



The Rotary Club of Maidstone Riverside
District No. 1120
Service Above Self

Bylaws of the Rotary Club of Maidstone Riverside

These ByLaws are based on the model 'Recommended Rotary Club ByLaws' contained in the RI Club President's Manual August 2007 and take into account full consideration of the Club Leadership Plan (CLP). They also include information from the RIBI Information Sheet "Attendance" dated October 2007 which also forms part of these ByLaws. Appendix A reports on the review into the CLP the recommendations of which were subsequently fully agreed by club council and endorsed by the club. Appendix B is the Club Charitable and Budget Donation Process and forms part of this process.

The ByLaws should also be read in conjunction with the RIBI Constitution and the Standard Club Constitution July 2004 where further detail can be found.

Article I Definitions

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| 1. Council: | The Council Members of this Rotary club. |
| 2. Council Member: | Member of this club's Council. |
| 3. Member: | A member, other than an honorary member, of this club. |
| 4. RI: | Rotary International. |
| 5. Year: | The twelve-month period that begins on 1 July. |
| 6. Association | The 'Rotary International in Great Britain and Ireland' which is the administrative territorial unit of Rotary International as further defined in Article 2 of the Constitution of RIBI |
| 7. Club: | Rotary Club |
| 8. Club Assembly | The annual meeting of a Rotary club at which the members discuss the programmes and activities of the club, of Rotary International, of the Association and of the district for the ensuing year and determine in broad terms the objectives for that year. |

Article 2 Council

The governing body of this club shall be the council consisting of 6 officers of this club, namely, the president, president-elect (or president-nominee, if no successor has been elected), vice-president, secretary, treasurer, the immediate past president and 6 ordinary members.

Article 3 Election of Council Members and Officers

Section 1-At a regular meeting one month prior to the meeting for election of officers, the presiding officer shall ask for nominations by members of the club for president, vice-president, secretary, treasurer, and council members. This will at two different meetings, the officers at the Special General Meeting (SGM) in December, and the rest of the council who are elected, at the AGM in May. The candidates for president, president-elect, vice-president, secretary, and treasurer receiving a majority of the votes shall be declared elected to their respective offices. The candidates for council members receiving a majority of the votes shall be declared elected as council members.

Section 2 - The officers and council members, so elected, together with the immediate past president shall constitute the council.

Section 3 - A vacancy in the council or any office shall be filled by action of the remaining council members.

Section 4 - A vacancy in the position of any officer-elect or council member-elect shall be filled by action of the remaining council members.

Section 5 - Eligibility

- (i) No member shall be eligible to serve as an ordinary member of the council for more than three consecutive years.
- (ii) Any member nominated to be an officer and not elected shall be eligible for election as one of the ordinary members of the council.
- (iii) A past president shall not be eligible to serve as an ordinary member of the council in the year following the year of service as immediate past president.

Section 6 - Scrutineers - Before proceeding to a ballot the chairman shall appoint scrutineers from members who have not been nominated for election at the meeting.

Section 7 - Vacancies - Any vacancy shall be filled by the council. The member so appointed shall be entitled to complete only the unexpired term arising from the vacancy. This shall not count as service on the council for the purpose of eligibility.

Article 4 Duties of Officers

Section 1 - President. It shall be the duty of the president to preside at meetings of the club and the council and to perform other duties as ordinarily pertain to the office of president.

Section 2 - President-elect. It shall be the duty of the president-elect to preside at meetings of the club and the council in the absence of the president and to perform other duties as ordinarily pertain to the office of –president-elect.

Section 3 - Vice-President. It shall be the duty of the vice-president to serve as a council member and to perform such other duties as may be prescribed by the president or the council.

Section 4 - Secretary. It shall be the duty of the secretary to keep membership records;

record attendance at meetings; send out notices of club, council, and committee meetings; record and preserve the minutes of such meetings; report as required to RI, including the semi-annual reports of membership on 1 January and 1 July of each year, which shall include per capita dues for all members and prorated dues for active members who have been elected to membership in the club since the start of the July or January semi-annual reporting period; report changes in membership; provide the monthly attendance report, which shall be made to the district governor within 15 days of the last meeting of the month; collect and remit RI official magazine subscriptions; and perform other duties as usually pertain to the office of secretary.

Section 5 - Treasurer. It shall be the duty of the treasurer to have custody of all funds, accounting for it to the club annually and at any other time upon demand by the council, and to perform other duties as pertains to the office of treasurer. Upon retirement from office, the treasurer shall turn over to the incoming treasurer or to the president all funds, books of accounts, or any other club property.

Article 5 Meetings and Attendance

Section 1 –Special General Meeting. An SGM of this club shall be held no later than 31st December each year, at which time the election of officers to serve for the ensuing year shall take place.

The normal business at this meeting will be:

- (i) receiving and approving the examined annual accounts for the year ended 30th June;
- (ii) electing by ballot of the members the president for the next year but one;
- (iii) electing the vice-presidents, secretary and treasurer for the next Rotary year;
- (iv) electing one voting delegate (and substitute) to attend the ensuing annual conference of the Association, and one additional delegate (and substitute) for every 25 or major fraction thereof of its active members;
- (v) selecting candidates for the offices of President and Hon. Treasurer of the Association for nomination at the annual conference of the Association.

Section 2 – Annual General Meeting An AGM of this club shall be held in May each year, at which time the election of council members and other club officers to serve for the ensuing year shall take place.

The normal business at this meeting will be:

- a) Receiving annual reports from the council and committees of the club for the current Rotary year;
- (b) Receiving the treasurer's report and proposed budget and determining the entrance fee for the ensuing Rotary year;
- (c) Electing any honorary members;
- (d) Electing the six ordinary members of the council;
- (e) Confirming the appointment of, or selecting, the chairmen of committees;
- (f) Appointing a person or persons to examine the club's annual accounts;
- (g) Electing one representative (and substitute) of the club on the district council, and one additional representative (and substitute) for every 25 or major fraction thereof of its active members. Should any of the elected representatives be unable to attend a meeting of the district council, the president may appoint further substitute representatives, whose names shall be communicated to the secretary of the district council in writing before the commencement of that meeting.

Section 3 - The regular weekly meetings of this club shall be held on Tuesday at

8.00pm. (except the first Tuesday following a bank/public holiday)

Due notice of any changes in or cancelling of the regular meeting shall be given to all members of the club.

Basic Requirements for Attendance

Each member, other than an honorary member of a club, must:

- attend or make-up at least 50% of club regular meetings in each half of the Rotary year.
- attend at least 30% of the regular meetings of this club in each half of the Rotary year (assistant governors, as defined by the board of directors of RI, shall be excused from this requirement).

If a member fails to attend as required, the member's membership shall be subject to termination unless the council consents to such non-attendance for a good cause. *See Standard Club Constitution Article 12, Section 4.*

All current officers of RI are excused from attending the regular meetings of his or her club until the term of office expires and their absence is not computed in the club's attendance records.

If a member fails to attend or make-up four consecutive club meetings, the council may inform the member that the member's non-attendance may be considered a request to terminate membership in the club. Thereafter, the council, by a majority vote, may terminate the member's membership. *See Standard Club Constitution, Article 12, Section 4(b).*

Make Up Attendances

With the exception of honorary members, members should be encouraged to 'make-up' attendance not only because of the attendance rule, but because of the enrichment it gives to their Rotary lives.

Members may be credited with an attendance reported by themselves or by the secretary of the club visited if, on the day of absence on any of the 14 days preceding or following they:

- attend the regular meeting of any other Rotary club or interim Rotary club or Rotary Fellowship.
- attend the regular meeting of a Rotaract or Interact club or an interim Rotaract or Interact club.
- attend the regular meeting of Rotary Community Corps or interim Rotary Community Corps or Rotary Fellowship.
- present at the normal time, place and date of a meeting of a club other than their own

and for what ever reason the meeting is not being held there. The member or the secretary of the club sought to be visited should give a statement of the facts to the club secretary.

- on Rotary business as a district governor or a trustee of the Rotary Foundation or an officer or committee member of RI or RIBI or a chairman or member of a district committee or an officer or employee of RI or RIBI holding membership of a Rotary club.

When a member is outside the member's country of residence for more than fourteen days, the time restriction shall not be imposed so that the member may attend meetings in another country at any time during the travel period, and each such attendance shall count as a valid make-up for any regular meeting missed during the members time abroad.

Missed attendances may also be made-up (and notified by the member to the club secretary), by attending:

- and participating in a club service project or a club sponsored community event or meeting authorised by the club council.
- a meeting of the club council or, if authorised by the council, a meeting of a service committee to which such member is assigned.
- an RI assembly, convention or council on legislation.
- an RIBI assembly, conference or committee meeting.
- a Rotary institute.
- a Rotary multi-zone conference.
- a district assembly or conference.
- any district meeting held by the direction of the Board of Directors of RI or the General Council of RIBI.
- any district council or committee meeting held by direction of the district governor.
- a regularly announced inter-city meeting of Rotary clubs.

Members absent from a regular meeting of the club whilst traveling with reasonable directness to or from one of the meetings listed above may also be credited with attendance at the regular meeting of the club missed thereby.

In addition, members may be credited with a missed attendance at a regular meeting of the club if, at the time of the meeting, they are:-

- actively engaged in a district-sponsored service project in an area where it is impossible to make-up.
- engaged on Rotary business authorised by the club council which precludes

attendance.

In addition, if a member is working in bona fide circumstances for extended periods on outposted assignments when, by mutual agreement between the member's home club and a designated club, the member may attend such designated club for the period of the assignment, validated by an appropriate form of advice by the secretary of said club to the member's home club where such attendance shall be credited in the member's name.

(Extract from RIBI Information Sheet "Attendance" dated October 2007 which also forms part of these ByLaws)

Section 4 - One-third of the membership shall constitute a quorum at the annual and regular meetings of this club.

Section 5 - Regular meetings of the council shall be held at least once every two months. Special meetings of the council shall be called by the president, whenever deemed necessary, or upon the request of two (2) council members, due notice having been given.

Section 6 - A majority of the council members shall constitute a quorum of the council.

Article 6 Fees and Dues

The membership dues shall be set from time to time at the AGM payable semi-annually on the first day of July and of January, with the understanding that a portion of each semi-annual payment shall be applied to each member's subscription to the RI official magazine.

Article 7 Method of Voting

The business of this club shall be transacted by viva voce* vote except the election of officers and council members, which shall be by ballot. The council may determine that a specific resolution be considered by ballot rather than by viva voce vote.

*(*Note: Viva voce vote is defined as when club voting is conducted by vocal assent.)*

Article 8 Four Avenues of Service

The four Avenues of Service are the philosophical and practical framework for the work of this Rotary club. They are Club Service, Vocational Service, Community Service, and International Service. This club will be active in each of the four Avenues of Service.

Article 9 Committees

Club committees are charged with carrying out the annual goals of the club based on the four Avenues of Service. The president-elect, president, and immediate past president should work together to ensure continuity of leadership and succession planning. When feasible, committee members should be appointed to the same committee for three years to ensure consistency. The president-elect is responsible for appointing committee members to fill vacancies, appointing committee chairs, and conducting planning

meetings prior to the start of the year in office. It is recommended that the chair have previous experience as a member of the committee. Standing committees should be appointed as follows:

Club Service Committee

This committee should develop and implement a comprehensive plan for the recruitment and retention of members and should conduct activities associated with the effective operation of the club. It is also responsible for the planning and implementation of the club programme.

Community Service

This committee should develop and implement plans to provide the public with information about Rotary and to promote the club's service projects and activities.

International and Foundation Committee

This committee should develop and implement plans to support International service projects and the Rotary Foundation through both financial contributions and programme participation

Youth and Vocational Committee

This committee should develop and implement educational, humanitarian, and vocational projects that address the needs of its young people and the community.

Additional ad hoc committees may be appointed as needed.

(a) The president shall be ex officio a member of all committees and, as such, shall have all the privileges of membership thereon.

(b) Each committee shall transact its business as is delegated to it in these bylaws and such additional business as may be referred to it by the president or the council. Except where special authority is given by the council, such committees shall not take action until a report has been made and approved by the council.

(c) Each chair shall be responsible for regular meetings and activities of the committee, shall supervise and coordinate the work of the committee, and shall report to the committee on all committee activities.

(Note: The above committee structure is in harmony with both the District Leadership Plan and the Club Leadership Plan. Clubs have the discretion to create any committees that are required to effectively meet its service and fellowship needs. A sample listing of such optional committees is found in the Club Committee Manual. A club may develop a different committee structure as needed.)

Article 10 Duties of Committees

The duties of all committees shall be established and reviewed by the president for his or her year. In declaring the duties of each, the president shall reference to appropriate

RI materials. The club service committee will consider the Avenues of Vocational Service, Community Service, and International Service when developing plans for the year.

Each committee shall have a specific mandate, clearly defined goals, and action plans established by the beginning of each year for implementation during the course of the year. It shall be the primary responsibility of the president-elect to provide the necessary leadership to prepare a recommendation for club committees, mandates, goals, and plans for presentation to the council in advance of the commencement of the year as noted above.

Article 11 Leave of Absence

Upon written application to the council, setting forth good and sufficient cause, leave of absence may be granted excusing a member from attending the meetings of the club for a specified length of time.

(Note: Such leave of absence does operate to prevent a forfeiture of membership; it does not operate to give the club credit for the member's attendance. Unless the member attends a regular meeting of some other club, the excused member must be recorded as absent except that absence authorized under the provisions of the Standard Rotary Club Constitution is not computed in the attendance record of the club.)

Article 12 Finances

Section 1- Prior to the beginning of each fiscal year, the council shall prepare a budget of estimated income and expenditures for the year, which shall stand as the limit of expenditures for these purposes, unless otherwise ordered by action of the council. The budget shall be broken into two separate parts: one in respect of club operations and one in respect of charitable/service operations.

Section 2 - The treasurer shall deposit all club funds in a bank, named by the council. The club funds shall be divided into two separate parts-: club operations and service projects.

Section 3 - All bills shall be paid by the treasurer or other authorized officer only when approved by two other officers or council members.

Section 4 - A thorough review of all financial transactions by a qualified person shall be made once each year.

Section 5 - Officers having charge or control of club funds shall give bond as required by the council for the safe custody of the funds of the club, cost of bond to be borne by the club.

Section 6 - The fiscal year of this club shall extend from 1 July to 30 June, and for the collection of members' dues shall be divided into two (2) semi-annual periods extending from 1 July to 31 December, and from 1 January to 30 June. The payment of per capita dues and RI official magazine subscriptions shall be made on 1 July and 1 January of each year on the basis of the membership of the club on those dates.

Section 7 – The annual programme for financial procedures and deadlines shall be in accordance with the agreed club Budget &Charitable Process as defined in Appendix A.

Article 13 Method of Electing Members

Section 1 - The name of a prospective member, proposed by an active member of the club, shall be submitted to the council in writing, through the club secretary. A transferring or former member of another club may be proposed to active membership

by the former club. The proposal shall be kept confidential except as otherwise provided in this procedure.

Section 2 - The council shall ensure that the proposal meets all the classification and membership requirements of the standard Rotary club constitution.

Section 3 - The council shall approve or disapprove the proposal within 30 days of its submission and shall notify the proposer, through the club secretary, of its decision.

Section 4 - If the decision of the council is favourable, the prospective member shall be informed of the purposes of Rotary and of the privileges and responsibilities of membership, following which the prospective member shall be requested to sign the membership proposal form and to permit his or her name and proposed classification to be published to the club.

Section 5 - If no written objection to the proposal, stating reasons, is received by the council from any member (other than honorary) of the club within seven (7) days following publication of information about the prospective member, that person, upon payment of the admission fee (if not honorary membership), as prescribed in these bylaws, shall be considered to be elected to membership.

If any such objection has been filed with the council, it shall vote on this matter at its next meeting. If approved despite the objection, the proposed member, upon payment of the admission fee (if not honorary membership), shall be considered to be elected to membership.

Section 6- Following the election, the president shall arrange for the new member's induction, membership card, and new member Rotary literature. In addition, the president or secretary will report the new member information to RI and the president will assign a member to assist with the new member's assimilation to the club as well as assign the new member to a club project or function.

Section 7 - The club may elect, in accordance with the standard Rotary club constitution, honorary members proposed by the council.

Article 14 Resolutions

The club shall not consider any resolution or motion to commit the club on any matter until the council has considered it. Such resolutions or motions, if offered at a club meeting, shall be referred to the council without discussion

Article 15 Order of Business

Meeting called to order.

Introduction of visitors.

Correspondence, announcements, and Rotary information.

Committee reports if any.

Any unfinished business.

Any new business.

Address or other programme features.

Adjournment.

Article 16 Amendments

These bylaws may be amended at any regular meeting, a quorum being present, by a two-thirds vote of all members present, provided that notice of such proposed amendment shall have been mailed to each member at least ten (10) days before such meeting.

No amendment or addition to these bylaws can be made which is not in harmony with the standard Rotary club constitution and with the constitution and bylaws of RI.

Signed.....

Clive Bradburn

President

The Rotary Club of Maidstone Riverside

July 2008

Appendix A

RI Club Leadership Plan (CLP)

Review of Club Procedures

Introduction

Service Committee were tasked to review the RI publication CLP and report their findings to Council. The Plan is not mandatory but clubs are advised to standardise their administrative procedures based on the following best practices which are laid down by RI:

- Develop long range goals
- Set annual goals
- Make sure club members are involved and informed
- Keep open lines of communication within club and District.
- Ensure continuity in leadership
- Customise bylaws to suit club
- Provide regular fellowship opportunities
- Actively involve all club members
- Offer regular, consistent training.

These best practices can be achieved by:

- Sustaining or increasing membership base
- Implement successful projects that address the needs of the community and communities in other countries.
- Support Rotary Foundation
- Develop leaders capable of serving in rotary beyond club level

Service Committee Action Taken

A small sub committee of 4 members studied the document and reported back to the committee with their comments.

We wrote to David Brake our ADG seeking some views and advice. In particular the need for 5 new committees as opposed to our existing 4. The need for a change of terminology eg "Council" to "Board" and "Directors" rather than "Council Members"

We also referred to the work carried out in 2004 when the club discussed Planning for the Future in some group work which focussed on many of the issues outlined in the CLP.

Committee Findings

Best Practices & Bylaws

It was agreed that overall our club meets the principles outlined in the best practices laid down by RI. In particular we communicate well within the club and with District. We have a good history in providing officers for District.

Our Club Constitution appears to have been mislaid in the mists of time. This must be addressed. The suggested Club Constitution and Bylaws in the RI President's Manual can be used but will need to be adjusted to meet our needs.

There was some concern with the best practices outlined as they do not specifically refer to fund raising and community work especially with young people. These are areas we feel that we have done well in and will continue to do so. It was also felt that the way the CLP suggests achieving best practices do not always follow a logical sequence.

Terminology

We agreed the need for club officers to take responsibility for the operation of the club as if it is a business. The Council accept that they have such individual responsibilities. However, we see no need to change the names of "Council" to "Board" or "Council Member" to "Director". Similarly we saw no need to change our 'Business Meeting' to "Club Assembly".

This then led us on to the issue of succession planning in term of club officers. There is confusion over the term 'President Elect'. There is no consistency within our District. However, traditionally local clubs have the order President- President Elect- Vice President. The district handbook shows President- Vice President – President Elect. This has led to confusion this year when the wrong officer was contacted over a matter he was totally unaware of.

However, the RI Constitution Article 10 is absolutely clear. It states "The nominee shall take the title of President Elect on 1st July in the year prior to taking office as President." To maintain a consistent approach between local clubs and to conform with RI rules we should stay as we are with President- President Elect- Vice President.

Committees

Another proposal in the CLP is the need for the following 5 committees:

Membership
Public Relations

Club Administration
Service Projects
The Rotary Foundation.

These committees are to ensure the Rotary 4 Avenues of Service:

Club Service
Vocational Service
Community Service
International Service

The committee find this proposal somewhat odd when one considers the fact that our existing 4 committees do mirror the Avenues of Service so why change? Also we were not comfortable with a committee named "Service Projects" which appears to be there solely for fund raising issues both home and abroad. We feel strongly that this should not fall to just one committee and should be the remit for ALL members of the club regardless of committee. This to some degree applies also to Public Relations although this does need to be driven through a Public Relations Officer who has press contacts etc. It is not felt that Foundation necessitates a committee solely for that purpose. David Brake said that several clubs in the district had changed to the new format but there was no compulsory need to do so. He agreed with the philosophy 'If it ain't broke don't fix it'.

It is proposed therefore, that we keep our existing 4 committees but we do need to be more specific as to what terms of reference each one has. The passage of time has masked some of this we believe. For example, Service Committee are responsible for the Programme but that does not mean that they are responsible for all fund raising projects.

This created much debate on the committee. One view was that we should have a committee, which is dedicated to fund raising, whilst another view was the idea of a "think- tank" to push and encourage fund raising. However, overall it was generally agreed that all members should be encouraged to put ideas, the business case and proposals to Council for consideration regardless of the committee they serve on.

The terms of references in committees does seem to be historical and are no longer clearly defined. It was agreed that each committee does need to review it's terms of reference. A way forward would be for each committee to review it's current roles and responsibilities and terms of reference and submit them to the President Elect. The Service Committee can then look at them to ensure a proper spread across committees and to identify any deficiencies or areas we need to promote more and recommend any changes to Council.

Goal Setting

The CLP places a high priority on the setting of long term goals for the club. There was general support for this and in an ideal world there should be such goals. However, we do change President each year who sets his/her goals for that year. We have found this annual goal setting very satisfactory and it is felt that to draw up longer term goals could lead to a meaningless administrative exercise. It is very unlikely that long term goals would ever come to real fruition whereas an annual goal can be easily measured. Our

club audit system does enable the club to keep a close watch on long term progress- a good example was last year where the charity funds were becoming excessive so action was taken to distribute them appropriately.

Conclusion

Generally we support the CLP but we do not see the need for change for changes sake. We are content that our committees are generally fit for purpose but they do need to have their terms of references more clearly defined. Our Constitution and Bye-laws need reviewing. We need to be more focussed as to who deals with fund raising.

Recommendations to Council

1. To produce a Club Constitution and/or Bylaws based on the Club President's Manual Appendices 37 and 38 but modified to meet club needs.
We suggest this is carried out by Service Committee
2. To maintain our current terminology for officers and business meetings in line with our fellow Maidstone clubs and to conform with RI Constitution President's Manual Appendix 37 Article10 Section 5 (b) regarding President Elect.
3. Our existing Four Committees to remain but a review to be made into the terms of reference for each.
We suggest this is carried out by individual Committee Chairmen and collated by President Elect.
4. To emphasise the need for ALL members to come forward with fund raising projects.
We suggest this is promoted and led by the President and Council
5. The club should maintain our tradition whereby the President sets annual goals for his/her year. Council should also take longer term views for the direction of the club.

Appendix B

BUDGET & CHARITABLE DONATION PROCESS

The new Rotary year commences on 1st July each year

The following procedures and deadlines will apply:

May - Annual General Meeting

- New officers appointed for the next rotary year.

1st Week July - Club Assembly

- New President outlines his programme and Charities to club and district officer.

2nd Week July – Chairman of each committee

- Chairman of the committees will submit to the new President & Treasurer:

Proposed programme with approximate costs

- (i) Club account -Social programme (e.g. 100club/Dutch visit to Maidstone
- (ii) Trust Account - Known committee fund raising events for charitable trust funds (e.g. Tin rattling at Christmas)
- (iii) Charities, good causes to be supported – Target to be given.

3rd Week July – President & Treasurer

- Add the income/expenditure from any proposed or regular club events (e.g. County show) to the Social and charitable list submitted by Chairman of each committee

1st Week August – Council Meeting

- Council will receive committees & Presidents proposed charitable programmes
- Outline budget presented by Treasurer under the following headings

- (i) Regular events (e.g. County show)
- (ii) Social activities
- (iii) Proposed donations to good causes
- (iv) Short fall/ surplus on expenditure

2nd Week August - 1st Business Meeting

- Approval by club of the proposals agreed by Council

N.B. Objective of this meeting to discuss budget, approve programme and discuss how club will fund any shortfall or scale down projects.

£3000 will be retained in Trust fund for event priming

£2000 will be retained in the Trust fund as an emergency relief fund

Fund raising is the responsibility of the whole club

2nd Week August – Draft Audited Accounts

- Treasurer will present accounts of the previous year.
- Immediate Past President will inform club how the remaining surplus (if any) in his year will be distributed amongst good causes. Funds will be distributed forthwith.

Trust funds – Distribution Policy

Net Cash raised will be presented to the intended recipient at the earliest opportunity during the president's year in which it is raised. This is to take place at the Charities own meeting place to achieve maximum publicity for our club.

An invitation may subsequently be issued to bring the club up to date at our headquarters.

The above does not preclude unbudgeted donations being made during the presidential year. These should be agreed in committees and put to council and club for approval together with a suggested way of funding