset, and unrestricted gifts.	A. Focus on estate and asset gift donors to secure 1-2 legacy gifts per year starting in 2018 (PRIORITY #2)	Development Team	
	B. Engage donors and potential donors (including businesses) in mission opportunities to reach \$3.5 million in unrestricted endowment and \$80,000 in operating endowment by 2021 (PRIORITY #1)	Development Team	
2. Build the Operational Resiliency of SCF through a full, diverse board and growing our operating endowment to \$300,000 by 2027.	A. Write/approve a fund development plan to achieve \$5m endowment, \$300K in operating endowment and increase the donor base by 20% (20 new donors) .	Development Team	
	B. Ensure that Board members have strong ties to purpose and values and bring skills to achieve long and short term goals (board development)	Executive Team	
	C. Ensure SCF has a diversified board and committees that reflect the community we serve and bring skills to achieve long and short term goals (board recruitment)	Executive Team	
3. SCF approaches granting with an “intention to say yes” and becomes a household name as “a valuable community resource making an impact.” Each Seward citizen will know of at least one project that SCF launched/funded and who benefited.	A. Build community awareness of and SCF’s presence as a local community investor and nonprofit leader by 2021	Community Outreach	
	B. Position SCF as a catalyst for meeting community needs by 2021	Community Investment Team	

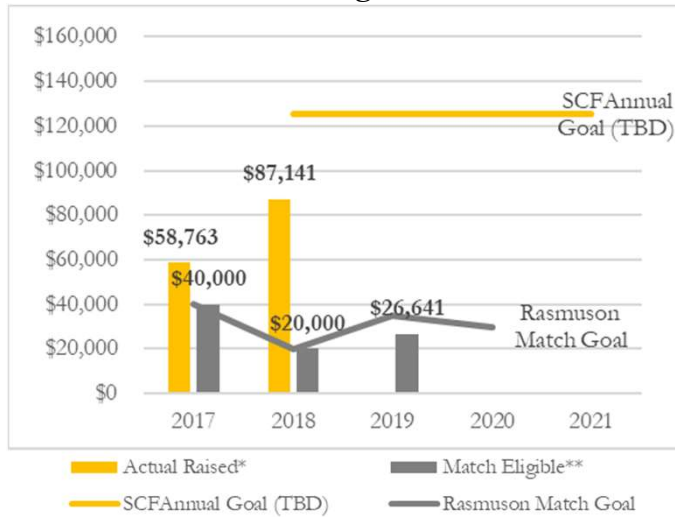
SCF Metric Dashboard

Goals

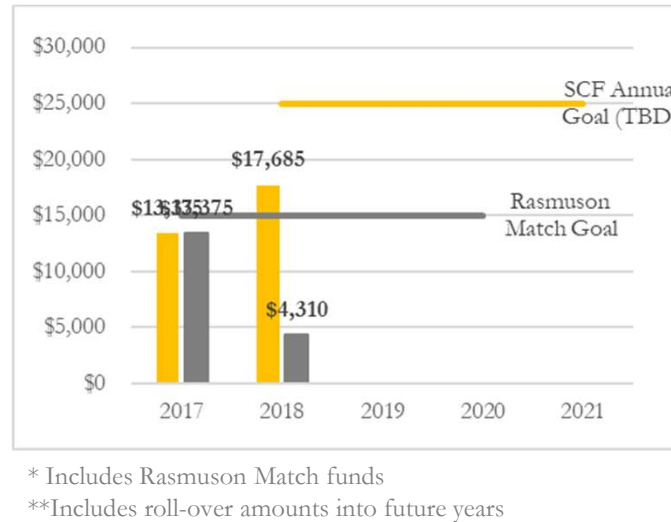
- ❑ Endowed funds are at \$3.5m by 2021 and \$5m by 2027
- ❑ Operating endowment is \$100K by 2021 and \$300K by 2027
- ❑ Increase number of donors by X%.
- ❑ SCF is a valuable community resource making an impact.

2018 Fundraising

Endowed Funds Progress Towards Goal



Operating Endowed Funds Progress Towards Goal



Donors

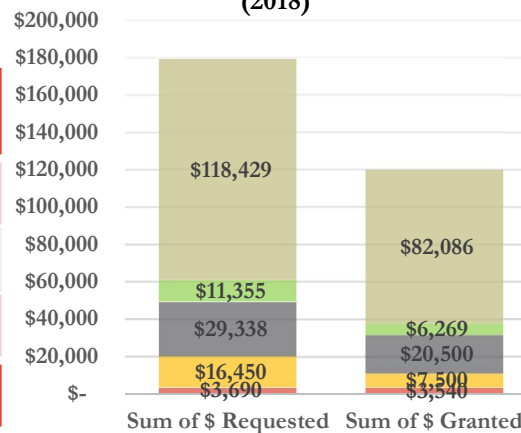
	2017	2018	Goal
# of Donations	174	65	TBD
Unique Donors	N/A	N/A	TBD

2018 Grants

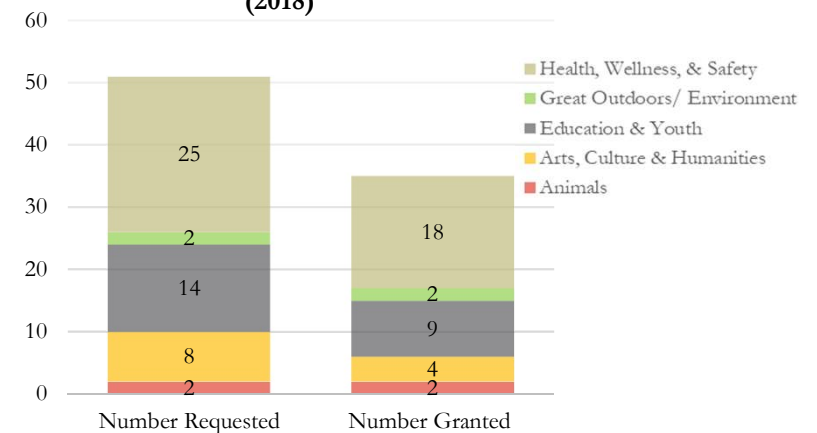
Award Amounts and Balance

	YTD Granted	Annual Available	Balance
Major	\$101,349	\$102,815	\$1,466
Mini	\$18,446	\$26,966	\$8,420
Proactive	\$100		
Total	\$119,895	\$128,315	\$8,420

Grant Award Amounts by Category (2018)



Number of Grants by Category (2018)



Seward Community Foundation Fundraising Plan and Current Status for Rasmuson Match

updated 9/11/2018

SCF GOALS TO ACHIEVE RASMUSON MATCH

Fundraising Goals: [APPROVED BY SCF ADVISORY BOARD ON 8/22/18]	Results:	Endowment	Operating
2017: Raise \$40,000 for endowed gifts and raise \$15K for operating endowment		\$ 53,563	\$ 13,375
2018: Raise \$20,000 for endowed gifts and raise \$15K for operating endowment			
2019: Raise \$35,000 for endowed gifts and raise \$15K for operating endowment			
2020: Raise \$30,000 for endowed gifts and raise \$15K for operating endowment			
Total Raised: \$125,000 for Endowed Gifts and \$60,000 for operating Endowment			
Action Plan:			
1. SCF will work with local businesses utilizing matching challenge from Rasmuson to create employee giving programs and encourage donations from owner/operators.			
2. SCF will increase Pick Click Give donations by advertising during PFD application season.			
3. SCF will increase outreach efforts and invest more in general public relations, announcing the challenge match from Rasmuson and seeking new donors.			

CURRENT SCF FUND SUMMARY

Fund Name	Fund Balance	Current Year				Grand Total	
		2017	2018	2018 Goal*	Variance**	Funds Raised	Target***
Endowed Funds (Match Eligible)	\$ 2,998,915	\$ 53,563	\$ 50,741	\$ 20,000	\$ 30,741	\$ 90,741	\$ 125,000
City of Seward Unrestricted Fund	\$ 8,034	\$ 200				\$ 200	
Dieter Family Endowment Fund for the Prevention of Domestic Violence and Teen Suicide	\$ 84,048	\$ 25,000	\$ 25,998			\$ 50,998	
Frank Dieckgraeff Memorial Fund for Seward Seniors	\$ 19,575	\$ -				\$ -	
Kaanta Community Fund for the Beautification of Seward	\$ 129,095	\$ -				\$ -	
Larson Family Fund	\$ 11,437	\$ 600	\$ 400			\$ 1,000	
Margaret A. Anderson Fund	\$ 27,618	\$ 200				\$ 200	
Paul and Sharon Ruppel Fund	\$ 18,988	\$ 3,004				\$ 3,004	
Seward Community Foundation Fund	\$ 2,688,037	\$ 24,409	\$ 6,680			\$ 31,089	
<i>Current Pick.Click.Give. Pledges (as of 9/1/2018)</i>			\$ 4,100			\$ 4,100	
Seward Wellness Fund	\$ 12,082	\$ 151				\$ 151	
Roll-Over from Previous Year(s)			\$ 13,563				
Operating Endowment	\$ 52,313	\$ 13,375	\$ 4,310	\$ 15,000	\$ (10,690)	\$ 17,685	\$ 60,000
Seward Community Foundation Operating Endowment Fund	\$ 52,313	\$ 13,375	\$ 4,310	\$ 15,000		\$ 17,685	\$ 60,000
Non-endowed Funds (Not Match Eligible)	\$ 22,393	\$ 16,499	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Seward Affiliate Operating Fund	\$ 12,813	\$ 7,000	\$ 5,000				
Seward International Friendship Assoc. Sister City Exchange Fund	\$ 9,580	\$ 9,499					
Grand Total	\$ 3,073,620	\$ 83,438	\$ 60,051	\$ 35,000	\$ 20,051	\$ 108,426	\$ 185,000

Note: The following amount is included in the Fund Balance for SCF Fund, but not eligible for the match. \$ 5,200 \$ 40,500

Note: The following amount is included in the Fund Balance of SCF Operating Endowment, but not match eligible. \$13,375

* Must meet annual goal in order to receive matching funds

** Any amount raised above the annual goal will roll-over towards the next year's match

***The match to SCF's Endowment Fund is a 1:1 match of up to \$100,000 and is only available January 1, 2017- December 31, 2020. A bonus of 1:1 match of \$25,000 is available after the \$100,000 match is raised; the Affiliate Advisory Board may decide how best to utilize the additional \$25,000 match funds.



TIME UTILIZATION

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Remaining (300/yr)	Remaining (avg/mo)
26	26.25	33.75	31.25	28.5	23.75	13.25	16.5	7.25				218.75	81.25	20.31

PROJECTS BY STRATEGIC PLAN LONG-TERM GOALS

Grow Endowment by \$5m by 2027

Active Projects:

- Donor Development/Fundraising Support: Requested support from ACF; Beth Rose is likely available to conduct a Board training for SCF. Partnering with Development Team and Board to set annual fundraising goals. Per my Performance Review goals below, I would like to be more actively involved in supporting SCF’s fundraising efforts.
- Rasmuson Match: SCF has raised \$90,741 toward the general fund and \$17,685 toward the operating endowment. We have achieved our goal for 2018 for the general fund and need to raise \$10,690 to achieve our Operating Endowment goal. Shawn Rivera asked me about SCF’s plan to raise funds for the Operating Endowment; ACF is interested in seeing us make more progress on this goal.
- “Who’s the best dog?” Field of Interest Fund: Kim and Allison are following up with ACF to ensure that paperwork is complete for this planned gift and that donors have received appropriate support from ACF/SCF.

Next up:

- Donor / Grant List: At the ACF convening, Affiliates highlighted the need for a common, easily accessible, up-to-date donor database. Currently we use a patchwork system that does not let us manage our donor relationships effectively.

Build Operational Resiliency

Active Projects:

- Annual Plan / Strategic Plan: Support committees to finalize and implement 2018 priorities to achieve SCF goals.
- Program Manager Goals: I had my annual Performance Review with ACF in September. I set three performance goals for the coming year:
 - Goal 1: Collaborate with Advisory Board to develop fundraising plan within the next 3-6 months, including obtaining examples and coordinating training; this goal will enable Allison to be more involved in her Affiliate’s fundraising efforts, increase the support she can provide, and support her professional development goals
 - Goal 2: Post at least one blog post and share content with local media each week
 - Goal 3: Assist with planning and facilitating at least one community discussion/training within the next 6-12 months

Completed:

- ACF Liaison: Attended monthly program manager meeting. Had 1:1 with Shawn. Kept ACF up-to-date on our priorities, successes, and outstanding needs from them.

Be a valuable community resource making an impact

Current Activities:

- Marketing and Communications: Ongoing Activity. Regular web posts include: Grantee Highlights, Grant Announcements to the Seward Journal, Sharing of Relevant Facebook posts, and Blog Posts on topics of interest. Other projects are detailed below.
- Website/ Facebook Management: I’ve been sharing posts and events from our grantees recently. Grant Highlights are happening again!

Completed:

- Grant Highlights: Grant highlights are being posted regularly. Seward Journal requested more timely highlights, e.g. announcing when we have awarded major and mini grants. I will add this to the mar/comm plan.



Inactive Projects (These were identified as possible projects, but are not a priority to address.)

- SCF Road Show: Create and maintain a “road-show-in-a-box”. Work with Board to identify businesses/organizations and schedule presentations.
- Annual Cycle: Create a calendar that includes SCF Events and Activities, including timing of newsletter, fundraising activities, strategic plan development
- Foraker Nonprofit Economic Impact Presentation to City Council: Valarie Kingsland offered to facilitate an invitation for Laurie Wolf from Foraker to be invited to City Council. I offered to support as I am able.

ANNOUNCEMENTS/OTHER INFORMATION

- none

ACTION REQUESTS FOR BOARD

- Meet with your committees and complete the Strategic Plan actions for 2018. Reach out to me if you need assistance
- Focus attention on fundraising for Operating Endowment.

Goals of Affiliate Program:

- Increase individual philanthropy among Alaskans.
- Encourage local leadership to identify problems and invest in solutions in their communities.
- Grow permanent charitable assets in Alaska to create sustaining sources of revenue and support for valued Alaska nonprofit services.

Essential Functions/Roles & Responsibilities of the Program Manager (including, not limited to):

1. Provides support for the planning and execution of Advisory Board meetings (i.e. agendas, meeting minutes, and scheduling).
 2. Oversees the marketing and communications needs of SCF (i.e. create newsletters, thank you cards, Power Point presentations, printing support, PR). Manage web and social media platforms for SCF and maintain photo catalogue.
 3. Provide support for donor relations and donor stewardship for SCF.
 4. Provide support for the annual planning process and work with the Advisory Board members in scheduling meetings and events.
 5. Provide technical assistance to grantees and applicants.
 6. Participate in the annual Affiliate Convening and participation in Affiliate training opportunities in partnership with ACF.
-