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# **Fiscal and Fundraising Policy**

of the Georgia Green Party (adopted by consensus, May 25th, 1999, and amended 7/27/99, 9/7/99, 8/1/00, 6/10/01, 8/18/01, 8/29/01, 10/4/01, 1/15/02, 4/1/02 and 3/22/17)

# I. Title, Purpose and Scope of Policy

This Policy shall be known and may be cited as the Fiscal and Fundraising Policy of the Georgia Green Party.

# II. Roles Serving the Party's Fundraising Strategy

A. The Council shall designate a Fundraising Coordinator and may contract with or hire a Development Director and a Petition Drive Coordinator. Until the Council appoints a Fundraising Coordinator, the Treasurer may perform the duties and exercise the powers of a Fundraising Coordinator. The Council may delegate to the Fundraising Coordinator the duty and power to contract with a Development Director and a Petition Drive Coordinator. The Coordinator shall serve, along with the Executive Director, as the Party's representative in collective bargaining with staff, contractors and volunteers.

- B. Each member of the Council is urged to participate with the Coordinator in the work of raising the funds necessary to honor the intention of the budget approved by the Convention and the Council.
- C. The Fundraising Coordinator shall be a member of the Georgia Green Party who is asked to propose to the Council a fundraising strategy and once adopted, coordinate the implementation of the strategy. The Fundraising Coordinator shall work with the Treasurer in the development of budget proposals for the consideration of the Party Convention and Council. The Fundraising Coordinator or the Executive Director may with the consent of the Quick Decision Council, contract with and supervise a Development Director and will advise the Council on relevant personnel matters. In the absence of a Development Director, the Fundraising Coordinator may exercise the powers of the Development Director or of a Petition Drive Coordinator. The Coordinator shall submit all Fundraising Projects and Budgets to the Quick Decision Council.
- D. The Development Director, if one is contracted, shall (1) be principally responsible for the development and implementation of the Party's Fundraising Strategy as provided for in this Policy and by such resolution of the Council as may be adopted to establish the Party's Fundraising Strategy, (2) work with the Fundraising Coordinator to engage Members of the Coordinating Council to participate in activities to help raise such budgets as may be authorized from time to time by the Council and the Conventions of the Party, (3) support and exercise oversight over other contractors and Party volunteers with a role in the fundraising activities of the Party, (4) support membership development and service activities of the Party, (5) strategize and conduct outreach to the broader progressive community to build the membership and supporter base of the Party, and (6) conduct other activities designed to build the funding base and capacity of the Party to fulfill on its missions and programs. Any contract authorized by the Quick Decision Council with a Development Director may provide as compensation for the Development Director a 25% commission on net payments which fulfill pledges secured by the contractor and made during the term of the contract to the

Party's Periodic Sustainers Program, 35% commission on other new net memberships and contributions raised by the contractor and 10% of net renewal income raised by the contractor and of the Party's total net merchandise revenues; except that such compensation shall not exceed 20% of the first \$100,000.00 in annual revenue growth enjoyed by the Party plus 10% of all additional annual revenue growth experienced by the Party during the term of the Development Director's contract.

E. The Petition Drive Coordinator shall be committed to the values and practices of the Green Party. The Petition Drive Coordinator is authorized to hire, contract for and organize volunteers to serve as canvassers and petition circulators. The Petition Drive Coordinator shall serve as the supervisor of the canvas and petition operations and may designate subordinate supervisors as best serves the organization of their crew and work opportunities. The Petition Drive Coordinator shall consult with the Fundraising Coordinator and the Quick Decision Council on the deployment of their crew and the development of the Party's message as presented by the crew.

# III. Role of the Council and the Quick Decision Council

#### A. The Council:

- 1. shall ratify all contracts and other policies, pay schedules and work rules that shall also be ratified by any contractors or employees when hired or when subject to collective bargaining.
- 2. shall have jurisdiction over advertising policy and merchandise policy including the approval of all items in the product line.
- 3. May designate a Fundraising Reserve Account including a ceiling on funds that may be deposited into that account.
- 4. May transfer or designate money to that account which may be expended by the Treasurer consistent with Article IV. below.

# B. The Quick Decision Council shall:

- 1. Designate a member to approve all printed materials used in Fundraising efforts.
- 2. Amend, ratify or reject any Fundraising Plan submitted by the Fundraising Coordinator, including plan provisions that designate a formula for dividing revenues between the Fundraising Reserve Account and the General Account.
- 3. Oversee the expenditure of Fundraising Reserve Account funds, consistent with a Merchandise Plan and Budget adopted by the Quick Decision Council to build and maintain the merchandise inventory.

# IV. Party Depository, Accounting and Disbursement of Party Funds

# A. Principle Account of the Party

The principle depository of the Party shall be SouthTrust Bank, Account # 80108480, or such other financial institution and account as may be designated from time to time by the Quick Decision Council. All funds - whether cash or negotiable instruments - contributed to or made payable to the Georgia Green Party, shall be placed on deposit in the principle account of the Party as a part of the Party's General Fund Account, except as provided in Article V. Segregated Accounts of the Georgia Green Party, or by resolution of the Coordinating Council of the Party.

# **B.** Accounting for Party Revenues

The treasurer, each officer, each Council member, each staff member, each contractor and each fundraising volunteer who is in receipt of Party funds:

- 1) shall account for such funds;
- 2) shall make a report of such Party receipts by e-mail or by phone within 48 hours of receiving same to both the Treasurer and to the Executive Director of the Party;
- 3) shall within 72 hours make three photocopies of each negotiable instrument received and of any reports of cash receipts, mailing one to the executive director of the Party, one to the treasurer of the Party and retaining one in their own records until receipt of the first two copies is confirmed; and
- 4) shall within 72 hours deposit all such funds with each negotiable instrument bearing the endorsement: "For Deposit Only, Georgia Green Party Acct # 80108480" in the principle Party account, either a) at a teller window of the principle depository, b) by using a secure night drop box of the principle depository, c) by mailing the deposit to the principle address of the Party or d) by mailing the deposit directly to the bank designated as the principle depository of the Party.

# C. Disbursement of Party Funds

No funds may be disbursed from the Party's principle account without theendorsement of the Party Treasurer and the signature of at least one other signatory on the Party account, which signatories shall include any Council member as may be designated from time to time by the Quick Decision Council; except that if the Quick Decision Council is agreed that the Treasurer is not functioning for whatever reason, or that the Treasurer is not performing their duties and fulfilling the mandate of the Council, then the Quick Decision Council may designate an Interim Treasurer, who shall be empowered to perform all the duties of the Treasurer until the the Treasurer is able again to function in their capacity as Treasurer, or until the Council acts to declare and fill a vacancy in the Treasurer's seat.

# V. Segregated Accounts of the Georgia Green Party

# A. Segregated Accounts, Generally

All funds - whether cash or negotiable instruments - contributed to or made payable to the Georgia Green Party, shall be placed on deposit in the Party's General Fund Account in the principle account of the Party, except as provided in this Article V. Segregated Accounts of the Georgia Green Party, or by resolution of the Coordinating Council of the Party. Any segregated account of the Party, designated in this Article or by other resolution of the Coordinating Council, shall serve as a depository for such revenues as may be designated in the charter of the segregated account or on the negotiable instrument deposited there; and funds from these accounts may be disbursed as provided in this Article or in such other resolution of the Coordinating Council that may designate a segregated account.

#### B. GGP Convention - 20xx Accounts

The Treasurer is directed to open, within 45 days of the adjournment of each Annual Convention of the Party and when possible to seed with at least \$200.00, a Segregated GGP Convention - 20xx Account for Convention Fees and Disbursements, and that such account shall require two signatures on each check and that the signatories may include the Party

Treasurer, one staff member, one Convention Convener and one Party Co-Chair. If the preceding GGP Convention 20xx Account fails to seed the new account with at least \$200.00, then the Treasurer is authorized to disburse not more than \$200.00 of General Fund money to seed the segregated account for the next Annual Convention of the Party. The Segregated GGP Convention - 20xx Account is authorized to disburse funds to achieve the aims of producing the annual convention of the Party, including the costs of Convention facilities and meeting venues for a Friday night and a Sunday afternoon Council meeting, travel and accommodation costs associated with any featured speakers, the costs of providing catering for participants, fees associated with the publication of legal notice, printing and postage costs including without limitation Convention promotional materials, the printing and postage costs of publishing the Convention issue of the Internal Discussion Bulletin, Convention related phone expenses for Convention Conveners and the Convention Host Committee, the costs of staging, audio visual support, photographic coverage and media work and other necessary and appropriate Convention related expenses, when funds have been raised for these purposes and when the expenditure is consistent with a Convention budget authorized by the Quick Decision Council.

# C. Periodic Sustainers Operating Reserve Account

The Treasurer is directed to establish a Periodic Sustainers Operating Reserve Account which will receive funds contributed to fulfill pledges made as a part of the Periodic Sustainers Program, provided for in Section D., Article VII., related to Membership Development Strategies, Funds in the Periodic Sustainers Operating Reserve Account may be expended to fund such personnel ,office, membership services, debt retirement and other anticipated overhead costs associated with operating such programs of the Party as may from time to time be designated by the Quick Decision Council to be underwritten by such Sustaining Contributions.

# D. Fundraising Accounts

### 1. Fundraising Reserve Account

The Treasurer is directed to establish a Fundraising Reserve Account which will receive funds designated by this policy until it reaches \$20,000 plus the projected monthly obligations of the account to fund fundraising expenses. The Treasurer shall account for this Account separately from the General Fund or from other segregated accounts that now exist or may be established in the future. The Treasurer is authorized to disburse funds from the Fundraising Reserve Account for fundraising expenses that are consistent with fundraising Project Plans and Budgets approved by the Quick Decision Council, when funds exist in the Fundraising Reserve Account. For each fundraising operation, an amount equivalent to 10% of the operations revenue plus its projected fundraising expenses shall be deposited in the Fundraising Reserve Account. Once the Account reaches its capacity as defined here, the 10% payments shall be suspended until the next month that a shortfall develops.

### 2. Event Specific Segregated Accounts

The Development Director may with the consent of the Treasurer establish a temporary segregated account to serve a specific fundraising event or project, which has been approved by the Quick Decision Council and which is expected to generate in excess of \$1,000.00 in revenue. Within thirty days of the completion of a fundraising event or project for which such an account has been established, the Development Director shall make a complete report to the Treasurer, including all statements and other account reports, photocopies of all checks

deposited, reports on all cash receipts of the project and receipts, invoices and any other instrument which document any expense drawn from the account or made from any petty cash fund authorized by the Development Director. The account's signature card shall authorize the bank to honor a check endorsed by at least one of the following three servants of the Party: the Treasurer, the Development Director or the Event Coordinator, at least two of whom shall be signatories on the account. An account signatory is authorized to disburse funds from the segregated account for fundraising expenses that are consistent with the Fundraising Event's Project Plan and Budget as approved by the Quick Decision Council when funds exist in the account.

# **D. Dues Sharing**

The Treasurer shall open, maintain and account for a Segregated Dues Sharing Account to which shall be deposited, from the Party's General Account once each month a sum of moneys as determined in Article VII., Membership Development Strategies, Section B. Dues Sharing, paragraph 1. #., below. There shall exist a dues sharing account for each affiliated local of the Georgia Green Party. The Treasurer shall establish and maintain the necessary records to support a system of dues sharing between the state party and the the local affiliates. The Treasurer shall disburse, once each month, all shared dues accumulated in a local affiliate's dues sharing account, except that the Treasurer may retain and roll-over until the next month's disbursement, any balance of less than \$100.00 in a Local's account.

#### E. The Voter List Account

The Treasurer is directed to establish a segregated Voter List Account which will receive funds from contributions designated to support the Party's Voter List Program, except for that portion of each such contribution which is due to a local affiliate under the Party's Dues Sharing Policy, as well as subscription fees from authorized subscribers, as defined in this Policy at Article XIII., Section D. Services and Merchandise for Locals and Candidates of the Party, A. Registered Voter List Phone Append Service. The Treasurer shall account for activity in this Account separately from the General Fund or from other segregated accounts that now exist or may be established in the future. The Treasurer is authorized to disburse funds from the Voter List Account for Account expenses as defined in this Policy at Article XIII., Section D. Services and Merchandise for Locals and Candidates of the Party, 2. Registered Voter List Phone Append and Out-Call Service, when funds exist in the Voter List Account.

### F. Georgia Green Party Federal Campaign Account

The Treasurer shall establish a Georgia Green Party Federal Campaign Account, which shall receive all contributions made to the Party for the purpose of supporting Federal Election activity and from which funds may be disbursed, consistent with a budget adopted or amended by the Coordinating Council, in support of Green Party candidates for Federal Office who have been nominated by the quadrennial Presidential Nominating Convention of the Green Party of the United States or who are 'eligible clients' as that term is construed in Article XIII. Section B. of this Policy, related to Clients Eligible to Use the Party's Lists for Fundraising Purposes. The Coordinating Council may, by resolution, permit funds in this account to be disbursed in support of Federal Green Party candidates in states other than Georgia where such contributions can be made without impairing the ability of the Georgia Green Party to make the maximum allowable contribution permitted by the Federal Campaign Elections Act, as such may be amended from time to time, to Federal

candidates of the Georgia Green Party. The Georgia Green Party Federal Campaign Account shall be administered in such a way as to comply fully with the Federal Elections Campaign Act and the Georgia ethics in Government Act, as such may be amended from time to time.

#### G. Instructions to the Clerk

The Clerk of the Party is instructed to review the Minutes of past Council actions to determine what other Segregated Accounts have previously been designated or authorized by Council action and further, to prepare for Council consideration, proposed amendments to this Article V. Segregated Accounts of the Georgia Green Party, so that all segregated accounts are consistently chartered in the Party's Fiscal Policy.

# VI. Accounting Procedures

The Fundraising Coordinator is urged to develop in consultation with the treasurer accounting policies and procedures that use generally accepted accounting principles to account for and report monthly to the Council on expenses incurred and revenues derived from Party activities.

# VII. Membership Development Strategies

# A. Membership Development Committee, Coordinator and their Roles

The Council shall designate a Membership Development Coordinator who will serve as Chair of the Membership Development Committee. The Coordinator is charged with organizing staff, contractors and volunteers to conduct the business of the Committee. The Coordinator is charged with developing and implementing a plan and proposed policies on the use of the membership list and for a membership development strategy including membership enrollment, a membership services package (including a membership publication), and a membership renewal program. Until such time as the Editorial Council shall nominate and the Council shall appoint Editors for the Party publications, the Membership Development Coordinator may serve as or appoint the Editor of the Party membership newsletter and outreach tabloid and shall assist in organizing the Editorial Council. The Membership Development Coordinator is urged to work with the Canvas Director and the Petition Directors on strategies and procedures for membership enrollment. The Membership Development Committee is urged to use tabling, direct mail, petition circulators and canvassers in its efforts.

# **B.** Membership Dues

- (1) Dues shall be assessed from each member of the Party, at the rate of \$120.00 per year, except that members of modest means, shall be offered the opportunity to set their dues ata lower rate commensurate with their ability to make a contribution to the financial support of the Party. The treasurer is instructed to provide for such systems as are necessary to account for the collection of dues and the disclosure, as required by law of such revenues as political contributions. The Treasurer shall work with the Membership Development Committee to develop and administer a program for the solicitation of membership renewals.
- (2) Effective April 1st, 2017, the dues-sharing program outlined in Article V. of this Policy, entitled 'Segregated Accounts of the Georgia Green Party', Section D., related to 'Dues Sharing', and in Section C. of this Article, also related to 'Dues Sharing', is suspended. The Treasurer is relieved of responsibility for accounting for or disbursing funds as anticipated by this program.

(3) Not later than July 1st, 2019, the officers of the Party are instructed to report their recommendations to the Annual Convention of the Party, as to the desireability of reestablishing a program for sharing dues collected by the state party with affiliated party organizations at the county level, along with their assessment of the cost for implementing such systems asmight be required to support the Treasurers duties under such a program to account for and disburse shared dues.

# C. Dues Sharing

(effective date August 1, 2001 per Council adoption of #01-1:89, as Amd)

- 1. Each local affiliate shall be entitled to and that local's dues sharing account shall be credited for 50% of each membership dues payment or contribution paid into the account of the Georgia Green Party, from a Party supporter who lives within the jurisdiction of the affiliated local; except that:
  - a) No dues sharing transfer shall be due for a Member or Contributor who contributed or paid their dues prior to the effective date of this Policy or prior to the Council or Convention action accepting a Local's Application for Affiliation with the Georgia Green Party
  - b) No dues sharing transfer shall be due for any Contribution raised and deposited by a contracted Petition Circulator,
  - c) No dues sharing transfer shall be due for any Contribution made to the Georgia Green Party Federal Campaigns Account,
  - d) Only 10% of each Contribution shall be shared for each Contribution made in reply to a special appeal for a specific project and where the check or other instrument states clearly that the Contribution is in reply to that special appeal, as such special appeals may be authorized from time to time by the Quick Decision Council
  - e) Only 10% of each Contribution shall be shared for each Contribution raised and deposited by a contractor assigned to the Party's Field Organizing Team as such contractors may be authorized from time to time by the Council and the Quick Decision Council, except that when a Local's Affiliation has been twice renewed by the Council, any State Party Field Organizing Team activities within the jurisdiction of an affiliate must be with the consent and coordina-tion of the County Affiliate's officers, or with the consent of the Council,
  - f) Only 25% of each net payment shall be shared for each Contribution made to fulfill on a pledge to the Periodic Sustainers Program, as such Program may be authorized from time to time by the Quick Decision Council, except that only 10% of each such net payment shall be shared for each Contribution made to fulfill on a pledge to the Periodic Sustainers Program by a Party supporter who lives within the jurisdiction of the affiliated local, and whose initial pledge to the Periodic Sustainers Program precedes the date of the Council or Convention action to accept a Local's Application for Affiliation with the Georgia Green Party,
  - g) Only 25% of each renewal shall be shared for each Contribution or Dues Renewal paid by a Party supporter who lives within the jurisdiction of the affiliated local, and whose initial membership date precedes either the effective date of this Policy or the date of the Council or Convention action to accept a Local's Application for Affiliation with the Georgia Green Party

- h) No dues sharing transfer shall be due to a Local Affiliate who has failed to name a treasurer, open and maintain an account for their party local or to comply with their disclosure reporting requirements under the Party's List Policy
- 2. Each Local Affiliate which participates in the Dues Sharing Program, such that all dues and contributions raised by a Local are made payable to the state party and which are deposited to the credit of the state's General Fund account, shall be exempt from any Local Assessment that may be imposed by an Annual Convention. Participation in a Dues Sharing Program shall not be forfeited by a Local's retaining the revenues from merchandise sales, raffle or auction revenues, fundraising event ticket revenues or a special appeal for a specific local project, except that a Local shall disburse to the Georgia Green Party within 45 days 10% of each Contribution made in response to a Local's special appeal for a specific local project.

# D. On-line Membership Enrollment

The Clerk and the Treasurer are authorized and directed to contract on behalf of the Party with PoliticsOnline for their Instant Online-Fundraising service or with such other service provider as may be authorized from time to time by the Quick Decision Council and who may be capable of providing for the acceptance of credit or debit cards for the purchase of merchandise, the payment of membership dues or the fulfillment of periodic pledges made to the Party's Sustainers' Program.

### E. Periodic Sustainers' Program

The Executive Director with the agreement of the Quick Decision Council is directed to provide for a system of soliciting pledges for a Periodic Sustainers' Program and for the collection of such pledges to fund such personnel ,office, membership services and other anticipated overhead costs associated with operating such programs of the Party as may from time to time be designated by the Quick Decision Council to be underwritten by such Sustaining Contributions. The Treasurer, Fundraising Coordinator, Executive Director and other Party contractors and volunteers with responsibilities for Party fundraising are urged to solicit new and existing Party supporters to participate in the Georgia Green Party's Periodic Sustainers' Program.

# F. Membership Services Program

The Membership Services Committee shall provide, subject to a phased implementation timetable to be established by the Quick Decision Council, for the distribution of the following items and subscriptions as a Membership Services package to dues paying members of the Georgia Green Party. Subject to the phased implementation timetable established by the Quick Decision Council, each dues paying member of the Party contributing \$5.00 or more in the preceding year shall be entitled to:

- 1. a Georgia Green Party Membership Card; and
- 2. an annual subscription to the Georgia Green Party's quarterly membership newsletter.

Subject to the phased implementation timetable established by the Quick Decision Council, each dues paying member of the Party contributing \$15.00 or more in the preceding year shall be entitled as well to:

3. an annual subscription to Green Politics, the periodical of the Green Party of the United States;

4. an annual subscription to Independent Politics News, the periodical of the Independent Progressive Politics Network.

# VIII. Solicitation of Party Lists by Affiliates, Candidates and by The Green Party of the United States

# A. Findings and Intentions

### 1. Council Findings

The Coordinating Council finds that the ongoing campaigning of the Party itself, its local affiliates and by Green candidates nominated and endorsed by the Party builds the capacity of the Party over time to support future campaigns and candidates of the Party by identifying more activists, volunteers and contributors who support a Green agenda or Green candidates. The Council further finds that as the Party continues to grow so do the demands on the growing but still limited resource of the Party's lists.

#### 2. Council Intent

It is the intention of the Coordinating Council to create a system for sharing the Party's lists with (a) The Green Party of the United States, with (b) candidates nominated or endorsed by Party conventions, or who have been endorsed by the Coordinating Council or by local affiliates; and which candidates also comply with the rules laid out in this article, and with (c) local affiliate of the Georgia Green Party. It is further the intention of the Council that portions of the list be shared with each client eligible under these rules to use Party lists for fundraising purposes, in a way that respects the privacy of Party supporters and which will pace out appeals to each individual Party supporter so that no Party supporter need feel inundated by appeals from the Party and its candidates. Ir is further the intention of the Council that, for fundraising and volunteer enrollment purposes only, those portions of the list of Party supporters who do not reside in the district may be shared with Party candidates subject to the acceptable use agreement set forth in this Article.

# B. Clients Eligible to Use the Party's Lists for Fundraising Purposes

For the purposes of this Article, the terms, "eligible clients" and "eligible to use Party lists for fundraising purposes", shall be construed to include the Green Party of the United States, the Georgia Green Party, each Local Affiliate of the Georgia Green Party and each candidate nominated or endorsed by a Georgia Green Party Convention, or who have been endorsed by the Coordinating Council or by a local affiliate where their participation in this program is further approved by the Council, so long as each such eligible client:

- 1. has filed and the Party has granted a compliant List Distribution Request committing to respect the privacy safeguards imposed by this Article of the Fiscal and Fundraising Policy and by Article IX. Party Lists and Registered Voter Lists, of the Communications Policy of the Georgia Green Party;
- 2. if a local affiliate or a candidate, is a subscriber to the Phone Append Service of the Party, or commits to becoming a current subscriber out of early revenues from fundraising efforts undertaken with Party lists;
- 3. if a local affiliate, is current on payment of their Local Assessment as such may be established or amended by the Convention, has agreed to participate in the Dues Sharing Program, or to use the Party Lists to make a fundraising appeal that requests that checks

be made payable to the Georgia Green Party, with the local share accruing back to the local;

4. if the candidate has raised a minimum of \$1,000.00 and 20 contributions from personal and other sources, and not using Party lists.

### C. Role of the Quick Decision Council, Executive Director and Database Coordinator

#### 1. Quick Decision Council

The Executive Director or Fundraising Coordinator shall prepare and the Quick Decision Council may amend and shall adopt at the beginning of each Fiscal Year, a Draft List Use Plan which anticipates the various demands that can be expected to be placed on Party lists by the various clients who may potentially be eligible to use Party lists for fundraising purposes. Such plan shall establish a minimum solicitation interval which shall not be less than six weeks, except that such interval shall be not less than four weeks between April 1st and the election or run-off in November for each General Election year. The Plan shall further provide for the disbursement of the list in such minimum quantities as would qualify the client for the use of bulk mailing discounts, whenever that is possible. The Quick Decision Council shall cause such Draft Plan to be circulated for comment among clients who may potentially be eligible to use Party lists for fundraising purposes. The Quick Decision Council may amend and adopt as a Final Plan any such Draft Plan or previously adopted Final Plan which has circulated for comment among potential clients for at least two weeks. Each List Use Plan adopted by the Quick Decision Council shall govern the distribution of Party lists for fundraising purposes by the Executive Director or Database Coordinator until such time as that Plan may be succeeded by the adoption of a subsequent Plan.

#### 2. The Executive Director and the Database Coordinator

The Executive Director shall develop, submit for Quick Decision Council approval and publish on the members only web site of the Party, a Request to Use Party Lists for Fundraising Purposes form. The Executive Director shall receive each Request to Use Party Lists for Fundraising Purposes, and shall grant, or amend and grant, each such request that may be fulfilled consistent with the currently governing List Use Plan, giving notice to the Quick Decision Council, 48 hours prior to granting any such Request. The Executive Director or the Database Coordinator shall fulfill each such granted Request by disbursing appropriate portions of the Party's database as may be authorized by the granted Request. The Database Coordinator shall provide for the tracking of each distribution of each record and of the response to each solicitation by each Party supporter so solicited. Such data shall be tracked and used so as to prevent a Party supporter from receiving multiple solicitations that would be inconsistent with the minimum solicitation interval established in the List Use Plan.

### D. Distribution of Party Lists, Priorities

In formulating and adopting a List Use Plan, the Executive Director and the Quick Decision Council shall seek to accommodate the competing needs and requests of eligible clients and may prioritize local candidates over state-wide candidates, and candidates facing immediate elections over candidates who have earned an early nomination or endorsement.

# E. Party's Bulk Mail Permit

The treasurer is instructed to disburse funds for and the executive director to obtain and maintain a bulk mail permit for the Georgia Green Party. Such permit may be used by any

client eligible to use Party lists for Fundraising Purposes, whenever such clients have paid to the Party a sum equivalent to the bulk postage permit use costs, plus a usage fee of the greater of \$10.00 or 1% of the total postage costs of each mailing for which the permit is used.

# F. Acceptable Use Agreement

By signing a Request to Use Party Lists for Fundraising Purposes, accepting or using a Party list for fundraising purposes, a client shall agree to be bound by the included Acceptable Use Agreement, including the following conditions:

- 1. that the list may only be used for direct mail or phone solicitation inclusive of the dates authorized in its distribution;
- 2. that the list may only be used where the client submits each fund raising solicitations for the prior review of the Executive Director;
- 3. that a detailed report, in machine readable form shall be made by each client of each contact in conformity with the report format required by the Database Coordinator and the Director of Information technology Development, and where that report includes (a)fundraising history, (b) contact history, (c) additional contact data gathered and (d) whether the Party supporter requested to be added to the party's "Do Not Call" list;
- 4. that the list shall be secured to protect the privacy of Party supporters and in compliance with the Party's List Policy in conformity with Article IX., of the Communications Policy and Article VII., of the Fiscal Policy; and
- 5. that each contact or solicitation identify that the contact is authorized by the Georgia Green Party and on behalf of the client.

### IX. Fundraising Projects, Events and House Parties

### A. Project or Event Coordinators and Budgets

The Fundraising Coordinator is urged to designate one or more project or event coordinators who will develop fundraising project proposals and budgets for review of the Quick Decision Council for fundraising projects, events and house parties which will be used as opportunities for fundraising, membership drives and merchandising. The QDC is authorized to approve fundraising projects with expenses not to exceed 20% of house party revenues and 50% of other fundraising project or event revenues.

# **B. Revenue Sharing**

For memberships and contributions collected at a Party event, the calculation of dues sharing as provided for in Article IV. Section B., Paragraph 2., shall be made on the net revenue from the event, after providing for event expenses authorized by the Quick Decision Council, unless the Quick Decision Council provided otherwise by resolution authorizing the Project Plan and Budget. Those cash receipts from an event organized or co-sponsored by the Georgia Green Party which can not be allocated to a specific dues sharing account of an affiliated local as defined by Article IV., Section B., Paragraph 1., shall be allocated to the county affiliates whose residents attended the event and in proportion to the number of attendees residing in that county compared to the total number of attendees. Any revenue that would be allocated to a county local which is not affiliated shall accrue to the Georgia Green Party.

#### X. Grants

Council members are urged to alert the Council about opportunities to raise grants monies that will support the Party's work and the work of its members.

### XI. Major Donor Campaign

The Fundraising Coordinator is urged to develop a major donor campaign in cooperation with the members of the Council and the servants of the local affiliates.

### XII. FEC Matching Funds Campaign

The Fundraising Coordinator is urged to develop a campaign to raise \$5,000.00 or more in pledges under \$250.00 that qualify the Green Party's 2000 Presidential Candidate for FEC matching money.

#### **XIII. Petition Drive**

A. The Party shall conduct a ballot access petition drive to obtain ballot access for its candidates for statewide elective office nominated by Convention, until it qualifies under O.C.G.A. 21-2-180 to retain access for a subsequent general election and shall support such a petition drive for each candidate seeking local office in races opened for Green nomination who have been nominated by an Annual Convention or whose application for support has been approved by the Council, until the Georgia Green Party shall qualify under O.C.G.A. 21-2-2(25) as a "political party" eligible to nominate candidates by Primary as provided by Article 4, Part 2 and Article 5 of the Georgia Election Code, and to place their names on the general election ballot. In the case of local races, where a candidate has not been nominated by the Party, the Council may authorize the use of the canvas for the circulation of ballot access petitions for the candidates who file with the clerk, an application, sworn as an affidavit, stating:

- 1) their intention to attend the Party's Nominating Convention and seek the nomination of the Party for the partisan public office they seek;
- 2) granting their permission for the Party to publish the affidavit and survey responses in its public outreach efforts;
- 3) that they are in basic agreement with the ten key values as a basis for organizing; and
- 4) that they have completed and filed with the Clerk, their response to the following five questions:
  - a) List five issues that you think are most important and what you would do about them?
  - b) Is there anything in the Platform of the Georgia Green Party with which you isagree?
  - c) Most Green Parties use a modified form of consensus decision making process to promotoe wide participation and encourage consideration of divergent viewpoints. What experience do you have with consensus?
  - d) Over the past few years, have you become more or less inclined to believe that a third party can work here in the USA?
  - e) How can we work together to make the Green Party more effective?

# B. The Fundraising Coordinator is urged to nominate a Petition Drive Coordinator.

The Council may appoint a Petition Drive Coordinator. The Quick Decision Council may appoint a Petition Drive Coordinator to fill a vacancy in the position, subject to the confirmation of the Council at the next Council meeting. The Petition Drive Coordinator may name county petition drive coordinators in any county where an affiliated local fails to make such an appointment, or where a county coordinator, however named, has failed to sufficiently support or coordinate ballot access activities in that county. The Petition Drive Coordinator may also name regional or district petition drive coordinators according to whatever organization they feel would best serve obtaining ballot access for the Party. The Petition Drive Coordinator shall propose a project budget, a draft volunteer petition drive circulators contract and a draft Deal Memo for paid ballot access petition circulators.

The Coordinator is urged to award, support and recognize circulators and canvassers for the referral of new circulators, payable upon verification of the first 200 signatures, 500 signatures, 1,000 signatures or 5,000 signatures. The petition drive coordinator is urged to utilize festivals and other appropriate gatherings as opportunities to build awareness for the party with the petition effort.

# **XIV. Canvas Operation**

#### A. Terms of Petition Drive Coordinators' Contract

The Council or the Quick Decision Council may designate or designate and contract with a Petition Drive Coordinator where the Deal Memo for the Petition Drive Coordinator provides for those terms authorized for contracts with petition circulators, except that they shall only be expected to collect 300 signatures per pay period and for meeting as additional performance standards: (1) a 50% fulfillment rate for pledges they supervise for volunteer petition drive circulators, (2) an 80% fulfillment rate for contracts they supervise for contract petition drive circulators, and (3) for meeting circulator recruitment and retention goals sufficient to support the collection of 80,000 raw signatures by the deadline.

### **B.** Terms of Petition Drive Circulator's Contract

The Executive Director or the Petition Drive Coordinator is authorized with the agreement of the quick decision council, to contract with petition circulators where that contract provides for a bi-weekly commissioned stipend for meeting performance quotas, including raising 500 signatures during every two weeks pay period and raising an average of \$200.00 or more during each two week pay period in petitioning revenues – including memberships, \$1.00 a signature and other contributions, and net merchandise sales revenues,. Each such contract may provide as a stipend, a commission of 85% of those revenues that accrue under the Party's Dues Sharing Policy to the Georgia Green Party on the first \$176.00 of average weekly fundraising from new members or contributors over the course of each two week pay period, and for a 35% commission paid on all revenues in excess of the first \$176.00 of average weekly fundraising during each two week pay period which is raised in the course of petition work The Petition Drive Coordinator, if contracted, is charged with accounting for Petition Circulators signature totals, inventory, revenue and expenses and for personnel hiring, training or retention decision-making.

# C. Coordination with Locals and Party Candidate Campaigns

Each contracted Petition Drive Circulator shall with the Executive Director and the Petition Drive Coordinator of the Party coordinate their petitioning and fundraising activities so as to support and to not interfere with the local campaigns and organizing activities of any local currently affiliated with the Party, or with such activities of any Green Party candidate not a statewide or Congressional candidate who has been endorsed or nominated by the Georgia Green Party, or where the Coordinating Council has authorized Party contractors to support the ballot access of such candidate, pursuant to Article XI. Section A. of the Fundraising Policy. The Executive Director shall not authorize any contractor to carry out their petitioning and fundraising activities in the jurisdiction of any local affiliate, where a majority of the elected officers and delegates of that Local, whose names have been filed with the Affiliation Committee of the Party on a Roster of Elected Servants, supporting or supplementing an Affiliation Application granted by the Council, have signed an affidavit stating that by a resolution legitimately adopted by the Affiliate, the local objects to the use of contract circulators in the jurisdiction of the Local Affiliate; except that no circulator shall be prohibited from conducting their petitioning and fundraising activities in a county which has failed to mobilize a volunteer petitioning effort involving at least one pledged circulator per 25,000 registered voters or which has failed to deliver at least 100 signatures per month per 25,000 registered voters residing in the county.

# XV. Merchandise Program

The Fundraising Coordinator, as needed, is urged to propose amendments to the merchandising policy or product catalogue and to report to the Council evolving merchandise strategy.

### A. Inventory Control, Accounting and Taxes

#### 1. Inventory Control Sheets and the Inventory Summary Report

The Fundraising Coordinator shall approve the form of an Inventory Control Sheet and of an Inventory Summary Report. The Inventory Control Sheet shall include the retail and replacement costs of each merchandise item to assist in the preparation of payroll. The Canvas Director shall maintain a file of completed inventory control sheets and copies of Inventory Summary Reports.

#### 2. Vendor's Role

Each canvasser or other employee, contractor or volunteer who vends Party merchandise will account for all Party property using signed inventory sheets. Each canvasser (or other staff, contractor or volunteer who vends merchandise) shall account for all merchandise and sign an Inventory Control Sheet and an Inventory Summary Report whenever merchandise is drawn or restocked from or returned to the Party inventory. The Executive Director, Petition Drive Coordinator or the Development Director shall endorse the Inventory Control Sheet and the Inventory Summary Report to attest to their accuarcy.

### 3. The Role of the Treasurer and Supervisory Staff

The Treasurer shall only pay a stipend for petition circulators who have turned in sufficient signatures to make their pay period quota and which in all respects comply with the requirements of O.C.G.A. 21-2-172(d). The Petition Drive Coordinator shall not authorize inventory replacement unless the sales are documented by Inventory Summary Reports, which have been properly signed and endorsed. The Development Director and the Petition

Drive Coordinator are authorized to withhold a paycheck pending the signatures being notarized and a complete accounting - including payment at retail for sold items and the return or withdraw of additional merchandise to restock an employees work kit, such that all the merchandise reported on the most recent Inventory Control Sheet as drawn from the Party Inventory, is accounted for. The Petition Drive Coordinator shall file copies of the Inventory Summary Report with the Development Director, the Fundraising Coordinator and the original with the Treasurer at least once per pay period.

# B. Advertsiing and Merchandise Strategies

#### 1. Petition Circulators Role

The petition circulators shall display buttons and other appropriate merchandise promotional materials and offer to sell catalogue items to members of the public who sign the Party's nominating petition or who otherwise demonstrate support for the party. Each petition circulator shall make available printed catalogues of Party merchandise to members and other petition signers who spend \$5.00 or more in dues, contributions or merchandise purchases.

### 2. Tabling and events

The Development Director is urged to provide for the participation of a contract petition circulator or other staff, contractor or volunteer who will display, promote, vend and account for merchandise whenever Party activists or members are tabling or hosting a fundraising event.

### 3. Online and mail order merchandising

The Development Director is urged to report to the Coordinating Council on the resources needed to provide for online and mail order merchandising including sufficient staffing to provide for prompt order fullfillment.

# C. Inventory Acquisition and Maintainence

Until December 2005 or until the Inventory of the Party's merchandise program has grown to a wholesale value of \$10,000, whichever may occur first, the merchandise budget shall consist of an amount equal to the cost of goods sold reported on Inventory Summary Reports plus 10% of the difference between the funds deposited in the Fundraising Reserve Account and the total payment due for periodic and anticipated fundraising expenses. The Quick Decision Council may authorize additional disbursements for the purposes of the merchandise program. The Fundraising Coordinator and the Development Director are authorized to expend the merchandise budget to build and restock the inventory of the Party's merchandise program from items approved as a part of the Party's merchandise catalogue.

### D. Services and Merchandise for Locals and Candidates of the Party

1. Wholesale Distribution of Party Merchandise to Local Affiliates and Party Candidates

The Treasurer, Executive Director and Fundraising Coordinator are directed to invite the participation of Green candidates and of local affiliates of the Party to participate in each order or purchase made by the Party of campaign materials or other merchandise from a commercial vendor, and may charge not more than a 10% mark-up on the costs of goods plus the delivery costs to each participating local or candidate. The Party, its staff, contractors, or volunteers may resell to Green candidates and local affiliates of the Party campaign materials and merchandise which are in stock for the cost of replacement plus 20% plus delivery costs,

when their total order exceeds \$50.00 wholesale value in merchandise. All revenues from such sales shall be deposited in the Fundraising Reserve Account of the Party.

- 2. Registered Voter List Phone Append and Out-Call Service
  - a) There is created the Registered Voter List Phone Append and Out-Call Service of the Georgia Green Party which shall build and operate on behalf of the Party, its committees, its local affiliates and its nominated and endorsed candidates, sufficient automated out-call server capacity to meet the demand for such service among authorized clients of the service, and which shall maintain on behalf of the Party, its local affiliates and its nominated and endorsed candidates, a subscription to the database of listed phone numbers provided by InfoUSA Inc., 5711 South 86th Circle, P.O. Box 27347, Omaha, NE 68127; http://www.InfoUSA.com/, email: help@infoUSADirect.com, (877) 708-3841, or to such comparable and competitively priced product as may be designated from time to time by the Quick Decision Council.
  - b) The Director of Information Technology Development is requested to develop and code such programming as will permit the Party to match registered voters with listed phone service subscribers for the purpose of appending valid phone numbers to the registered voter data provided by the State of Georgia. The Director of Information Technology Development is further requested to build, maintain and support such out-call servers as may be funded. The Executive Director is directed 1) to develop a contract, for Quick Decision Council approval as to its form, to govern each subscription to the Phone Append and Out-Call Service, and 2) to urge each local affiliate of the Party and each candidate nominated or endorsed by the Party or by one of its affiliated locals to subscribe to the Registered Voter List Phone Append and to the Out-Call Service of the Party.
  - c) Any contract, approved as to its form by the Quick Decision Council, shall provide (1) for the periodic re-computation on December 8th of each year of the phone list subscription price to allocate the costs as broadly as possible among the participating client base, (2) for the refund on December 15th of any surplus phone list subscription fee collected prior to the most recent re-computation of the subscription price or in the case of a client who is an affiliated local, the application of such surplus to the renewal of the contract, (3) for the payment of such IT Fee, and such job fee as will fund the capital and operating costs of the Out-Call Service, including such long distance costs as may be incurred in fulfilling the contract, (4) that the contracting local affiliate or Green candidate on behalf of themselves and on behalf of their campaign committee agrees to be bound by the terms of the List Distribution Request and (5) that the contracting party agrees to share with the Party in a machine readable form any additional phone numbers identified and matched to the registered voter list, and any voter identification data garnered from any interactive out-call campaign, whether or not automated, that may be conducted.
  - d) The formula for the periodic re-computation of the phone list subscription price required by Article XIII. Section D., subparagraph 1. paragraph c)(1), shall provide for \$25.00 for shipping costs from each client account and for an additional sum as an IT Fee for Information Technology infrastructure development and operations costs, of \$10.00 until the next periodic re-computation of the subscription price following twenty or more clients having contracted with the service, and then an IT Fee of \$25.00 until the next periodic re-computation of the subscription price following fifty or more clients having contracted with the service, and then an IT Fee of \$50.00.

- e) All IT Fees shall be accounted for separately, though they may be deposited into the same segregated Voter List Account, and such fees may be spent for the maintenance, back-up and security of Party data and for the maintenance and development of the Party's Information Technology capacity, including obtaining back-up media, building out-call and such additional servers as will best support the information technology needs of subscribing clients and providing one or more Party servers with permanent IP address(es) permitting local affiliate and candidate clients secure password protected access to the data they are authorized to use.
- f) Once such a contract has been approved as to its form by the Quick Decision Council, the Executive Director is urged to execute a contract with each and every local affiliate of the Party and with each and every Green candidate, endorsed or nominated by the Party or endorsed by a Local Affiliate of the Party, and who is willing to be bound by the terms of the contract.
- g) All revenues from the execution of such contracts and all revenues responding to a special appeal to fund the start-up of this program shall be deposited in the segregated Voter List Account. Funds from this account may be expended for the purchase of the subscription or renewal of the subscription to such database of phone numbers and to the updates to such database, as the Quick Decision Council may from time to time authorize, after 72 hours notice and an opportunity for input by the Council, for the cost of building, maintaining and operating out-call servers including the costs of providing phone service to such servers, for the costs of shipping matched databases to clients of this program, for the cost of drives and media necessary to back-up and secure Party data and to refund by the end of each year such surplus phone list subscription fees as may be collected on all contracts associated with this Program.
- h) The Quick Decision Council may authorize a Green Value compatible non-profit or community based organization nominated by a member of Council or by an affiliated local to utilize the Party's Out-Call Service for an automated call campaign to the internal list of such non-profit or community based organization.

# E. Merchandise Catalogue of the Georgia Green Party

- 1) Publications:
  - a) Georgia Green Party Periodicals:
    - i) Internal Discussion Bulletin (members only) for \$35.00 per subscription to run the duration of an annual Council cycle
    - ii) Outreach Tabloid of the GGP (to be developed) for a price not to exceed \$2.00 each
    - iii) Quarterly Membership Newsletter of the GGP for a price not to exceed \$5.00 each
  - b) Other Green Party and independent political Periodicals:
    - i) Green Pages (published by the Green Party of the United States) for a price not to exceed the greater of the cover price or \$2.00 each
    - ii) Groundworks (published by the Groundwork Collective, San Francisco, California) for a price not to exceed the greater of the cover price or \$2.00

iii) Independent Politics News (published by the Independent Progressive Politics Network, Bloomfield, New Jersey) for a price not to exceed the greater of the cover price or \$2.00

# c) Pamphlets:

- i) Local Organizing Guide (to be developed), and at a price not to exceed \$15.00
- ii) Platform of the Georgia Green Party, and at a price not to exceed \$10.00
- iii) The Platform of the Georgia Green Party, with the 2000 Platform of the Association of State Green Parties, along with any clarifications that may be authorized by the Council, but only if the State Convention takes action to endorse or ratify the ASGP Platform, and at a price not to exceed \$15.00

### d) Books:

i) Against All Odds by John Rensenbrink

# Audio and Video Recordings:

- i) 1998 Campaign Video: The Party of Compassion, the Politics of Hope for a price not to exceed \$12.50
- ii) 2000 Campaign Video: Greens 2000: Grass Roots Grown, with Ralph Nader Seattle Super Rally, for a price not to exceed \$20.00

# 2) Logo items:

- i) Buttons and Bumper stickers and bookmarks
- ii) T-shirts and shopping tote bags, made from organic or recycled materials
- iii) Pennants and Banners
- iv) Fertile Sunflower Seeds
- v) Flutes
- vi) Puppets
- vii) Greetings Cards
- viii) Commemorative items specific to a fundraising event

#### 3) Food items:

- i) Edible Sunflower Seeds
- ii) Organic sandwiches
- iii) Water
- iv) Fresh Juices
- v) Beer, wine or other alcoholic beverages

### XVI. Party Publications

### A. Editorial Council and Editors

The clerk is directed to publish a Call for Editorial Workers for the Party Publications and to organize an editorial council which will nominate Editors for the consideration of the Council, develop, produce and publish both a membership publication and an outreach tabloid.

### **B.** Advertising Rates

Consistent with Article XV. Advertising Policy, staff, members, contractors and volunteers are urged to solicit, accept and cause to be published advertisements consistent with a rate schedule approved by the Quick Decision Council. The Quick Decision Council is urged to adopt a rate schedule which

- 1) is calculated so that not more than 50% of the publication is sold as advertising,
- 2) provides a 35% commission to staff and contractors who solicit and close an order for advertising space consistent with the advertising policy,
- 3) fully funds advertising sales commission. the printing, bundling, shipping and mailing costs of the publication based on sales of 75% of the ad space, and
- 4) offers advertising rates comparable to competing publications.

The ad rate schedule may include a discount for non-profits and a budget of advertising space, distinct from editorial coverage, which will be used to support Party building efforts and campaigns endorsed by the Party.

# C. Georgia Green Party News

The Quick Decision Council may provide for the twice per calendar year publication of a 16 page tabloid-format newspaper to activate readers and educate Party members and the general public about developments in Green organizing focused on Georgia, but also including national and international Party news. The Publication shall run a contest to solicit proposed names and the Council shall consider changing the name of the publication prior to the printing of the second issue. The QDC is urged to publish the first issue as soon as possible but no later than October 1st, 1999, and to provide for a schedule for future issues, including copy and advertising deadlines.

# D. Georgia's Working Greens

The Quick Decision Council may provide for the publication of a quarterly 12-32 page membership newsletter to activate readers and educate Party members about developments in Georgia Green Party building efforts. The membership newsletter shall acknowledge members and volunteers who contribute to the building of the Party, invite members to participate in volunteer leadership positions in the Party, and report internal Party news. The Publication shall run a contest to solicit proposed names and the Council shall consider changing the name of the publication prior to the printing of the third issue. The QDC is urged to publish the first issue as soon as 100 or more members are enrolled in the records of the Party and to publish subsequent issues at quarterly intervals based on a schedule adopted by the Quick Decision Council.

# XVII. Advertising Policy

# A. Scope of Policy

This advertising policy shall apply to all periodical publications of the Party except for the Internal Discussion Bulletin (which shall be supported solely with subscription fees), to all programs printed for fundraising or other events, and to requests for cosponsorship relationships for events or projects inititiated by the Georgia Green Party.

# **B. Prohibited Advertising**

No staff member, contractor or volunteer shall solicit, accept or cause to be published an advertisement from a corporation or business entity which:

- 1) is actively being boycotted by one or more organizations of the movement for peace and non-violence, social justice, grassroots democracy and ecological wisdom;
- 2) pays less than prevailing wages for its economic sector, fails to negotiate in good faith with its employees, to recognize their employees' designated collective bargaining agent or is subject to pending charges for unfair labor practices or has a history of being found liable for such behavior;
- 3) files or is required to file a Toxic Release Inventory Report with the Environmental Protection Agency;
- 4) operates as a financial lending institution;
- 5) is engaged in weapons production, the nuclear industry, sex trade industry or other businesses clearly at odds with a Green Future as envisioned by the state Party Platform.

# **B.** Exceptions to Prohibited Advertising

The Quick Decision Council is authorized in its own discretion to grant a waiver to a prohibited advertisement, after reporting by mail to the Council its intention to grant such waivers and allowing reasonable time for delivery and a three day comment period prior to final ratification of its action, when:

- 1) a lending institution files with the Coordinating Council of the Georgia Green Party a copy of its Community Reinvestment Act disclosures; or
- 2) The Georgia Green Party develops the capacity to choose democratically and support a team of Party volunteers and or staff to administer a program for
  - a) accepting and evaluating the filing of Plans for Toxic Waste Reduction and
  - b) for inspecting an advertiser's facilities for compliance with its written plans; and a polluting industry required to file a Toxic Release Inventory report, files with the Coordinating Council of the Georgia Green Party both a Declaration of a Corporation's Zero Waste Goal and annual updates of their Plan for Toxic Waste Reduction (designed to achieve a 99% waste reduction goal within a ten year period).

# C. Permitted and Encouraged Advertising

Consistent with Paragraph B. Prohibited Advertising, staff members, contractors and volunteers are urged to solicit, accept and cause to be published advertisements from corporations or business entities which:

- 1) are organized as worker and / or consumer cooperatives;
- 2) operate reputable practices offering complementary and alternative health care to Georgia residents;
- 3) is on good terms with the collective bargaining agent recognized by its employees;
- 4) are operating businesses consistent with or who are honoring concrete plans to be consistent with the principles for economic development and economic justice espoused in the Platform of the Georgia Green Party.

# D. Responsibility for the revision of the Advertising Policy

The Fundraising Coordinator is urged to propose in consultation with the web clerk and Editorial Council amendments to the advertising policy and strategy including recommendations for staff needs other than existing fundraising staff, the web clerk and the Editorial Council members.