

PHILANTHROPY WEST VIRGINIA'S

Guiding Practices in Managing

Affinity Groups, Funding Collaboratives and Serving as a Funding Intermediary

PURPOSE:

In fulfilling our mission of Strengthening Philanthropy in the Mountain State and pursuing our “Twenty Years & Thriving” Strategic Plan, Philanthropy West Virginia is committed to being a regional and statewide platform for common interest/focused funders to come together for dialogue/action, facilitating funder collaborations, and serving as an intermediary that engages, advances, and has a lasting impact for the philanthropic community serving the needs of our citizens and communities.

Historically, Philanthropy WV has served in the three roles of facilitating (a) affinity groups, (b) funding collaboratives, and (c) serving as a funding intermediary previously especially during the past decade. Some of this work has included our affinity group and funding intermediary for Community Philanthropy and Foundations (1999-2008), funding collaboratives for Oral Health and Collaborating on Youth, and as a funding intermediary with the Ford and Benedum Foundations related to the “Promotion of Philanthropy” initiative. While we have been fortunate to have these opportunities in the past, Philanthropy WV has not had a clear outline on how to handle these opportunities, cover expenses incurred with staff time and organizational facilitation/leadership, and establish clear expectations and reporting process for those involved.

Following our June Board meeting discussing the proposed Disaster Recovering Funding Collaborative, Philanthropy WV's President met with several of his peer Regional Association CEOs and asked for sample templates to outline clear processes and steps for Philanthropy WV to be using now and throughout the future. The following is to establish our organizational practices in managing:

- (a) Affinity Groups**
- (b) Funding Collaboratives**
- (c) Serving as a Funding Intermediary**

The following is proposed for Philanthropy West Virginia's Board of Directors Adoption for staff implementation.

(A) Philanthropy West Virginia's Affinity Group Framework

Philanthropy West Virginia (Philanthropy WV) is made up of grantmaking members that represent diverse funding types and a wide range of funding interests. Both locally and across the country intentional collaborations among funders have increased the impact of philanthropy by combining members' knowledge and expertise. In order to facilitate its members' in-depth exploration of issues and impact on targeted community concerns, Philanthropy WV has established Affinity Groups. Philanthropy WV contends that the Affinity Group structure can meet the needs of various types of funding organizations (small, corporate, etc.), better address certain issues (i.e. education, hunger, community development, economic transition, etc.), and provide a forum for peers to connect (i.e. chief operating officers, grants managers, etc.). The purpose of an Affinity Group varies, and so does the frequency with which they convene. No two Groups are the same and needs may fluctuate from year to year. Some common purposes include: educate funders about the community; act on a shared interest; discuss promising practices, lessons learned, and common challenges; increase opportunities for collaborative funding; react to a critical situation such as an opportunity or crisis; and reach out to prospective members. Affinity Groups are open to all Philanthropy WV members and informational programs will be publicized to all members.

Benefits of an Affinity Group

There are numerous benefits of an Affinity Group at Philanthropy WV. Such benefits include the opportunity to:

1. Build relationships with other Philanthropy WV members who have a shared interest.

2. Participate in a forum to share information and ideas.
3. Find inspiration and encouragement.
4. Meet and learn from experts.
5. Provide input into future Philanthropy WV programming.
6. Participate in professional and leadership development.
7. Explore specific collaboration and joint action on issues.

The Philanthropy WV Affinity Group Policy

The Philanthropy WV board of directors has approved this policy to guide the creation and operation of Affinity Groups. Please contact the staff of Philanthropy WV if you have questions about the information outlined below.

Procedures for Establishing an Affinity Group

A completed Affinity Group Application (appendix) is submitted to the president of Philanthropy WV who will review it to ensure it is in line with Philanthropy WV goals and resources are available. Once approved by the president, a group may commence its activities.

Expectations to Support a Strong Affinity Group

Affinity Groups are most vibrant when they have strong member involvement. Philanthropy WV believes that viable Affinity Groups have designated member leadership, regular participation of at least four Philanthropy WV members and have activities/programs at least three times per year.

We have created a list of best practices for an effective Affinity Group:

Each Affinity Group is responsible for:

- Conceptualizing and articulating the purpose of the Affinity Group.
- Establishing an annual set of goals and activities (using the [Affinity Group Annual Planning Form](#)) and sharing them with the Philanthropy WV board and staff.
- Annually assessing and documenting the group's success and learning and sharing this information with Philanthropy WV board and staff.
- Organizing members' learning agenda and activities. This may include activities such as inviting speakers, hosting forums and sharing resources.
- Identifying and recruiting participants for the Affinity Group. Participants of the group should primarily be Philanthropy WV members; those funders interested in participating who are not Philanthropy WV members but who are eligible for membership will be asked to join Philanthropy WV within 6 months of participation.
- Identifying a member to serve as the Chair. Overall leadership for the Affinity Group can take other forms in addition to the designated representative (i.e. co-chairs, a steering committee).
- Following-up on interests and ideas discovered through the Affinity Group.
- Requesting Philanthropy WV staff support as needed.
- Adhering to Philanthropy WV's *Public Policy Protocols*.
- Coordinating with Philanthropy WV staff on the following:
 - o Proposed meetings and activities at least one month in advance whenever possible.
 - o Contact information for any speakers and members.
 - o Program dates and topics to ensure sessions complement, not compete with, current Philanthropy WV programming.

Philanthropy WV is responsible for:

- Assigning a staff person / coordinator to assist each Affinity Group with its activities and the responsibilities outlined below.
- Assisting with the planning and implementation of Affinity Group meetings and programs.
- Assisting with the development of an annual set of goals and activities; reviewing the plan; and guiding assessment of progress on the plan.
- Providing a presence on the Philanthropy WV website for Affinity Group members to post resources, information and materials.
- Promoting the Affinity Group and its various educational opportunities via email alerts, Members Memo, website announcements, etc.
- Participating in meetings / educational programs.
- Registering attendees and coordinating materials when necessary.

- Sending thank you letters to speakers / presenters through mail or email.
- Fundraising to support the staffing and activities of the Affinity Group and responsibly managing those funds.

If, over the course of the Affinity Group's existence, their demand for educational programs, member collaboration and information exceeds the current capacity / resources of Philanthropy WV's staff, Philanthropy WV may request that Affinity Group members financially support a coordinator on a contract basis. This coordinator will have content expertise in issues important to the group and will serve as the Philanthropy WV staff representative to group members. The coordinator's services are available to all Philanthropy WV members.

Costs

- Continental breakfast or lunch is provided for meetings / programs and paid for out of the Philanthropy WV Grantmakers Programs budget, from funds raised to support the Affinity Group, or individual attendance registration fees
- The Affinity Group members may be asked to financially support the position of a coordinator and some meeting costs.
- If funds are raised to support an Affinity Group coordinator and meeting costs, then Philanthropy WV will build into the Affinity Group budget an annual administrative fee of a minimum of 5% to cover related overhead expenses and supervision.
- There is no fee for a Philanthropy WV member to join an Affinity Group, but Philanthropy WV staff will set a price for joining for non-members.

Procedures for Disbanding

Affinity Groups are initiated and driven by member interest. If participation in meetings or programs begins to wane significantly (under four regular members) and / or the group does not submit an annual plan, Philanthropy WV staff will talk with the co-chairs of the Affinity Group to determine whether the group's purpose is still relevant. If the purpose is deemed to be still relevant, the co-chairs and staff should explore whether the original Affinity Group goals can be successfully incorporated into another group. If the group chooses to disband, the Affinity Group will provide written notification to the president of Philanthropy WV.

For the Philanthropy WV's Affinity Group Application, please see Attachment A.

(B) Managing Funding Collaboratives

This is presented to the Philanthropy WV Board of Directors for approval that this policy guides the creation and operation of projects / funding collaboratives. Please contact the President of Philanthropy WV if you have questions about the information outlined below.

Overview of the Framework for Projects and Funding Collaboratives

Philanthropy West Virginia (Philanthropy WV) believes that funding collaboratives have been an important vehicle for affecting change in West Virginia on the local, regional and state levels, both through the provision of direct services, issue transformation, and through efforts enabling systemic reform and/or policy redress. In addition, the collaboratives help members increase their understanding of grantmaking and complex social issues, enhance the impact of their grants, promote philanthropy in targeted fields, and increase visibility for important community issues. Philanthropy WV is therefore committed to facilitating collaborative grantmaking by its members.

Philanthropy WV supports the collaborative process by: surveying and distributing information regarding members' areas of interest and expertise; convening educational programs and member roundtable discussions on issues of common interest; publicizing local needs and opportunities that could benefit from a collective response from the grantmaking community; and, monitoring national initiatives that offer financial resources for funding collaboratives. In addition, Philanthropy WV manages the pooled funds for collaborative grantmaking efforts initiated by its members, provided the collaboratives are established and operated as Philanthropy WV collaboratives in accordance with the

process and guidelines set forth below. Philanthropy WV administers and serves as the fiscal sponsor for projects / funding collaboratives led by its members.

At the recommendation of the president, the board of directors will evaluate whether to host a funding project / collaborative based on the following criteria:

- The purpose and programmatic goals of the project / collaborative fit within the mission of Philanthropy WV;
- There is significant interest in the proposed project among the membership of Philanthropy WV and the ongoing leadership for the project / collaborative comes from the membership of Philanthropy WV;
- Philanthropy WV staff and / or proposed collaborative staff or consultants have sufficient capacity and expertise to carry out the project;
- The proposal outlines a clear governance structure;
- Philanthropy WV is an appropriate local, regional, and/or state organizational umbrella for the project;
- There is value added by conducting the project through a project / funding collaborative rather than through individual donor programs;
- The proposed budget includes sufficient funds to cover costs that Philanthropy WV will incur in administering and overseeing the project / collaborative and the fundraising plan appears to be well-reasoned and realistic; and
- The establishment of the project / collaborative, viewed in conjunction with existing Philanthropy WV commitments, will not overextend Philanthropy WV's human, physical or financial resources.

General

1. The Philanthropy WV Board of Directors may operate and establish funding collaboratives to meet the needs of members to pool resources to address a particular problem, issue or community need.
2. These collaboratives are Philanthropy WV programs. As such, their work should support the Philanthropy WV mission, goals and objectives. Annually, the collaboratives will produce work plans noting the goals and activities for the year.
3. In some instances, Philanthropy WV may choose to operate a funding collaborative through a consultant via a contractual relationship.
4. Per Philanthropy WV's By-Laws, it is the responsibility of the Board to exercise its fiduciary and governance responsibilities. Day-to-day management of the programs of the organization is delegated to the Philanthropy WV president. In these roles, the Board is responsible for overseeing the financial accountability of all initiatives of the organization. All other oversight of the collaboratives rests with the president or his or her designee.
5. When one or more Philanthropy WV members are interested in establishing a project / funding collaborative under Philanthropy WV auspices, the members are to submit an **application via a MEMO** to the President for recommendation to the Philanthropy WV Board of Directors. This should be done before Philanthropy WV accepts a grant to administer the project / collaborative. The application MEMO must address the following:
 1. identification of a champion or the leadership of the project / collaborative;
 2. an explanation of the value added by conducting the project through a project /grantmaking collaborative and the extent to which Philanthropy WV members have already indicated an interest in participating;
 3. the purpose and programmatic goals of the funding project / collaborative;
 4. the project's / collaborative's decision making structure and grantmaking process;
 5. the project's / collaborative's fundraising goal and plan, including a budget and plan for covering its administrative and program management costs;
 6. the project's / collaborative's timetable;
 7. evidence of support for or interest in the collaborative by prospective grantees (if applicable);
 8. a plan for evaluating the effectiveness of the structure and the programmatic goals.

Benefits of a Project / Funding Collaborative

There are numerous benefits of projects / funding collaboratives at Philanthropy WV. Such benefits include:

1. The ability to accomplish as a group that which cannot be done easily independently on local, regional or state basis.

2. The ability to learn and grow professionally and maximize grantmaking efficiencies.
3. The capacity to democratize local philanthropy.
4. Access to a network of colleagues.
5. The freedom to make grantmaking decisions and / or stretch the grantmakers' areas of interest.
6. A mechanism for Philanthropy WV to demonstrate leadership in the philanthropic sector.
7. A source of revenue for Philanthropy WV.

Governance

1. Philanthropy WV Board is solely responsible for all policies and bylaws of the organization: guidelines for the funding collaboratives are established by the collaboratives and Philanthropy WV within that framework.
2. The work of the collaborative will be guided by a steering committee. The majority (51%) of the steering committee members must represent Philanthropy WV member organizations. The Philanthropy WV president, or her/his designee, is an ex-officio, nonvoting member of the collaborative steering committee.
3. The Philanthropy WV Board delegates to the collaborative the authority to determine its membership within the parameters noted above and the authority to raise funds and make funding recommendations. These recommendations must be approved by the Philanthropy WV Board.
4. The Philanthropy WV Board is informed about the ongoing work of the collaborative through a Philanthropy WV Board member who serves on the collaboratives' steering committee, President/CEO reports, new Philanthropy WV Board member orientation, quarterly reports to the Philanthropy WV Board, and an annual progress/status report.
5. The collaborative may commit to a position of public policy with prior approval of the Philanthropy WV Board utilizing the approved Public Policy protocols approved by the Philanthropy WV Board in April 2012. If the collaborative wishes to take a position on legislation and the timing is such that approval is needed before a scheduled Board meeting, the Board may approve (decide/vote) by electronic submission (including, but not limited to email, teleconference, etc), and then ratify the decision at the next Board meeting. Once approved, the collaborative may take a position as an initiative of Philanthropy WV. Collaboratives may make policy-related grants and engage in public education efforts without prior Board approval as long as they do not commit Philanthropy WV to a public policy position.

Fundraising

Philanthropy WV shall not raise funds for the collaborative. Fundraising for the collaborative is conducted by collaborative members themselves or by a designated staff/consultant on behalf of Philanthropy WV. Fundraising leads shall be shared as appropriate and coordinated with ongoing and proposed Philanthropy WV efforts.

Grantmaking

1. Once a funder makes a grant to Philanthropy WV for the work of the collaborative, Philanthropy WV delegates to the steering committee the responsibility to make recommendations as to how those funds should be allocated both for the operation of the collaborative as well as for grant recommendations.
2. Due diligence rests with the staff and Steering Committee of the collaborative. In exercise of its fiduciary responsibility, the Philanthropy WV Board is responsible for approving the recommendations. The steering committee and/or staff of the collaborative is responsible for producing for the Philanthropy WV Board synopses of the funding recommendations. The approval of recommendations can be completed by the Philanthropy WV Board either by in-person meeting or electronic transmission (such as email, teleconference, video conference meeting, online voting system, etc.).
3. Grants are made in the name of the collaborative recognized as a program of Philanthropy WV. Award letters are printed on collaborative stationery noted as a program of Philanthropy WV and signed by the collaborative chair or collaborative director. Checks are signed according to Philanthropy WV's Accounting Practices & Policies Manual.

Administration & Operations

1. The collaboratives are programs of Philanthropy WV. As such, their work is aligned with the goals, mission, vision and values of the organization. Philanthropy WV provides overall management and support of funding collaboratives as it does with all other programs.
2. Funds for the collaborative are contributed directly to Philanthropy WV and are accounted for separately on Philanthropy WV's books in restricted accounts for its outlined purpose(s).
3. Philanthropy WV shall manage all collaborative funds under Philanthropy WV's Accounting Practices & Policies Manual.
4. The collaborative budget will include funds to cover all expenses related to administering the collaborative program. The collaboratives will compensate Philanthropy WV for costs incurred in providing the services agreed upon by both parties. The parties agree that payments for Philanthropy WV costs will not exceed the annual budget established by the collaborative and Philanthropy WV. The budget may be amended from time to time during the year with prior approval of the collaborative and Philanthropy WV to include additional funds for special consultants, training, publications and/or other activities of the collaborative.
5. The project / collaborative will cover all expenses related to its administration and programs, including an annual administrative and program management fee of a minimum of 5% (to be set by the President upon review of the work plan and identified tasks/services needed) of its annual budget to cover Philanthropy WV's staff time and related overhead expenses. The collaborative is required to cover all expenses related to administering the collaborative. Fees are reviewed annually and adjusted accordingly. Philanthropy WV membership dues may not be used to pay for the collaborative efforts.
6. Collaboratives will use consistent language in all communications. Stationery and all communications materials will state "a collaborative of Philanthropy West Virginia". Similarly, Philanthropy WV will use collaboratives consistent language in all communications.
7. As programs of Philanthropy WV, the collaboratives will participate in organizational initiatives, as appropriate and operate under the accepted policies and practices of Philanthropy including, but not limited to the organization's policies for Conflict of Interest, Confidentiality, and Whistleblower.
8. As Philanthropy WV programs, collaborative staff is hired and supervised by the Philanthropy WV president unless the work of the collaborative has been delegated, via contract, to a third party. When a contract does not exist, collaborative staff is selected through a process of close consultation between the leadership of the collaborative and the Philanthropy WV president. Annual job performance review is the responsibility of Philanthropy WV, and will be conducted jointly between the Philanthropy WV president, or his/her designee, and the leadership of the collaborative using Philanthropy WV's format.
9. When Philanthropy WV makes the decision to operate a collaborative through a third party, a contract will be signed on a regular basis.
10. Expectations for the work of the collaborative will be agreed to at the beginning of each year and at the end of the year the accomplishments for the year will be reviewed against those expectations.
11. At the termination of the collaborative, any unexpended funds will, at the discretion of each funder, be returned to the funder, on a pro-rated basis, or be distributed to qualified entities per directive of the collaborative. The collaborative will distribute unexpended funds to qualified entities only after receiving the approval to do so from the Philanthropy WV Board.

C. Serving as a Funding Intermediary

As part of Philanthropy West Virginia's mission of Strengthening Philanthropy in the Mountain State, the organization has made it a practice to serve as a funding intermediary to obtain financial resources from regional, state, and national foundations, funding programs, government entities, etc. to:

- (a) Advance critical programs/initiatives for the benefit of West Virginia's citizens and communities
- (b) Strengthen the work of our members and enhance philanthropy's work in the state,
- (c) Capture national/regional financial resources for the growth of West Virginia of which this financial resources have not been capture previously
- (d) Grow the impact and effectiveness of our members and partners in the nonprofit-public-private sectors

Historically, Philanthropy WV has served as a Funding Intermediary for grants and funds different contributors. In recent memory, the funding has come from the Benedum Foundation for Oral Health Initiatives and the Promotion of Philanthropy, the Ford Foundation for Community Foundation development, and the Mary Reynolds Babcock Foundation for Community Foundations, just to name a few.

As a statewide organization Philanthropy WV plays a critical role in collaborating, attracting, securing, and administering financial resources as a Funding Intermediary. The following is an outline of proposed practices for the organization to take for this role in the future.

Process for Funding Engagement:

1. When an opportunity for securing funding is identified or presented, Philanthropy WV's president will work to outline a brief summary of options and steps to take to then engage a "Capture Team" (to include at least 4 member organizations and additional partners) to lead the process
2. The funding opportunity/project's purposes must fit within the mission, purposes and goals of Philanthropy WV and provide a benefit to the citizens and communities of West Virginia as well as our members/partners
3. The identified funding source and strategy to capture it is then outlined and presented as a MEMO to the Philanthropy WV Board of Directors for approval at a regularly scheduled meeting or electronically submitted ballot
4. As approval is provided, the "Capture Team" will proceed in outlining the proposal for submission as soon as possible of which the said proposal must include clear goals, objectives, budget, and defined administrative and program management cost reimbursement to Philanthropy WV for staff time, support, and other expenses
5. Upon awarding of the funding opportunity, Philanthropy WV will hold these funds for the duration of the program in a separate restricted account providing accounting and reports on the funds on a quarterly basis

Responsibilities in serving as a Funding Intermediary:

In consideration of the mutual promises, conditions and covenants contained with such funding relationships both Philanthropy WV and the Capture Team agree to the following:

1. Philanthropy WV agrees to receive the Funds to be used for the Project.
2. Philanthropy WV agrees to use any and all Funds received for the Project solely for legitimate expenses on the Project. Philanthropy WV will make purchases that Philanthropy WV and the Capture Team deem necessary and appropriate, on behalf of, and for the use of the Project.
3. Philanthropy WV agrees that all Funds which it receives for the Project will be reported as contributions to it as required by law, and further agrees to acknowledge receipt of such Funds in writing and to furnish evidence of its status as an exempt organization under section 501(c)(3) of the Code to any Donors upon request. Philanthropy WV agrees to notify the Project of any change in its tax-exempt status.
4. Capture Team agrees to comply with any written request by Philanthropy WV that it cease activities which might jeopardize the Sponsor's tax-exempt status, and further agrees that the Sponsor's obligation to make funds available to it is suspended and this Agreement shall be terminated in the event that it fails to comply with any such written request.

5. Capture Team will incorporate into the grant request reimbursement of costs incurred by Philanthropy WV or administration and program management support costs provided by Philanthropy WV that will be set by the President of Philanthropy WV to be no less than 5% and determined related to the level of work and program support needed.
6. Philanthropy WV agrees to (a) send acknowledgement of the receipt of the Funds to the relevant Funders/Donors, (b) provide a copy of each such acknowledgement to the Capture Team, (c) deposit such Funds in Philanthropy WV's bank accounts to be setup as a restricted account specifically for awarded purpose, (d) maintain the books and financial reports for the administration of the grant in accordance with Philanthropy WV's Accounting Practices & Policies Manual.
7. The Capture Team will work directly with Philanthropy WV to outline the distribution of funds received and provide assistance in filing all necessary reports (interim, final, etc.) in the outlined timeframe the awarding funder requests.
8. The Capture Team will provide quarterly updates to the Philanthropy WV Board of Directors on the project, progress, and final conclusions of the project. If any problems develop or delays in the timeframe, those are to be communicated directly to the President of Philanthropy WV and the Chair/Executive Committee of the Philanthropy WV Board of Directors.
9. The Capture Team will work directly with Philanthropy WV to facilitate the program implementation and gather information/outcome assessments to file the final report upon timely completion of the grant award.
10. Philanthropy WV shall permit the Project to operate freely within the guidelines of the Project's purposes and shall not interfere with such purposes, and all right, title and other ownership interests in and to the Project including, without limitation, tangible and intangible property arising out of the Project and all income arising therefrom, shall be for the sole benefit of the Project.
11. If the funded project is not progressing, Philanthropy WV has the responsibility and right to determine if the continuation of said "funding intermediary" relationship is appropriate and the President has the right to intercede in the project to determine proper course to correct challenges and/or discontinue the relationship. It is the utmost responsibility of Philanthropy WV to make sure that the organization and the philanthropic sector maintains the highest level in ethics, accountability, and integrity among the local, regional, state and national network of philanthropy.
12. If the Capture Team is not receiving proper assistance from Philanthropy WV's staff and/or consultants, they can file a request with the President or if the President is not providing proper assistance then file a request with the Executive Committee of Philanthropy WV's Board of Directors to fix the situation. If the situation is not remedied, then the Capture Team can petition the Philanthropy WV Board of Directors to separate and find another fiscal sponsorship for the funding collaborative. Upon approval of separation, (a) the Capture Team is responsible to make sure all expenses incurred or committed resources made by Philanthropy WV on the project's behalf are paid and/or, (b) the Capture Team provides confirmation of a new valid 501 (c) 3 organization to take over the fiscal sponsorship role; (c) Philanthropy WV will provide a report of financial expenditures of the grant and prepare a transfer of the remaining funds to the new fiscal sponsor, which must be a confirmed and in good standing with state and federal government, and (d) the transition of assets must be completed within two months of the requested transition and approval by the Philanthropy WV Board.

These processes are outlined to guarantee that Philanthropy WV serves as an effective and results-oriented funding intermediary to bring in state, regional, and national resources to the state of West Virginia for the benefit of our citizens, communities, Philanthropy WV members, and advancing the quality of life.

Edits and Changes to the Guidelines:

Philanthropy WV's Board of Directors can edit and update these guidelines as requested or identified by staff to keep them current and accurate in the organization's operations and fulfillment of our mission.

ATTACHMENT A:

PHILANTHROPY WV AFFINITY GROUP APPLICATION

Affinity Group Name: _____

Designated Chair (Philanthropy WV Member): _____

Additional Leadership (i.e. co-chairs): _____

Minimum of 4 Philanthropy WV Member Organizations Supporting and Joining the Affinity Group Organization	Organization Name	Contact Name/Staff Member Involved
1		
2		
3		
4		

Affinity Group Purpose. (What specific challenges could be most effectively addressed through this Affinity Group?)

Goals (top 3):

1. _____

2. _____

3. _____

Possible activities/topics and proposed timeline:

What might indicate progress or success- short term or in a few years?

Who might be engaged?

Specific assistance requested from Philanthropy WV:

By submitting this application, I acknowledge that I have read and understood the Policy for Affinity Groups including the responsibilities of Philanthropy WV staff and the Affinity Group.

Signature: _____

Date: _____