

Minutes for GSR Committee Meeting (Approved)

May 24, 2020, 1:30 – 3:00 pm ET, 10:30 am – Noon PT

The dial-in information is: 605-313-4400 / Access code 645104#

This meeting was recorded to aid in the preparation of accurate Minutes.

Chair, Arden V; Interim Co-Chair, Debora G; Vice-Chair, Quin H

The meeting started on time with the 'We' version of the Serenity Prayer.

Reading of UA 12 Traditions - Seth

Spiritual Timekeeper - Donna

Roll Call – 30 GSRs Present

The following Face-to-Face meetings are currently on virtual platforms due to governmental social isolation requirements in order to stop the spread of SARS-CoV-2 and COVID-19.

1. Arden V. (CA), Beyond 6 Figures (Phone), Wednesday, 8 pm ET, GSRC Chair
2. Anita (NJ), Out of the Cave, Jersey City, NJ (F2F) Tuesday, 6:30 pm ET
3. Chuck M. (CA), First Presbyterian Church, (F2F) Santa Monica, Fri 6 pm & Sat 9 am PT
4. Debora G. (CA), Evening Step & Speaker (Phone), Tu & F 8:30 pm; Wed 9:30 pm ET, GSRC Interim Co-Chair
5. Denise (PA), Thriving Therapists (Phone), Thursday 8:30 am. ET
6. Donna (VA), Financial Dependence & UA Recovery (Phone), Mon, 3 pm ET
Solvency and Savings (Phone), Sunday, 1 pm ET
7. Gina (Vancouver), Spiritual Marketing for Coaches/Consultants, Tuesday, 10am ET
8. George (TN), From Hiding & Biting to Shining & Receiving (Phone) M–F, 1:30pm ET
9. Graciela S. (CA), Selling with Serenity (Phone) 6 am ET
10. Jahara (CA), Beginners Meeting (Phone), Sun, 11 am. ET
11. Janine (CA), 9:45 am ET Step and Tools, Daily (Phone)
12. Jeff N (NY), NYC UA (F2F), Sun, 11 am ET, GSRC Treasurer
13. Jennifer (MA), Amherst Steps to Prosperity (F2F), Mon, 5:30 pm ET
14. Jessica (NY), Bus. UA Visions in Action (Phone), Fri, 12:15 pm ET, WSC PC Chair
15. John (AZ), Basic Recovery (Phone), Sunday, 9:45 AM ET, GSRC Co-Webmaster
16. Leanne (CO), Step and Tools, Daily, 8:30 am
17. Lela (TX), Austin UA (F2F), Sun, 5 pm CT
18. Quin (CA), Fresno Friday Freedom/Prosperity (F2F), Fri, 7 pm PT; GSRC Vice-Chair
19. Rebecca (CO), Heartfelt Prosperity Step and Tools (Phone), Daily, 8:30 am ET
20. Ralph (Toronto), Last Gaspers (Phone), Mon – Fri, 7:15 AM ET
21. Rich S. (CA), Artists in Prosperity (F2F), Los Angeles, Tues., 6:15-7:15 pm
22. Rita (CA), Early Bird Turning Point, Silverlake (F2F/Zoom), Sunday, 4:30 pm PT
23. Robin (NY), Healing the Inner Child (Phone), Wed, 7:15 pm ET.
24. Seth (NY), New York Intergroup; WSC PC Vice-Chair
25. Shari Lynn (CT), Prosperous Possession Consciousness (Phone), Sat 1:30 pm/Sun 2 pm ET
26. Stefanie, GSR for 50+ (Phone), Thursday, 8 pm ET
27. Terri (FL), Beyond 6 Figures (Phone) Mon and Fri, 7 AM ET

- 28. Toni T. (CA), Daily Prosperity & Vitality (Phone), 12:15 am ET
- 29. Wendy (OR), From Hiding & Biting to Shining & Receiving (Phone), 11 pm ET
- 30. Zeus W. (NY), Time for Prosperity Friday (F2F), Brooklyn, 6:30 pm ET,
GSRC Co-Webmaster

Non-GSR Attendees – 3 Present

Clara: Vice-Chair of General Service Board; Heidi: Vice Chair, Phone Tech Committee; Tigrai: Member-at-large

I. Reading and Approval of April 26, 2020 Meeting Minutes.

Motion to accept the April 26, 2020 Minutes as emailed to the GSRC and read, with no corrections.

Proposed by George; seconded by Graciela

Motion Passed by Vote of Acclamation

II. Welcoming Notes by Arden/ GSR Committee Chair.

A warm welcome to everyone present, and especially to our new GSRs.

Our primary focus for today and next month will be to prepare our motions for placement on the World Service Conference 2020 Agenda. We also move forward on building our website and treasury.

In 2017 and 2018, the GSR Committee worked diligently with UA Groups to craft a motion to “Establish Guidelines to Register a UA Group,” otherwise known as Group Registration Guidelines. Our motion was not presented at the WSC 2018 and again not at WSC 2019 due to time constraints. We have been working on these guidelines for approximately three years.

As of now, there is a World Service Conference 2018 motion that passed unanimously on what is the purpose of a UA Group. This 2018 motion has been included in the “Background Information” of our motion listed below. Today’s Amended GSRC motion regarding Group Registration incorporates the provisions of the WSC 2018 motion.

Another motion that ideally will be addressed by the 2020 Convocation is “Guidelines and Duties of UA GSRs.” The GSRC voted on it in December, 2017, and we amended it in October, 2019. On Oct. 27, 2019, we voted to approve it for inclusion on the WSC 2019 Agenda, held in November, by phone. Once again, our motion was not considered by the Convocation due to time constraints.

As you can see from the historical timeline, the GSR Committee and the GSR Groups have invested time and effort to build and clarify structural guidelines on behalf of the future strength and unity of UA.

If the GSRC supports these motions today, we will submit a request to the WSC Planning Committee for placement on the WSC 2020 Agenda. We have been informed by Jessica, the Chair of the WSC PC, that in order for these motions to be placed on the WSC Agenda, Groups need to include these topics on their Topics of Concern Survey Response Forms:

(1) Guidelines to Register UA Groups; and (2) Qualifications and Duties of UA GSRs.

As your Groups take Group conscience votes on the Topics of Concern for WSC 2020, please remember to suggest to your Groups to include these two topics in their Topics of Concern survey. Also, please note that the Topics of Concern Response deadline is July 1, 2020.

Thank you again for being here, stay strong, be well, and always, with blessings.

III. Announcement regarding GSB Meetings.

The General Service Board has invited us all to attend their meetings and listen. Note that only GSB members may participate in the meetings. The GSB public meetings are held on the fourth Monday of the month from 9:00 pm to 10:00 pm ET. The dial-in information is on the UA website events calendar.

The GSRs are the communication link between the Groups they represent and the GSB. In order to receive the GSB Meeting Agendas and Minutes, please email the GSB Vice-Chair, Clara T, at: clarat@uagsb.org.

IV. Reports Given by: Fundraising Information Subcommittee, Co-Webmasters, Treasurer, GSB Phone/Tech Committee and WSC Planning Committee.

See Addenda to Minutes for the Reports.

V. Open Shares about GSR Concerns/Announcements.

There was no time for GSR concerns to be addressed during the meeting because of the number of questions GSRs had during the Reports Section of our meeting.

VI. Old Business

A. Motion to Approve the FISC GSR Fundraising Strategies Packet (Version 9).

Arden stated that this packet can be used by the GSRs and by their groups for the purpose of obtaining contributions to support sending GSRs to the World Service Conference.

Proposed and presented by Debora; Seconded by Chuck

Motion Passed. In favor: 15; Opposed: 8; Abstentions: 5.

Ralph suggested that “clutter” be removed from one of the fundraising suggestions. Shari Lynn proposed this friendly amendment so “clutter” could be removed from the original text, which Debora accepted: ***Sell items that no longer serve you*** and donate your proceeds to your GSR Fund.

Jeff N proposed the following friendly amendment, which Debora accepted:

Have a “Virtual Picnic” where members donate based on items that they would bring to the picnic, if it were a face-to-face picnic.

VII. Motion to Close the Meeting

Proposed by Chuck M (Los Angeles); seconded by Rich (Los Angeles)

Motion Passed. In favor: 10; Opposed: 1.

Closed with the ‘We’ version of the Serenity Prayer at 3:00 pm ET.

Greeting of new GSRs / Q & A.

Hosted by Arden and Debora

The Minutes were prepared by Debora G, Interim Co-Chair and Arden V, Chair

ADDENDA

I. Reports

GSR WSC Fundraising Information Subcommittee Report (FISC) from Debora

The Fundraising Strategies Packet version 9 is on our agenda today for voting and approval. New changes to the Fundraising Strategies Packet were made by unanimous vote of all 7 members of the subcommittee. They are highlighted in yellow. We will vote on approval of the whole packet in the Old Business section of our meeting today. Please open the Fundraising Strategies Packet now, which is the third item on the list of documents emailed to you yesterday, so we are all ready for discussion and voting later in the meeting. You will see the amendments, which are on the first page.

We were informed by Shawn, the GSB Chair, at a recent GSB meeting that the decision will be made by the Board in June as to whether the World Service Conference will be held in New York or whether it will be held only virtually. There will be a charge to attend the WSC, whether it is held virtually or in person, so it is important that you continue your fundraising efforts. It obviously will cost more for those GSRs who attend the event in person.

I want to extend a personal thank you for your service work to our subcommittee members: Arden, Jessica, David, Graciela, George and Janine.

If you have any questions, please contact us at gsrcommittee4ua@gmail.com.

Thank you.

Co-Webmasters Report from John N. and Zeus W

From John N: We are trying to decide between now and our next meeting which hosting company to go with.

We have been looking at other 12 Step websites and like what we see and will try to copy what we like.

This is a table which includes our desired features and three hosting companies which we are considering.

GSRC Website Hosting Desired Features

| | Wix | WordPress | GoDaddy |
|---|------------|------------------|----------------|
| First year rate (\$150 - \$250 maximum) | | | |
| Reasonable Renewal Rate | | | |

| | | | |
|--|--|--|--|
| 10 GB Storage | | | |
| Unlimited bandwidth | | | |
| Unlimited visitors | | | |
| Domain name with privacy protection | | | |
| SSL Certificate | | | |
| Automatic daily malware scan | | | |
| Unlimited malware removal and hack repair | | | |
| Daily Back-up | | | |
| Donation buttons (2 available) | | | |
| Attractive design templates | | | |
| Responsive website - website shifts to fit the screen of the devise of the user (aka Mobile Optimize) | | | |
| Integrated Calendar | | | |
| WordPress | | | |
| Company has a good reputation | | | |

From Zeus: John and I are doing the best we can. I ask that members not get attached to any particular result.

Quin: Have the webmasters decided to have a committee?

Response from John N: There is no committee. Quin is welcome to send her input to John and Zeus.

Chuck M: How much will the cost be?

Response from John: For the first year we don't want to pay more than \$250.00; the price for the second year will go up; hopefully not by much.

Janine: Will the GSRC Website Calendar be synced with the UA Official Website Calendar?

Response from John N: No. It will only have calendar items related to the GSRs.

Shari Lynn: Will all of the GSR Committee information from the 9thTradition.org website be housed on the GSRC Website?

Response from John N: Yes.

Jessica: Would John and Zeus be opposed to having a meeting regarding the website which includes other GSRs who are interested in contributing to the process? It sounds like there is a lot of interest.

Response from John N: I am not opposed.

Response from Zeus: I don't have time to meet with a committee. I suggest that they get a UA email address to take in all of the feedback from our GSRs.

Response from John N: GSRs can send their feedback to him at phonemeetings@gmail.com.

Treasurer's Report from Jeff N

This is the first Treasury Report. We are currently in the testing phase of an email to send donations to the Treasury and our PayPal account. We are just working out some kinks. Looking to have an international money transfer service for international GSRs. Our first expenses are expected to be for our website domain name and website hosting. So far, we have \$6.00 in our Treasury.

Shari Lynn: Where are the projected donations to the GSRC Treasury coming from?

Response from Jeff N: I believe the bulk of the donations will come from the GSRs, but any UA member will be able to donate.

Seth: Should we request donations to the GSR Committee from our individual groups?

Response from Jeff N: We have not set up a protocol for this, but if our groups are willing to contribute, then that would be fine.

Response from Chuck M: Suggests doing a Seventh Tradition collection at each GSRC meeting.

Response from Jeff N: Sounds like a new business item. We are not set up to collect right now. We might take pledges at this point.

Terri from South Florida: Wants us to rethink the difference between “Seventh Tradition” and “Fundraising.” Have a task force to consider our intention and purpose in accordance with the Traditions.

Response from Arden: The Fundraising Information Subcommittee is to help GSRs brainstorm with their groups on how to send GSRs to the World Service Conference. The GSRC Treasury will only contribute to GSRs to send them to the World Service Conference if the GSRC’s expenses have been met (for example, for the Website). I don’t believe we need a task force. We have it sorted out.

Jeff’s email address: jeff.inthemoment@gmail.com

GSB Phone/Tech Committee Report from Heidi, Vice-Chair

Hello, Everyone. Thank you for your service.

The PTC passed three motions at our May 3rd meeting:

- 1.) To create a form to put on the UA website for members to capture disruption on the meetings.
- 2.) To create a communications flyer for actions a member can take to protect their anonymity in response to carrier changes made in response to changes in FCC regulations.
- 3.) Guidelines for participation and voting on the committee.

Opportunities to serve on this committee are abundant! Please join us.

I welcome any questions.

Thank you for the opportunity to update everyone on the current activity of the Phone and Technology Committee.

In service,

Heidi in OR
Vice Chair, Phone and Technology Committee
prosperingheidi@gmail.com

Rebecca: Please explain the second motion.

Response from Heidi: The Federal Communications Commission has changed its regulations so more names of people will be displayed on the dashboard – this is due to protections against robo calls. The flyer will suggest various options to protect members’ anonymity.

World Service Conference Planning Committee Report from Jessica, Chair

The WSCPC had our last monthly meeting on Sunday May 3 with 7 people present. There was not a lot of major action at our last meeting as we are still in a bit of a holding pattern waiting to get clarity

on the exact shape that WSC 2020 will take. Taking what action we can take has meant continuing our efforts identifying a platform to use for the Conference, whether it be entirely virtual or hybrid.

At the last meeting we shared the product of the Virtual Platform Working Group. This working group gathered to do what essentially was an action meeting around a vision of what we would like to have in a virtual WSC. We identified what the prosperity elements of a face-to-face WSC are, as well as fears and concerns we are challenged with in having a virtual or hybrid conference. This info is the framework of communications with the different conferencing platforms. Some members of the working group, along with a couple of GSB and PTC representatives, one of the co-chairs and the vice chair of the GSRC, attended one demo (with a short follow-up meeting after) of a platform that is not ideally suited, as it turns out, with our needs. Given the COVID situation one of the most widely known platforms has not been responsive. Given that excellent live support is an important feature that we identified for any platform, there is concern about using a company that is unresponsive from the start. We are currently looking at two additional platforms that seem to be able to address our needs well including Google Meet (seeming to be the frontrunner at this point).

The news-worthiest news from our last meeting was the election of a new Recording Secretary for the Committee. I'm happy to announce that Rich from the UK offered to do this service and was voted in unanimously! Thank you Rich!

We also created and populated a Topics of Concern Survey publicity working group whose task it is to spread the word of the Topics of Concern Survey. If anyone has not received the announcement or you have questions, please email me at UAWSCService@gmail.com, and I will send it in the reply.

We were not able to address revising the timeline towards WSC 2020 at our last meeting so that will be the top item on our old business this next month and we'll also be discussing the theme for this year's conference.

And that is my report. Thanks.

Quin: I have two questions. Can we include in the minutes the name of the platforms we are considering?

How are the motions and agenda topics for the WSC 2020 going to be prioritized?

Response from Jessica: Not specifically discussed. A lot has to do with the amount of support that a Topic receives through the Topics of Concern Survey for 2020 and 2019.

Chuck M: When will the decision be made regarding whether the World Service Conference will be held in New York?

Response from Jessica: The GSB will make the decision by the end of June. It has the legal and financial responsibility for the fellowship.

Shari Lynn: What will be the difference in cost if it is virtual or hybrid?

Response from Jessica: There will be a difference in cost. The amount of difference will have to do with the selected virtual platform.

Shari Lynn: Has the registration deadline changed?

Response from Jessica: That has not been decided.

Gina: Has the GSB considered other locations that are less contaminated than New York?

Response from Jessica: If we decide not to have it in New York, it will be because the GSB does not feel that it is safe to have a face-to-face Conference.

Zeus: One of the major concerns of last year's World Service Conference was security. Is that being addressed this year?

Response from Jessica: Security is a top concern this year too.

II. FISC GSR Fundraising Strategies Packet for WSC 2020

(Attached)

**FISC GSR Fundraising Strategies Packet for WSC 2020
(Version 9; Approved by the GSR Committee on 5/24/20)**

Please note that we are offering these suggestions to help each Group be fully self-supporting in accordance with Tradition 7, and each Group is autonomous, per Tradition 4. So feel free to take what you and your Group like and leave the rest!

Suggestions 1 - 10 are from the successful experiences of UA Fellowship members:

1. When a GSR is perceived as actively involved and visible at their meeting, members are more likely to give money to support their GSR. Thus, we suggest that you are heard at least twice a month at your meeting. Either share regularly positive recovery and/or take on another service position that is not too demanding such as moderating once a week (provided that your meeting allows for a person to hold two positions).

2. If your meeting does not have a treasurer, talk to all of your UA friends who are in recovery and see if one of them can volunteer to be a treasurer at your meeting. It does not take much time to set up a PayPal account for phone and video meetings and then monitor and manage the account. The most important thing is to set it up as a “friends and family” account, so there will be no fees or less fees, depending on your location and how you will be paying (e.g. via bank account linked to PayPal or via credit card.) Alternatively, for face-to-face meetings the Treasurer would create a checking account. The accounting to the Group of the donations is the responsibility of the Treasurer to be made in monthly reports at the Group’s Business Meeting.

This Is a Sample of Suggested Guidelines for Selecting a Group’s Treasurer or Co-Treasurers:

- (1) Actively working the Steps and has completed up through at least Step 5. It is recommended that the Treasurer works with a UA sponsor until s/he has completed up through Step 12.
- (2) Familiarity with the UA Traditions (or working towards that).
- (3) Has been attending UA meetings regularly for at least three months.
- (4) Is solvent (solvency being self-defined).
- (5) Regularly attends the Group’s meeting and is able to attend the Group’s business meetings and make monthly reports, including the total contributions and expenditures in the account for the month, as well as the balance in the account. (Note, if the Treasurer cannot make it to a particular business meeting, then the Treasurer may email or text the report to the Business Chair.)
- (6) Able to do this service for 6 months.
- (7) Can create or is willing to learn to create a PayPal account and/or checking account for the meeting.

3. Create a spending plan for the GSR, which includes the cost of the conference, lodging, food/beverage, airfare, meals while traveling and ground transportation. Then, present it for your Group’s approval at a business meeting.

4. Include a well-written 7th Tradition Announcement in your Group’s meeting format which is focused on contributions to the Group’s Treasury / GSR Fund.

Here is a sample of what to say at each meeting and put in your meeting format:

“It is time now for the Seventh Tradition and UA-Related Announcements. UA has no dues or fees. We are self-supporting through our own voluntary contributions. If you would like to contribute to our Group, our PayPal account is _____. The funds will be used to pay for the expenses of our Group Service Representative, _____, to represent our Group and vote at the upcoming UA World Service Conference. [For face-to-face meetings - include that the funds will also be used to cover the Group’s rent, refreshments and literature.] The WSC is where important decisions of our Fellowship as a whole are made (for example, approval of new literature and registration requirements for Groups to be listed on UA’s website.) The World Service Conference can only happen with the presence and voting participation of the GSRs, who as trusted servants represent the individual members and their Groups in our collective vision of transformation from underearning to prosperity through the UA program.”

“In addition to the needs of this Group, UA as a whole has expenses for the dissemination of UA literature, the maintenance of its website, and other costs incurred by the General Service Board in carrying out its duties. Contributions may be made to the UA General Fund using the payment methods listed on the UA website. Thank you for giving as generously as you can.”

* Please note that once your Group has approved its new 7th Tradition language and it is in your meeting format, it can be uploaded onto the UA Website Meeting Calendar. This is how to do it:

- Access UA’s Website, and click on “Contact” on the top menu.
- Click on “Meeting Registration.”
- Complete the form.
- In the last box, make sure to say the reason for the registration update: “To update Seventh Tradition language in our meeting format.”

5. Have a holiday or anniversary party. Include speakers to share for 3-5 minutes and entertainment, such as music, singing and spoken word. This can be done face-to-face, by phone or by video with contributions going to the Group’s GSR fund.

6. Have a “Virtual Picnic” where members donate based on items that they would bring to the picnic, if it were a face-to-face picnic.

7. Create a workshop on UA topics for your Group.

For example:

Have four one-hour to two-hour sessions, one session per month. Each person is asked to make a suggested contribution of \$10.00 to attend the session. If 30 people attend each session, it could generate \$300 per session, or \$1200 for the whole workshop. (No one turned away whether making a contribution or not; all are welcomed!)

The workshop can be led by a person with recovery, for example, someone who has success in their business(es) using the UA program, who wishes to share their own Experience, Strength and Hope with more detail than is possible in three minute shares. Those who attend can ask questions and share. Other speakers can participate.

A simple structure would be:

(1) Welcome, Serenity Prayer and introduction to the workshop. Statement of two-fold purpose: to share information on _____ (whatever the lead person and collaborators decide is the Theme or Subject) and to raise funds for the GSR of the Group with a suggested contribution of \$10/person, or whatever is comfortable to give.

(2) Reading of part or all of your meeting's 7th Tradition language.

(3) Introduction of the speaker(s) and the format (e.g. Speaker 1 speaks for 10 minutes, then Q/A, 10 mins, then shares 10 mins; Speaker 2, same, Speaker 3, same.)

(4) After speaker #2, it would be a good idea to take a one minute break to let people know that they are at a fundraiser to send their GSR to the WSC 2020, where the important decisions of our Fellowship as a whole are made and announce how to donate to the Group's GSR fund/Treasury.

(5) Wrap up with thank-you's, reminder of suggested contributions of \$10/person, or whatever amount is comfortable, how to donate funds, offer of phone number exchange after the close of the workshop, say the Serenity Prayer and close. It may or may not be recorded.

* Consider collaborating with another GSR to put on a workshop to benefit two or more Groups. Smaller Groups might want to pair with a larger Group to support each other. Funds can be allocated as worked out among the collaborators and Groups.

8. Announce at each meeting the amount needed to be raised at each meeting in order to attain your Group's goal. Indicate how much that is per person per meeting.

9. Suggest at the Seventh Tradition break and/or at the Group's business meeting that members donate monthly to the phone or video meeting the total of what they would contribute to a face-to-face meeting.

10. The Group may want to vote to allocate certain percentages to the Group's Operating Expenses, the Group's GSR Fund, and the UA General Service Fund.

Other brainstorming suggestions:

11. Ask your Group members to offer their professional work services and give what they can as a gift to the GSR Fund via online payment options.

12. Sell items that no longer serve you and donate your proceeds to your GSR Fund.

13. Suggest to your UA friends to have a garage sale in person or online as a fundraiser. This can be done perhaps through social media. (For example, host garage sales; someone in your Group can build a private GSR Fund page online.)

14. The Treasurer may ask meeting members to consider making a voluntary anonymous one-time only or monthly pledge (e.g. by texting or emailing the treasurer) to contribute at phone meetings to our Treasury/GSR Fund. Consider it as a tithing, a gift to one of your spiritual sources. The 12 Steps are a spiritual source for recovery. The Treasurer can pause the meeting for one minute so members can send in their pledges. (This would be included as an additional option in the 7th Tradition language.)

15. Choose what part of your income you would like to contribute to your GSR Fund.

GSR Fundraising Action Plan and Evaluation 2020 (Optional)

“Strategies are plans of action. Plans require timelines and deadlines.”

GSR Name: _____

Name of Group Represented/ Day and Time Group Meets: _____

Will you be working with a UA GSR fundraising action partner, action group, and/or action team? Working with another Group(s) and their GSR?

List your spending plan. Include your Conference cost and your extra costs outside of the Conference fee.

(The Conference fee is \$755.00 per person for a single unshared room with private bathroom, conference room use, all food and coffee/tea/water beverages, free parking, fellowship night speakers and talent share. Shared occupancy will be \$635.00 per person. Alternatively, the Conference fee is \$489.00 per person if you do not require lodging. Additional costs are airfare, meals while traveling and ground transportation. Our upcoming WSC will be held from October 15 to October 18, 2020. The location is the HNA Palisades Premier Conference Center, Palisades, NY.)

List your fundraising action steps, including people who can and will help on your Group's fundraising team. Create a proposed timeline. Set deadlines for implementation.
