

Agenda

embrace northern colorado

Board of Directors

February 8, 2010
4:00 p.m. – 5:30 p.m.
UNC Center at Centerra
2915 Rocky Mountain Avenue
Loveland, CO

- | | |
|---|--------|
| A. Introductions & Guests | 05 Min |
| B. Welcome New Board Member | 05 Min |
| C. Approval of Minutes (January 11, 2010) | 05 Min |
| D. Membership | 25 Min |
| a. Current Condition | |
| b. Options & Considerations | |
| c. Bylaw Changes | |
| d. Weld Candidate for Board Seat | |
| E. Financials | 15 Min |
| a. Income/Expense – January 31, 2010 | |
| b. Donor Report (Vaad/Geile) | |
| c. CFNC Report (Daggett) | |
| d. Vesting Status | |
| F. Annual Budget & Work Plan | 15 Min |
| a. Budget Review | |
| b. Work Plan Review | |
| G. Discuss Formalizing Fundraising Campaign Organization 2011 | 10 Min |
| a. Campaign Committee Chair | |
| b. Divisional Chairs (Individual, Corporate, Foundation) | |
| c. Team Captains | |
| d. Solicitors | |

- H. Co-Chair Non-partisanship Letter 05 Min
- I. Project Status: 05 Min
 - a. Social Networking Study
 - b. Quality of Life Indicators Report
 - c. Web Portal Project/Website
 - d. Baseline Trend Analysis
- J. Other Business 05 Min
- K. Adjourn

Next Meeting Scheduled – March 8, 2010 4:00 – 5:30 p.m.

**4:00 p.m. – 5:30 p.m.
UNC Center at Centerra
2915 Rocky Mountain Avenue
Loveland, CO**

embrace northern colorado

choosing our future

Members & Board of Directors Meeting Summary

January 11, 2010

4:00 p.m. – 5:30 p.m.

UNC Center

2915 Rocky Mountain Avenue

Loveland, CO

Members Present:

Kim Larson

Teresa Tellechea

Mike Geile

Ed Goodman

Milan Karspeck

Glenn Vaad

Gordon Thibedeau

John Coppom

Dave Edwards

Angela Milewski

Louis Swanson

Gene O'Hara

Members Absent:

Bill Kaufman

John Kefalas

Staff Present:

John Daggett

Guests:

Call to Order

The meeting was called to order at 4:05 p.m. by Co-Chair Angela Milewski.

Approval of Minutes

Kim Larson moved and John Coppom seconded a motion to approve the minutes from the December 14th meeting. The minutes were approved unanimously.

Bylaw Changes

Edwards asked whether there was a definition of a “member” and whether Embrace Northern Colorado needed to be a membership organization. Karspeck answered that the current bylaws define membership, but that the Board were currently the only “members”.

Daggett explained that there were pros and cons to membership organizations. He said that the bylaws were similar to the structure that Envision Utah had adopted. The current bylaws require that the Board accept all new members.

Thibedeau asked whether the Board wanted to define membership voting and bylaw changes by a vote of the Governing Board.

Daggett suggested that the Board needed to decide what membership they were comfortable with, e.g., the Board only, the Board and the Initiating Committee, or anyone who wants to be a member of the organization. He indicated that the Board had legal support to make bylaw changes from their attorneys. Swanson suggested that it would be best for the Board to identify what type of membership/organization it wanted and have the attorneys revise the bylaws accordingly.

Vaad explained that the current resolution related to bylaw changes establishing two co-chairs. He moved to approve resolution 2010-01 adopting amended bylaws. Daggett explained that an official address change to 748 Whalers Way, Fort Collins was also included in the amended language. Goodman seconded the motion.

During the discussion on the motion, members asked that “membership” be an item for the February Board meeting.

The motion passed unanimously.

Board Nomination/Appointment

Daggett reported that Rocky Scott had resigned from the Board after accepting a new position at Woodward Governor in Fort Collins. He then asked the Board to consider a nomination for the open seat identified in Board action taken in November 2009.

Daggett explained that the seat was a “Larimer county” seat. He explained that using the list that had been created by the Board in November, K-Lynn Cameron would be the next available nominee.

The Board had a thorough discussion. Edwards indicated that he felt that the Board had been quite a bit smaller in November and asked that since the Board had so many new members whether a new process should be considered to identify new candidates.

A number of Board members spoke highly of Cameron. Others indicated that they did not know her. The Board reviewed Cameron’s resume.

Edwards moved to table the nomination. Goodman seconded. The Board discussed the advantages and disadvantages of delaying making the appointment. The motion failed.

Karspeck moved to appoint Cameron to the Board. Larson seconded. The motion passed unanimously.

Board Contributions & Vesting

The Board asked the Co-Chairs to compose and distribute a donation letter to all Board members.

Budget & Financials

Daggett reported that as of December 31, 2009 Embrace Northern Colorado had \$1,573 cash on hand, \$8,000 provided YTD in in-kind and pro bono services with ongoing in-kind and pro bono commitments of approximately \$29,000/year, and a \$200,000 executed federal grant contract which is pending for lack of operating cash.

Daggett said there had been no change since he shared an early December conversation with CDOT and explained that it was likely that the \$200,000 in federal funds would be “at risk” beginning as early as February 2010 if Embrace Northern Colorado had not begun expending the money. Daggett explained that the contract ties a majority of eligible expenses to salary and that the Board would need to hire staff in some capacity in order to begin incurring contract eligible expenses.

Vaad reported that he and Mike Geile had met with a number of potential donors and several donor contributions are pending. He reported that a targeted list of others had been identified and would be approached soon. Geile concurred and shared Vaad’s optimism that resources would be available within a time frame to avert losing the federal grant resources.

Daggett reported that his contact with the Community Foundation indicated that they were interested in investing \$10,000 in the Quality of Life Indicators Study for the region and \$10,000 as an incentive grant toward achieving half of the projected \$70,000 needed for operating cash flow. Geile asked if \$50,000 was the target the Board needed to raise. Daggett concurred.

Board members thanked the two for their efforts and had an extended conversation about fundraising and the need to pursue cash resources in the near-term.

Vaad asked whether a quarterly report or newsletter could be prepared for the donors after it was approved by the Board. Daggett explained that a newsletter was available and the first issue had already been published. He also indicated that it would be customary for major donors to not only receive a quarterly report, but correspondence from the Board Chairs and/or the Executive Director on a regular basis.

Discuss Formalizing Fundraising Campaign Organization

Daggett asked the Board to consider beginning a discussion of establishing a formal method for raising funds over the long term. He explained that most organizations have a formal method and committee for that purpose. He suggested that some Board members and others, including volunteers, could serve in that role.

Several Board members felt it was premature to discuss future funding. Some felt it was important to finish existing fundraising and other business prior to discussing fundraising for a future year. Daggett suggested it was important to get started as early as possible on this aspect of the organization and asked that the Board keep this item on their agenda and act on it when they felt comfortable moving it forward.

Project Status

Daggett explained that most of the preparatory work for the projects had been completed to the degree possible without resource. He explained that initial planning was complete for the social networking study and that a team had been identified to complete the work. He reported that research was complete on a quality of life indicators report, but that a public process and the Initiating Committee would be required to guide and complete the effort.

Daggett explained that a request for proposals had been written for the web portal project and a preferred vendor identified. He hoped that project could be launched quickly after operating cash resources were secured. Daggett also explained that a baseline trend analysis would need to wait until the completion of the indicators project because many of the needed metrics would be produced during that initial project and then expanded during the trends effort.

Daggett also stated that many improvements had been made to the organization's website and encouraged members to visit it and become familiar with the many resources that reside there.

Adjourn

The meeting was adjourned at 5:45 p.m.

Agenda Item Summary	Item: D
	Date: February 8, 2010
Embrace Northern Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

embrace northern colorado™ Membership

Recommendation:

Staff recommends the Board of Directors chooses a simple and somewhat restrictive form for "membership". In so doing, staff recommends that the Board of Directors take the following actions:

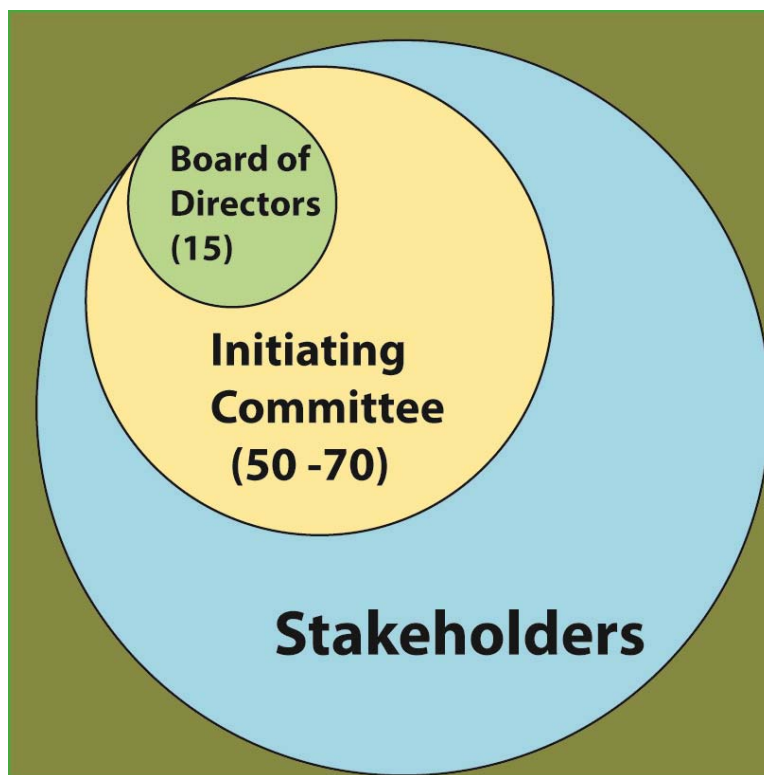
1. Leave the membership section in the bylaws
2. Eliminate the clause pertaining to members altering the bylaws and add to the Board of Directors powers
3. Eliminate the clause that references proxy voting
4. Include a formal non-member category of "Friends of Northern Colorado" that recognizes and encourages participation in the organization's activities. These friends may be Initiating Committee members, financial contributors, volunteers and others who would not hold formal membership in **embrace northern colorado**, but be contributing to its success.

Executive Summary:

At its Board of Directors meeting in January 2010, the **embrace northern colorado** Board passed motions requiring amendments to its Bylaws. During that discussion, the Board of Directors talked extensively about membership and the meaning of the term and how it would affect the organization.

Having a clear unambiguous definition of “membership” will allow the Board of Directors and the organization to make effective decisions that will influence the future of the organization, its size, decision making, fundraising efforts, and how it interacts with a soon to be established *Initiating Committee* and the greater population of stakeholders in northern Colorado. It is essential that the Board of Directors work to establish this definition quickly and clearly support its decision(s) and its consequence.

Staff will review the existing bylaws with the Board of Directors so the Directors can judge the advantages and disadvantages of its current position. Should the Board of Directors choose to change its current position vis-à-vis “membership”, amendments to the bylaws will be required.



Background:

As depicted in the graphic (above), the Board of Directors has defined its relationship with the others in terms of a core (the Board of Directors), an

Membership in Embrace Northern Colorado

Initiating Committee (issues working group), and the general universe of stakeholders (businesses, government, citizens, non-profits, groups, and other organizations). What may continue to be unclear is how any of these beyond the Board of Directors interact with the Board of Directors, what roles they play and what "rights" they may enjoy, if any. Members of the Board of Directors are the only current members of the corporation.

The current bylaws allow for membership in the corporation, **embrace northern colorado**. They do so with the following rules:

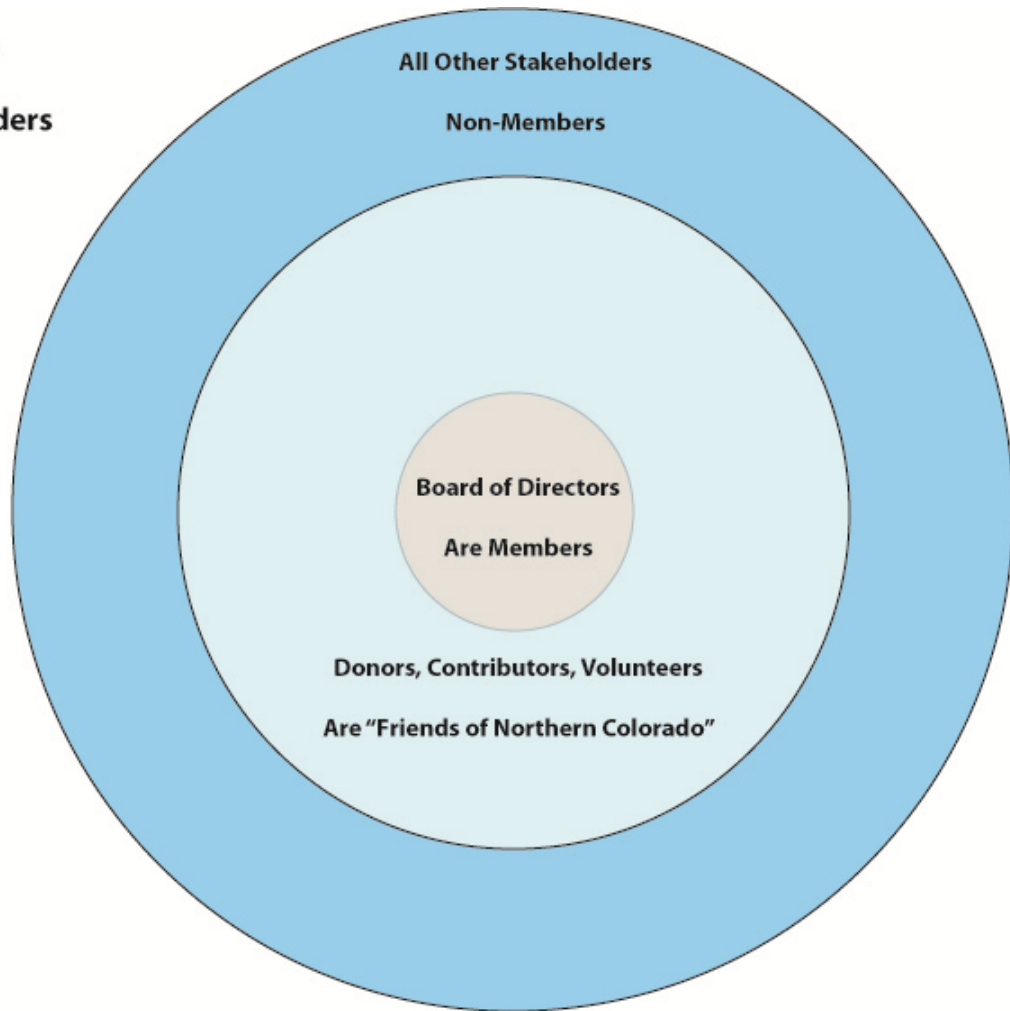
- There is a separate section in the adopted bylaws identifying "members" of the corporation including the Board of Directors and potentially others
- The Board of Directors is elected by the membership
- New members of the corporation may be elected to the membership at any time either:
 - by a majority vote of the Board of Directors
 - or selected in such other manner as may be designated by the Board of Directors
- The Board of Directors may expel a member for cause
- The Board of Directors may establish membership initiation fees, periodic dues and other assessments
- The Board of Directors may suspend a member for failure to pay dues or other assessments
- There is an annual meeting of the members – your last annual meeting was June, 2009
- Special meetings of the members may be called by the Co-Chairs or by a two-thirds (2/3) vote of the members - – your last special member meeting was January, 2010
- Each member has one vote
- **Members may vote by proxy at member meetings (not Board meetings)**
- A ten (10) day notice of the members' meeting is required
- A members' quorum is currently set consistent with the Board's quorum at five (05)
- **Members may alter the bylaws**
- "Membership" may not be transferred
- All members might not be members of the Board of Directors, but all members of the Board of Directors are members of the corporation

Current Status:

The Board of Directors constitute the only members of the corporation.

Future Possibility:

**Members
Friends
Stakeholders**



ARTICLE II

MEMBERS

Section 1. Classification, qualification and election of members. The Corporation shall have one class of voting members. The initial members of the Corporation are as follows:

William Kaufman	Milan Karspeck
Ed Stark	Glen Vaad
Tom Selders	Louis Swanson

New members of the Corporation may be elected to membership at any time by the majority vote of the Governing Board, or selected in such other manner as may be designated by the Governing Board.

Section 2. Initiation Fees and Dues. The Governing Board may establish such membership initiation fees, periodic dues and other assessments, and such other rules and procedures for the manner and method of payment, the collection of delinquent dues and assessment and the proration or refund of dues and assessments in appropriate cases as the Governing Board shall deem necessary or appropriate.

Section 3. Suspension and Termination of Membership. A member who fails to pay any dues or other assessment within ten (10) days after written notice of such failure to pay is delivered to such member shall be automatically suspended from membership until all such dues and assessments are fully paid, at which time such member shall be automatically reinstated. The Governing Board, by a majority vote of all members of the Governing Board, may suspend or expel any member for cause. Any member who is suspended by a vote of the Governing Board shall remain so until reinstated by a majority vote of all members of the Governing Board entitled to vote thereon.

During any period of the suspension a member shall not be entitled to exercise the rights and privileges of membership.

Section 4. Transfer of Membership. Membership in the Corporation is not transferable. Members shall have no ownership rights or beneficial interests of any kind in any of the assets of the Corporation.

Section 5. Annual Meeting of Members. An annual meeting of the members shall be held during the month of June at the time and place, either within or outside the State of Colorado, determined by the Governing Board, for the purpose of electing trustees and for the transaction of such other business as may come before the meeting. If the election of trustees shall not be held on the day designated for the annual meeting of the members, or at any adjournment thereof, the Governing Board shall cause the election to be held at a meeting of the members as soon thereafter as may be conveniently assembled. Failure to hold an annual meeting as required by these Bylaws shall not work a forfeiture or dissolution of the Corporation or invalidate any action taken by the Governing Board or officers of the Corporation.

Section 6. Special Meetings. Special meetings of the members, for any purpose or purposes, unless otherwise prescribed by statute, may be called at any time by the Co - Chairs of the Board, or by the Co - Chairs of the Board at the request of members having at least two-thirds (2/3rds) of the votes entitled to be cast at such meetings.

Section 7. Place of Meeting. Each meeting of the members shall be held at such place, either within or outside the State of Colorado, as may be designated in the Notice of Meeting, or, if no place is designated in the Notice, at the registered office of the Corporation in the State of Colorado.

Section 8. Notice of Meeting. Except as otherwise prescribed by statute, written notice of each meeting of the members of the Corporation shall be given to all members of the Corporation not less than ten (10) nor more than fifty (50) days before the date of any meeting, and shall be delivered to the members either personally or by First Class or registered mail or email. Such notice shall set forth the place, day and hour of the meeting and, in the case of a special meeting, the purpose or purposes for which such meeting is called. If mailed, such notice shall be deemed delivered when deposited in the United States mail, addressed to each member at his address as it appears in the records of the Corporation, with postage hereon prepaid. Any member may waive notice of *any* meeting before, at or after such meeting. The attendance at *any* meeting of the members, whether in person or by proxy, shall constitute a waiver of notice of such meeting, except where a member attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 9. Proxies. At any meeting of the members, a member entitled to vote thereat may vote by proxy executed in writing by the member or his duly authorized attorney-in-fact.

Such proxy shall be filed with the Secretary of the Corporation before or at the time of the meeting. No proxy shall be valid after 6 (six) months from the date of its execution, unless otherwise provided in the proxy.

Comment [J1]: Is this clause necessary or healthy?

Section 10. Quorum of Members. Except as otherwise required by the laws of the State of Colorado, the Articles of Incorporation or these Bylaws, five (05) voting members shall constitute a quorum of members entitled to act, and the affirmative vote of a majority of the members at a meeting at which a quorum is present shall be the act of the members. If less than a quorum of the members are represented at the meeting, a majority of the members so represented may adjourn the meeting from time to time for a period not to exceed sixty (60) days at anyone adjournment without further notice other than an announcement of the meeting. At such adjourned meeting, at which a quorum shall be present or represented, any business may be transaction which might have been transacted at the meeting as originally notified.

Section 11. Voting. Each member of the Corporation is entitled to one vote upon each matter submitted to the members of the Corporation at any meeting of the members where a quorum of members is present or represented. The right to vote of any member which is a Corporation or unincorporated association may be exercised by such officer, agent or proxy as the Bylaws, constitution or other governing instrument of such Corporation or Association may prescribe, or, in the absence of such provision, as the governing board of such Corporation or Association may determine.

Section 12. Committee Action without a Meaning. Any action required or permitted to be taken at a meeting of the members may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the members of the Corporation entitled to vote with respect of the subject matter thereof. Such consent (which may be signed in counterparts) shall have the same force in effect as the unanimous vote of the members entitled to vote thereon.

Section 13. Power to Make and Alter Bylaws. The members of the Corporation, at the annual meeting or at a special meeting of the members at which a quorum is present, shall have power to make and alter any Bylaw or Bylaws, including the fixing and altering of the number of trustees.

Comment [J2]: Transfer these powers to the Board?

Agenda Item Summary	Item: E
	Date: February 8, 2010
Embrace Northern Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

Budget & Financials

Executive Summary:

embrace northern colorado had \$3,584 cash on hand as of January 31, 2010, \$9,000 provided YTD in in-kind and pro bono services with ongoing in-kind commitments of approximately \$29,000/year, and a \$200,000 executed federal grant contract.

CDOT notified embrace northern colorado that it needed to begin expending the federal funds within the next several months or run the risk of losing them. The notification received in December explained that it was likely that the \$200,000 in federal funds would be placed on a recission list by the State Office of Management & Budget beginning as early as February 2010 if embrace northern colorado had not begun expending the money.

There are two ways to avoid losing these resources: 1) start incurring and paying for expenses or 2) ask for a formal time extension to begin the project.

Scope of Work

Methodology

Task 1 – Discovery

Sub Task A - Identify and interview local and regional stakeholders as part of a comprehensive visioning/scenario planning process for the Northern Colorado region (both individuals and in group presentations).

Deliverable: Perform Social Networking Study
Establish Initiating Committee
Quarterly reports

Sub Task B - Develop extensive stakeholder contact information for of a comprehensive visioning/scenario planning process for the Northern Colorado region.

Deliverable: Stakeholder database sort-able by geographic location, affiliation, and interest
Identification of persons interested in the visioning/scenario planning effort

Sub Task C - Provide an internet portal to promote transparency to the planning process and broad access to information about **embrace northern colorado** during its start up year.

Deliverable: An integrated Web Portal focused on communications and data collection

Sub Task D - Seek government, foundation and other grants to complete the seven-step visioning/scenario planning process.

Deliverable: Applications for state, federal, corporate, and foundation funding for a regional visioning/scenario planning project

Sub Task E - Develop public outreach plan, public outreach materials and perform public outreach activities, such as public meetings, forums, open houses, press releases, news conferences, etc.

Deliverable: A public outreach plan, outreach materials, and outreach activities in all subregions of the region during the startup year

Sub Task F – Quality of Life Indicators - Develop benchmarks including environmental, economic, transportation, land use, healthcare, housing, natural resources, and technological measures.

Deliverable: Data in all significant areas of study relevant to visioning/scenario planning for Larimer and Weld counties
Outreach and active involvement of public groups and technical experts
Published Benchmark report

Sub Task G - Develop the Work Plan/Request for Proposals (external work) for the visioning/scenario planning project (2nd Year Work Plan).

Deliverable: Board adopted work plan/request for proposal for a visioning/scenario planning project

Sub Task H – Trend Line Analysis for quality of life indicators

Deliverable: Project Indicators to 2050
Publish trend line analysis report

Sub Task I - Provide support for embrace northern colorado stakeholder committees in implementing visioning/scenario planning in Northern Colorado.

Deliverable: Staff support for stakeholder committees

Milestones (See deliverables above)

Start-up Activities	Month 1
Social networking study begins	Month 2
Web portal effort begins	Month 2
Complete public outreach plan and materials	Month 3
Social networking study completed	Month 5
Initiating Committee established	Month 6
Benchmark measurement project initiated	Month 6
Web portal completed	Month 6
Trend line project initiated	Month 9
Draft Year-2 work plan completed	Month 9
Benchmark measurement project completed	Month 12
Complete stakeholder interviews	Month 12
Complete trend line project	Month 12
Conference	Month 12
Identify local and regional stakeholders	Ongoing
Local, state, federal, and foundation grant applications	Ongoing
Present visioning/scenario planning to jurisdictions	Ongoing
Perform public outreach activities	Ongoing

Sample Schedule of Activities (Assumes a March 1, 2010 start date)

March 2010 –

- Start up

April 2010

- Kick Off Open House/Reception
- Social Networking Study Begins
- Establish Benchmark Technical Working Group – (develops quality of life measures)

May 2010

- Choosing Our Future – Speaker Series
- Benchmark Working Group

June 2010

- Philanthropic Caucus
- Benchmark Working Group
- Establish Initiating Committee – (provides advice on benchmarks, caucuses, trends, and the Vision 2050 – Choosing Our Future Conference)
- Leadership Development Workshop
- Quarterly Newsletter

July 2010

- Choosing Our Future – Speaker Series
- Benchmark Report News Conference
- Establish Visioning Working Group – (develops proposal requirements for the visioning project)
- Initiating Committee

August 2010

- Mayors/City Managers Caucus
- Web Portal Launches
- Visioning Working Group
-

September 2010

- Choosing Our Future – Speaker Series
- Initiating Committee
- Leadership Development Workshop
- Quarterly Newsletter
- Annual Fundraising/Membership Drive

October 2010

- Academic Caucus
- Visioning Working Group

November 2010

- Choosing Our Future – Speaker Series
- Initiating Committee
- Annual Fundraiser

December 2010

- Quarterly Newsletter

January 2011

- Business Caucus
- Initiating Committee
- Choosing Our Future – Speaker Series
- Visioning Working Group Report & News Conference

February 2011

- Vision 2050 – Choosing Our Future Conference

Embrace Northern Colorado	Non-Profit Budget
March 1, 2010 Start Date	
EIN 42-1762331	
Revenues	
Federal	
EPA	\$0
DOT	\$0
MPO (STP Metro)	\$200,000
State	
DOLA	\$0
Other	\$0
Local	
Governments	\$0
Private	
Private Donors	\$50,000
Foundations	\$20,000
Inkind	\$29,175
Board	\$5,900
Total Revenue	\$305,075
Expenditures	
Personnel	
Salaries*	\$106,000
Benefits	\$37,100
Planning Support	\$3,050
Social Networking Study	\$30,000
Board Expenses	
Meeting Space	\$0
Food	\$0
Computer	
Hardware	\$3,000
Software	\$1,200
ISP/IT Support	\$1,250
Server	\$0
Professional Services	
Accounting/Payroll Services/Banking Fees	\$12,000
Bookkeeping Support	\$10,400
Credit Line	\$0
Dues & Subscriptions	
American Planning Association/AICP	\$600
Alliance for Regional Stewardship	\$500
Colorado Nonprofit Association	\$225
Fund Raising Expense	
Supplies, Materials, Other	\$1,000
General Event/Meeting Expenses	
Room	\$3,000
Refreshments	\$1,200
Speaker Fee	\$6,500
Facilitation	\$6,400
Insurance	
General Liability	\$1,000
Auto	\$0
Directors & Officers	\$1,000
Legal	
Attorney	\$6,000
Office	
Office Rent	\$12,000
Postage	\$3,000
Furniture	\$0
Reproduction/Printing	\$14,400
Telephone	
Phone	\$400
Cell Service	\$1,450
Conferencing Service	\$0
Travel	
Professional Development	\$4,000
Auto	\$0
Licensing	\$0
Mileage Reimbursement	\$4,900
Auto Maintenance	\$0
Website Expense	
Hosting	\$1,000
Portal Development/Maintenance	\$32,500
Interest Expense	
Interest	\$0
Total Expenditures	\$305,075
Net	\$0

* One-time incentive - \$10k

Agenda Item Summary	Item: G
	Date: February 8, 2010
Embrace Northern Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

Formalizing a Fundraising Campaign

Action:

Staff recommends that the Board continue to support individual Board members as they pursue potential short and longer-term donors to fund critical elements of Embrace Northern Colorado's 2010 work program.

Staff also recommends that the Board formalize the approach the Board is taking to fundraising and focus on creating and adopting a fundraising plan and establish a formal fundraising committee for 2011 and future years in the near future.

Executive Summary:

embrace northern colorado will require funding from many sources to be successful. Those sources are likely to include local governments, business, philanthropic sources including foundations and individuals, and the state and federal governments. A committee of Board members, volunteers, and staff is likely the most effective and efficient method for producing a plan and executing a campaign.

The following is one approach to establishing and formalizing a fundraising campaign:

Agenda Item Summary

embrace northern colorado - Fundraising

Campaign Chair/Co-Chair

Typically, a campaign chair is identified who will assume the responsibility for the overall direction, planning and management of the fundraising campaign. That person is generally the Board Chair, a Board member, or prominent member of the community. The selection is usually based on previous fundraising success and the extent and size of the campaign.

Campaign Committee

A campaign committee is often formed around the divisions in the source of potential contributors, e.g., corporate, government, foundation, and individuals. The campaign committee would be made up of division leaders (or "division chairs"), focused on these four categories of gifts.

The campaign committee will develop and/or execute the fundraising campaign plan. The committee might be made up of five individuals: a campaign chair or co-chairs, a corporate division chair, a government division chair, a foundation division chair, and an individual donor division chair.

Development Teams

Each divisional chair usually recruits a team captain whose responsibility would be to help recruit, manage and encourage solicitors. Solicitors are volunteers who help identify potential donors and assist in securing pledges or donations from contributors.

Grants/Contracts:

Staff and volunteers would be responsible for identifying and applying for grant resources from governments and foundations.