

ALBERTA ELKS ASSOCIATION

REGULATIONS



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R1. Bonding

The minimum bond for the Association Officers and appointees shall be established by the Elks of Canada Constitution and By-Laws.

R2. Signing Authority

The Provincial President or Chairman of the Board of Trustees, along with Secretary-Treasurer (or treasurer if separate) shall be the signing officers of the Association and shall affix the seal.

R3. Definitions

3.1 The use of Trustees and Directors is interchangeable when referred to in the Association By-Laws and Regulations.

3.2 Where used in these Regulations and the context permits, words importing the masculine gender include the feminine gender and the singular includes the plural and vice versa.

“3.3 Competitions defined in R12, R13, R14, R15, R16, and R17 have a term of January 1 to December 31.

3.4 Reports for all Competitions shall be submitted to the Association Office before April 30.”

R4. Voting

The elected Officers of the Provincial Association Executive, Immediate Past president, Trustee Chairman and Foundation Chairman shall be authorized to move, second, move amendments and vote on all matters presented at the Association Executive meetings. All members in attendance at such meetings may participate in the discussions of the proceedings.

R5. Dues and Fees

5.1 The annual affiliation fee shall be Twenty - five Dollars (\$25.00) for each dues paying member of the Lodges under the Association's jurisdiction as reported in December of the previous year and is due January 1 of the current year.

5.2 The Association Membership affiliation fee may be split into two payments; the first based on the number of dues paying members at December 31 of the previous year and the second based on the number of dues paying members at June 30 of the current year.

5.3 Affiliation report and fee are to be received by the Association Office within 60 days after the due date. (See Bylaws 19.1.2)

5.4 The Association Secretary-Treasurer shall notify the member Lodges sixty (60) days in advance of any proposed change in fees.



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- 5.5 Other dues, fees and expenses shall be as designated under Regulations of the Elks of Canada By-Laws
- 5.6 The Conference Fee will be set at the mid-term Executive meeting immediately prior to the Conference. This fee will be set in consultation with the Site Selection Committee.

R6. Expenses

6.1

6.1.1 Officers of the Provincial Executive shall have the expenses, while performing the business of the Association, reimbursed as provided under Article 17 of the Association By-Laws.

6.1.2 Committee members attending the Provincial Conference will have their registration paid by the Association.

6.2. Committee Chairmen and Committee Members requested by the Provincial President to attend the Provincial Conference, special meetings and specific business of the Association shall have expenses incurred reimbursed.

6.3. The Past Provincial Presidents of the Alberta Elks Association shall have registration fees paid by the Association for those attending the Provincial Conference.

6.4. The registration fees shall be prepaid for the Officers of the Association Executive, Judiciary Committee, Committee Chairmen and Committee Members requested by the Provincial President to attend the Conference.

6.5. Expenses of spouses are the responsibility of the Members of the Association Executive, Committee Chairmen and Committee Members.

6.6 Mileage:

A rate of \$.25 per kilometre shall be paid to eligible members claiming travel expenses. Should a member elect to fly rather than drive, the regular airfare shall be reimbursed, providing it does not exceed the amount which would have been payable had the regular mileage rates prevailed.

6.7 Daily Stipend

Eligible members, while making visits on Association business, shall be reimbursed for the actual cost of hotel accommodation. The actual cost of meal expenses to a maximum of \$25.00 per day shall also be reimbursed.

6.8 Expense Forms

All expenses shall be listed on the appropriate form and submitted to the Secretary-Treasurer within (30) thirty days for reimbursement of expenses.



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R7. Liaison Officer

One Liaison Officer shall be appointed by the Executive for each District at the post Conference meeting and the duties shall be as follows:

- 7.1 Maintain / facilitate open communication between the Executive and District Deputies.
 - 7.1.1 Shall review District Deputy reports
 - 7.1.2 As needed provide assistances/encouragement to the District Deputy to complete reports in a timely manner.
- 7.2 Assist the Executive in addressing / resolving District or Lodge issues/concerns.
 - 7.2.1 First and / or Second vice Presidents are required to contact D.D.s monthly Liaison officers may be requested to assist.
 - 7.2.2 Represent the Executive/Association within the District.
 - 7.2.3 Alert the Executive of District members who could serve on Association committees.
 - 7.2.4 Liaison officers may be assigned to the same District for more then one term thus providing the continuity required to address issues and concerns.
- 7.3 Provide assistance to the District Deputy
 - 7.3.1 Act as a mediator – to assist in solving internal disagreements within the District or a Lodge.
 - 7.3.2 Act as a mentor to District Deputies
 - 7.3.3 Assist in recruiting District Deputies
 - 7.3.4 Encourage District Deputies to become involved in the Association
 - 7.3.5 Act as a resource for District committees.
 - 7.3.6 Review District Deputy training material and make suggestions to First and Second Vice Presidents regarding training.

R8 District Deputy

8.1 Duties

- 8.1.1 To familiarize themselves with all ritualistic work and to memorize such portions of the Ritual and the Book of Ceremonial as are required for their duties.
- 8.1.2 To install or cause to be installed, the Officers of the Lodge
- 8.1.3 To ensure that the work of the Order is performed uniformly in all Lodges.
- 8.1.4 To examine all records of the Lodges and see that they are properly kept.
- 8.1.5 The District Deputy shall work with the Provincial Membership Committee to investigate and implement the development of New Lodges in the District and provide motivation and assistance to the Lodge membership



directors in conducting annual membership nights and other membership projects.

- 8.1.6 To communicate the views and concerns of Districts and its respective Lodges to other appropriate levels of the Order.

8.2 Visits:

To visit all Lodges in their District when in regular session at least two (2) times in each Association year, one of which may be the Installation of Officers, and to file promptly their reports on such meetings and on the Installation of the Lodge Officers and the other meetings to the officers designated in their Manual of Instruction.

8.3 Reports:

To file with the Provincial Association all reports as requested from time to time by the Executive Association within 30 days of the visit.

8.4 Meetings:

To call a meeting of the membership of the Lodges in their District each spring at such time and place as the District Deputy finds convenient or as stipulated by District By-Law, provided that each Lodge in their District shall be advised in writing at least thirty (30) days in advance of such time and place. This meeting is to take place on or before the 4th Sunday in April. Other meetings may be held according to District By-Laws.

8.5 Joint Meetings:

Districts are permitted to hold Joint District Meetings, but the Association Office shall be notified for their information.

8.6 Other:

To perform such other duties as may be required of them by the Association Executive or the Provincial President.

8.7 District Deputy Expenses:

- 8.7.1 The expenses of the District Deputy shall be paid by the Alberta Elks Association for a maximum of two (2) annual official visits to each Lodge in regular session, one of which may be to install the Officers of the Lodge. If any Lodge makes a special request for the District Deputy to visit it, that Lodge shall pay their travel expenses unless the District Deputy decides to pay their own expenses. They shall make an itemized statement of their allowable expenses and shall forthwith send it to the Association office along with their official report. In the event they are required by the Association to make additional visits, the Association shall reimburse them. Expenses must be filed with the Association Secretary/Treasurer within 30 days of the Visit. Failure to submit the expenses may result in expenses being refused.



8.7.2 District Meetings: The expenses of the District Deputy shall be paid by the Association for one district Meeting during their term, provided an official copy of the minutes of the District Meeting are submitted to the Association Office along with an itemized statement of their allowable expenses.

8.8 District Deputy Elect:

The District Deputy Elect shall be reimbursed for their expenses for their attendance at Provincial Conference, shall attend such educational activities as directed by the Association Executive, and shall be installed at the Provincial Conferences by the Grand Exalted Ruler or their representative.

R9. Committees

Committee chairmen shall be as appointed by the President and approved by the Executive, and shall report to the Association Officer as indicated on organization chart herein.

9.0 Committee Duties

9.1 Judiciary Committee

Shall consider and report on all matters properly referred to it including the interpretation, construction and amendment of the Association By-Laws, together with questions of parliamentary procedure, and it shall act as a resolutions committee to receive and bring forth before the meeting of the Association in proper form, all resolutions properly submitted to the Association. It shall submit a report on the changes to the Regulations to the Secretary-Treasurer to be included in Association Proceedings booklet.

9.2 Member Services Committee

Shall assist Lodges in the operation of their home or club by advising, when necessary, of applicable By-Laws or Regulations, or upon any other matter if asked to do so by the Association, or any member Lodge.

9.2.1 Shall consider and make recommendations as to the condition of existing Lodges providing assistance to any Lodge reported to need such assistance, and shall make such recommendations to the Association as it deems fit.

9.2.2 Shall provide and initiate the plans and direction for development of new Lodges; provide and initiate the plans and direction for the rehabilitation of Lodges in difficulty; facilitate the use of the resources and materials as provided by Grand Lodge for use at all levels of Elkdom in order to maintain and increase membership; and to make recommendations for the enhancement of new materials and resources and programs for maintaining and increasing membership.



9.2.3 Shall consider and make recommendations as to new Lodge locations, make such efforts as it deems fit to institute new Lodges, and shall provide such additional assistance to new or existing Lodges as they may require.

9.2.4 Shall meet at least annually prior to the Annual Conference outlining its activities and recommendations, if any. The Chairman shall report to each executive meeting and to the Annual Conference, on the years activities, proposed recommendations, and such other pertinent information as they deem fit.

9.3 Community Services Committee

Shall have referred to it all the Community Service reports and will report to the President the name of the winning Lodge in each category. It shall meet at the Annual Meeting for this purpose or at such other time as requested by the President. It shall make recommendations to the Association for any desirable changes on the rules governing this competition and bring to the attention of the Assembly other matters it deems to be relevant to this competition. In addition, it shall investigate and report upon the community service activities of the Lodges, and shall render its assistance where needed, to any Lodge in an advisory capacity.

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9.4 Association Travel Committee

Shall be responsible to examine all reports, and to recommend rules and regulations of conduct for the inter-district visitation competition to the executive and shall declare the winning Lodge at the Annual Conference. The Chairman shall report to the Annual Conference giving a resume of the previous years activities, proposed amendments to rules and regulations, and other pertinent information.

9.5 Sports Committee

The curling committee and the darts committee shall promote and assist in Inter-Lodge, Inter-District, and Inter-Zone competitions between Lodges, through which teams to represent the Association at the Provincial Play downs shall be determined. The curling committee and the darts committee shall recommend rules and regulations governing conduct of each of these competitions, and amendments to them from time to time to the Executive. The Chairman of each committee shall report to each Annual Conference on the year's activities, proposed amendments to rules and regulations for competitions, and other pertinent information. Refer to the Reference Manual for competition details.

9.6 Ritual and Patrol Team Committee

The committee shall promote patrol teamwork in the Lodges under the jurisdiction of the Association, and whenever possible, shall conduct the Senior or Novice patrol team competition, or both, at such times during the Annual



Conference as are approved by the President. They shall recommend rules and regulations governing all competitions for any patrol team awards to the Executive.

Review the Ritual of the Order and requests for change in the Ritual as requested by the member Lodges, reporting them to the President, making recommendations as to what the changes should be and preparing the necessary resolutions to be presented to the Annual Conference.

The Chairman shall report to each Annual Conference of the previous years activities, proposed changes and other pertinent information.

9.7 Walk for Children Committee

The committee shall be responsible for coordinating an annual Elks and Royal Purple Walk For Children in conjunction with representatives from the Elks and Royal Purple in four separate walks located in each existing Provincial Zones.

9.8 Forward Planning Committee

9.14.1 The committee shall primarily concentrate on the long range outlook for betterment within the Alberta Elks Association.

9.14.2 Shall utilize innovative and creative long-range planning to develop the future of Elkdom within the Association utilizing all of the resources of the Association that has been placed at the committee's disposal.

9.14.3 Shall maintain the view to increase and benefit the membership preserving the traditions and goals of Elkdom.

9.14.4 Shall meet at least annually prior to the Annual Conference outlining its goals, objectives and recommendations. The chairman shall report to each Executive meeting and the Annual Conference on current proposals, objectives and recommendation and such other pertinent information they deem fit.

9.9 PUBLICITY COMMITTEE

Consisting of Publicity Director, Membership Director, Historian and Immediate Past Provincial President.

9.9.1 PUBLICITY DIRECTOR

9.9.1.1 Serve as Chairman of the Publicity Committee.

9.9.1.2 Promote Publicity of the Order, Internally and Publicly on monthly or bi-monthly basis.



9.9.1.3 Assist Lodges with promoting themselves.

9.9.1.4 In Conjunction with the Host Lodge, promote publicity of Provincial Conference and/or Mid-term meeting and arrange interviews and press statements at least six (6) weeks prior to the event.

9.9.1.5 Work with the Website Chairman to update the website calendar and provide information to be added to the website. Should be provided with access to do this on monthly basis.

9.9.1.6 Contact Lodges or have a contact line set up for Lodges to contact and provide any information that they would like on the website.

9.9.2 HISTORIAN:

9.9.2.1 Serve as a member of the Publicity Committee.

9.9.2.2 Maintain a record of Association Activities by having available at each Conference a record of the previous year's conference to be shown at the next Provincial Conference before, after and during breaks from sessions.

9.9.2.3 Be responsible for gathering the pictures from the Provincial President's visits to Lodges and special events collected during his term.

9.9.2.4 Collection of pictures from any Lodges that want to have an event showcased.

9.9.2.5 Provide copies of pictures to Lodges if they request them.

Make sure information is stored at the allocated storage facility after conference.

R10 Curling Championships

These competitions are sponsored by the Alberta Elks Association for the purpose of furthering good fellowship and sportsmanship for all Elks within the Association. Refer to Reference Manual for competition details.

There will be four (4) annual competitions:

1. The Alberta Elks Curling Championship (Alberta Elks Association Trophy)
2. The Alberta Elks Seniors Curling Championship (Dumontel Trophy)
3. The Alberta Elks Mixed Curling Championship (Delwood Windows Trophy)
4. The Alberta Elks Masters Curling Championship (Medallion Trophies & Gifts Trophy)



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R11 Dart Championships

These competitions are sponsored by the Elks Association for the purpose of furthering good fellowship and sportsmanship for all Elk members within the boundaries of the Provincial Association jurisdiction. Refer to the Reference Manual for competition details.

R12. Community Service Awards

12.2 All Lodges are to complete the Community Service Report and present it at their Spring District Meeting. The District Deputy is to forward all Reports for their District to the Provincial Community Chairman no later than May 1st.

12.3 All forms must include the signatures of both the Exalted Ruler and the Secretary or their designates.

12.4 There shall be a Community Service Competition that shall fall into three (3) categories:

12.4.1 All Lodges with a membership not exceeding 50 members

12.4.2 All Lodges with a membership in 51 to 100 members

12.4.3 All Lodges with a membership in excess of 101 members

12.5 These competitions are not judged on a dollar and cents basis only, but will take into consideration the total Lodge effort involved, including man hours, community impact, etc. It is intended that services, of local community interest and impact, will receive greater consideration than national projects

R13. Elks' Expansion Award Rules

13.1 The Certificate is to be presented annually at the Provincial Conference. The purpose of this award is to increase membership within the Subordinate Lodges and to promote and increase the number of Lodges within the jurisdiction of the Alberta Elks' Association.

13.2 All Lodges, as members of the Alberta Elks' Association, will be entitled to compete for this award. The increase can be calculated from the Membership Fee Report, prepared by the Secretary, and included in the booklet with the other Reports. To be eligible, the Lodge must have paid its current membership fee before or on the deadline date of March 31st of any year. The President shall appoint the Expansion Award Committee when he makes his other appointments at the Conference.



13.4 Point System

Each percent of increase..... 1 point

Where a Lodge created the formation of a new Lodge 15 points

When the newly instituted Lodge obtains its charter 15 points

13.5 Where two or more Lodges are involved in creating the formation of a new Lodge the points will be equally split.

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R14. Association Travel Award

14.1 There will be one certificate for an annual award to be known as the Alberta Elks Association Travel certificate.

14.2 One or more members of a Lodge attending a meeting of a Lodge including Provincial Conferences and Grand Lodge Conventions, anywhere within Canada only will earn points for their Lodge, provided that an attendance certificate is properly completed and recorded.

14.3A certificate, sample of which is contained within these regulations, must be completed for each visit made, and must contain the following information:

14.3.1 Date of visit

14.3.2 Lodge credited with visit

14.3.3 Number of visitors

14.3.4 Kilometres traveled both ways (i.e. return)

14.3.6 Total points to be credited = (c x d)

14.3.7 Lodge visited (or Conference, etc.)

14.4 Completed certificates are to be mailed to the Provincial Secretary at the end of every month.

14.6 A certificate shall be presented annually at the Alberta Elks Association annual Conference.

R15. Traveling Gavel Competition

15.1 Each District Deputy, early during their term of office, shall set up a schedule of visitations of Lodges for this competition, and shall supply each Lodge within the District with a copy of such schedule.



- 15.2 The Provincial Elks Association shall advise each lodge of the name, address and phone number of the Chairman of the Traveling Gavel competition.
- 15.3 A copy of the proposed visitation schedule as prepared by each District Deputy shall be sent to the office of the Provincial Secretary.
- 15.4 Official entry forms as supplied by the Alberta Elks Association, sample of which is included within the Officers Reference Manual, **only shall be utilized.**
- 15.5 All forms must include the signatures of a host Lodge's Officer verified by the District Deputy.
- 15.6 It is the responsibility of the District Deputy to review the forms for accuracy, and upon being satisfied that all forms are properly signed and completed, forward them to the Committee Chairman or Association office as soon as possible.
- 15.7 In the event an entry form is received by the District Deputy that is not properly completed, it shall be returned to the submitting Lodge for correction and re-submission by the District Deputy.
- 15.8 If after having gone through the individual Lodge and the District Deputy, an incorrectly completed form is received by the Committee Chairman, such entry shall be eliminated from further consideration without right of review.
- 15.9 The visiting Lodge attaining the highest percentage of total members making the visitation within that District shall be declared the District winner
- 15.10 The Provincial winner shall be the Lodge with the highest percentage of resident members within the jurisdiction of the Alberta Elks Association who make the actual visitation.
- 15.11 The Provincial winner from each of the following categories:
 - Lodges with less than 50 members;
 - Lodges with 51 to 100 members;
 - and
 - Lodges exceeding 100 membersshall be declared at the Annual Conference by the Traveling Gavel Chairman and shall be awarded the Provincial Traveling Gavel Certificate



- 15.12 It shall be the responsibility of the Traveling Gavel Chairman to obtain all completed entry forms from the District Deputies and to meet with Committee members at the annual conference to check all calculations and other entries for accuracy, so as to name the Provincial winner.

R16. Patrol Team Inter-Lodge Visitations

- 16.1 The purposes of this competition are for the promotion of fellowship amongst the Patrol Teams within the province of Alberta.
- 16.2 A certificate to the winning team will be awarded annually.
- 16.5 A patrol team entering this competition shall consist of at least five marching members.
- 16.6 A form shall be completed for each visit, and shall contain the following information:
- 16.6.1 Type of visit - Initiation, Installation, Institution, Parade, etc.
 - 16.6.2 Date of visit.
 - 16.6.3 Name of Lodge visited.
 - 16.6.4 Total kilometres traveled (i.e. return)
 - 16.6.5 Signature of the Patrol Captain.
 - 16.6.6 Signature of the Exalted Ruler (or designate) of Lodge visited.
- 16.7 Completed forms must be sent to the Provincial Chairman of Patrol competitions as soon as possible after the visit. The duplicate (yellow) copy of the form to be retained by the visiting Patrol Team.
- 16.8 It is not intended that these rules include any form of competition during visits, but simply partaking in whatever activity the host Lodge has planned for that particular visitation.
- 16.9 Point awards shall be as follows:
- 16.9.1 Twenty-five (25) points for each visit up to 100 kilometres return.
 - 16.9.2 One point for each additional 10 kilometres return thereafter (or portion thereof).
- 16.10 Rules for this competition may be amended by the Patrol Team Committee from time to time as they see fit without the approval of the annual conference delegates. All proposed amendments shall be submitted to the Association Executive for approval. Any changes made will be forwarded to the Provincial Secretary-Treasurer.



R17. Walk for Children Rules

17.1 The net proceeds raised by the annual Elks and Royal Purple Walk for Children after expenses, shall be forwarded to the Elks and Royal Purple Fund for Children.

17.2 The Funds raised by the Alberta Elk and Royal Purple Walk For Children shall be one of the following categories:

17.2.1 Pledges consisting of a \$5.00 ticket and \$2.00 purchased which shall be eligible for a draw prize as approved by the Alberta Gaming and Liquor Commission.

17.2.2 A Lodge contribution or a tax-deductible contribution.

17.2.3 The Lodge contribution or tax-deductible contribution shall not be eligible for a prize draw.

R18. Award Certificates

18.1 The Association Committee Chairmen, where applicable, shall be responsible for ensuring that all certificates that are pertinent to their committees be available at the Annual Conference for presentation to the award winning Lodges.

18.2 The Esquire and the Inner Guard shall be responsible for the safekeeping and display of the afore identified paraphernalia during the Conference.



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POLICIES

1. Association Conference Rotation –

The Association attempts to have the conferences rotate between the North and South half of the Province.

2. District Deputies –

The Association invites the District Deputies to the Provincial Conference to present a report on their year's activities throughout the province over the past year.

3. Grand Lodge Delegates –

The Association sends three delegates to the Grand Lodge Convention each year. Those delegates usually are the Immediate Past President, Provincial President, and the First Vice President. Grand Lodge pays the expenses of the Provincial President.

4. Mid-Term Provincial Presidents Meeting –

The Provincial President and the First Vice President shall attend the Grand Lodge mid-term Provincials Presidents meeting.



5. Anniversary Certificates –

The Association presents a certificate to a Lodges on their 25, 50, 65 and 75 anniversaries.

6. Provincial President Fez

The Association provides a new Fez for the newly elected Provincial President with "President Alberta Elks Association" embossed to be presented at the installation of officers.

7. Mid Term Reports –

Reports by the Officers and Chairmen of the Foundation and Committee Chairmen are to be submitted to the Provincial Secretary prior to the mid-term Executive meeting for distribution to the attendees of the mid-term meeting.

8. Grand Exalted Ruler – Grand Leading Knight-

The Grand Exalted Ruler and the Grand Leading Knight shall be invited to attend the Annual Provincial Conference with the Association covering cost for travel, registration meals and accommodation while attending the Conference. The Secretary-Treasurer shall invite both Officers prior to the Midterm Executive meeting.

9. Provincial Conference Management –

- 9.1 All District Deputy and Committee reports shall be moved to be received in whole with provisions for comment on Thursday.
- 9.2 The Grand Exalted Ruler and Supreme Honoured Royal Lady will be asked to give their addresses during the Thursday session.
- 9.3 The host Lodge will be advised to invite Local dignitaries to the Presidential Ball only.
- 9.4 Elections - nominee speeches at the conference will be limited to one minute.
- 9.5 President's Ball - to retain control of the proceedings and to ensure that the content of the evening is appropriate, the Master of Ceremonies shall review, with the President, the agenda minimizing the number of presentations as deemed appropriate at that time.

10. Competition Awards –

Whenever possible, the Chairman of the competition shall notify the winning Lodges prior to the Conference and will encourage the Lodge to have a representative at the Conference to receive the award. In the event of a winning Lodge not being represented at the Conference, the Chairman of the competition will notify the Lodge immediately following the Conference that they have won and how the Lodge shall expect to receive the certificate.



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11. Resolutions

All resolutions being submitted at the Provincial Conference shall show the originating body and all subsequent approving bodies.

SUBMITTED BY LODGE #

APPROVED BY DISTRICT #

OR

SUBMITTED BY COMMITTEE

APPROVED BY ALBERTA ASSOCIATION EXECUTIVE (if necessary)

12. Mid-term Financial Review –

12.1 A financial review shall be conducted prior to the Mid-term meeting by a minimum of two of the non-signing Officers and the Finance Committee of the Association. They shall utilize the audit procedures outlined in section Internal Audit Committee page 43 of the Officers Reference Manual

12.2 They shall produce an interim statement to be presented to the Mid-term meeting including their findings and recommendations.

13. Past Grand Exalted Ruler/Past Provincial President –

Whenever a Past Provincial President of this Association who has attained the position of Past Grand Exalted Ruler is in attendance at an Association Conference; the Association shall pay his registration fees.

14. Liaison Officers

Unless requested the Liaison Officers shall not provide assistance or advice to the District Deputy in their own district.

15. Transfer of Funds

The Association President and Chairman of the Trustees shall be authorized to arrange for a short-term loan from the funds of The Foundation on approval of The Foundation Chairman and Vice Chairman.

15.1 The loan shall not exceed \$15,000.00 and shall be limited to a six (6) month term.

15.2 There shall be no interest charges assessed to The Association for the short-term loan from The Foundation.

15.4 Upon approval The Association Secretary-Treasurer shall immediately arrange for the transfer of the funds to cover the short-term loan with the Secretary-Treasurer of The Foundation.