



Volt

VOLT

EUROPA REPORT #13

December 2020

Foreword from Reinier & Valerie



So 2020 for Volt has been a year to
consolidate, improve and innovate.

I. European Parliament

Our Road So Far

- Damian's **AFCO Coordinatorship** in the Greens/EFA Group
- Our proposal for a fair & efficient asylum system in Europe. [Read here](#)
- **Proposal** on the Crucial Role of Migrant Workers in the EU. [Read here](#)
- **Own Initiative Report** (INI) on the New Avenues for Labour migration (we finally have an EP position!!!)
- Trip to Athens to meet the Greek Government and talk about Migration. Read Damian's [post here](#)
- Negotiating the largest ever spending programme of the EU - the corona funds also called Recovery and **Resilience Facility (RRF)**
- Being appointed as the **responsible MEP** for the report on the future of Artificial Intelligence for the Greens/EFA in the AIDA Special committee



Our 2020 Major Success

Our Next Steps

- Seeing all Volters in **one place again!**
- Starting negotiations on **Electoral Law** and making a big splash on that front together with Volt
- Starting the **Conference on the Future of Europe**
- Starting negotiations on the **New Pact on Asylum & Migration** w/ a focus on the crisis mechanism regulation (*of which Damian is a shadow*)
- Working on **EU digital policy in the Data Strategy**, AI committee

II. European level/functional teams



Our Road So Far

Elections

- Participated in elections in Austria, Bulgaria, France, Germany, Italy
- From 1 → 37 representatives in Bulgaria, Italy & Germany
- >5% of the votes in major cities in Nordrhein-Westfalen

Social innovation campaigns

- #EuropeCares
- Demonstration against Moria
- COFE
- I need morning after pill
- ECI selection
- Values Over Power
- Stop Homelessness

Consolidate, improve, and innovate

- New mission & narrative
- New vision & strategy
- New policy framework, process & policies
- Improved design
- Improved organigram
- Steady membership growth
- Social Media follower growth
- Built capacity and leadership in the European team
- New community organizers
- Financially healthy



*Our thriving Volt community
empowers citizens to
collaborate across borders*

Our Next Steps

- National elections in the Netherlands, Bulgaria and Germany
- Local elections in Spain, Italy, France, Denmark, Portugal
- Start our 'high speed train network' ECI campaign
- General Assembly on April 24/25
- General Assembly in October/November with EUR board elections
- Creation of Volt Manifest
- Further improve, innovate and grow our movement



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Volt Europe

Current numbers*

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Volt Europe Facts & Figures*:

*6.12.2020 (previous number in brackets)

> 5410 (5198)

National legal Members

> 3950 (3.952)

AISBL Volt Europa Members

> 14

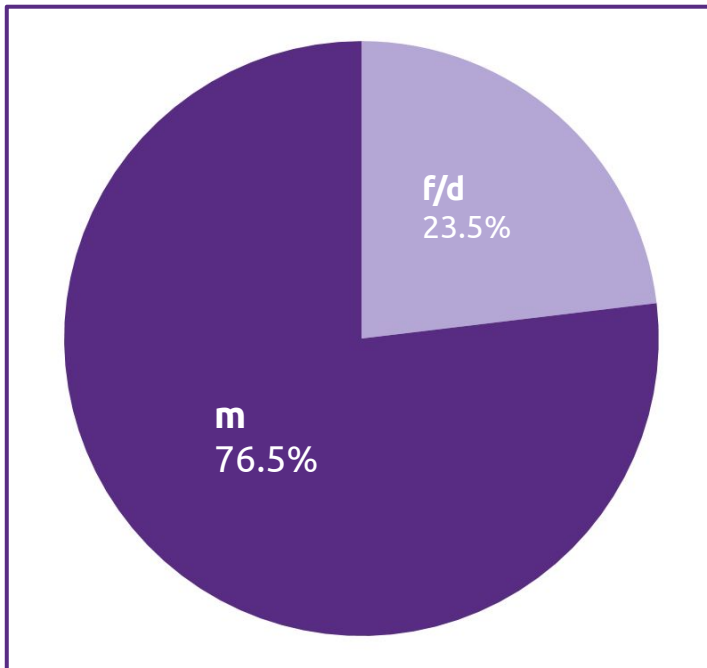
National parties

> 45

National Chapters (31)

Volt Abroad (7)

New Territories (21)



Average-Age:

34.8

Functional leads positions opened up: embracing many new faces to the team

2020

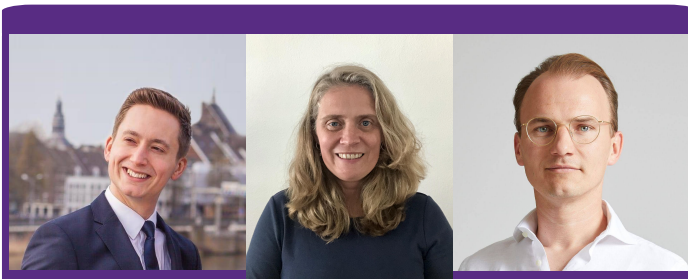
February marked the start of the new General Secretaries Office: Lennard Everwien and Anouk Ooms

Making best out of Covid-19: online GA's

Team atmosphere: bi-weekly meetings with the functional leads including report to each other and the Board

Improved transparency of the Board meetings with decisions making proposals and overview with minutes available to the movement

General Secretaries meetings: connect throughout Europe and support National Chapters in their internal organizational challenges

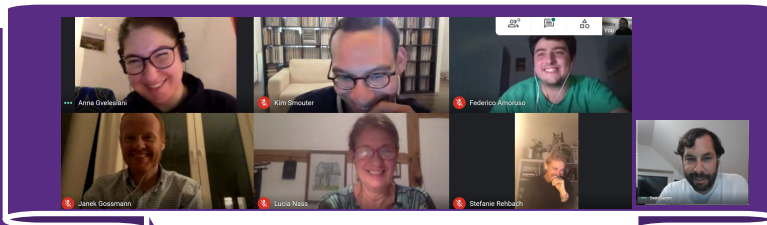


2021

Strategic objectives translated into action: coming alive soon

Professionalize Volt: grow as organization so each can find their way

Lennard stepping down to focus on EuropeCares: welcoming Johannes Heinrich as our new male GS



2019

- Started into the year with only one overworked team member, finishing it now with a bunch of laughing faces
- Did a small part in creating a standardized European capacity building procedure for functional teams
- We created our vision together with national teams

We designed a new, clearer membership structure & are rolling it out

- We grew! From 1 person to 7 wonderful team members

- We want to make local onboarding a simple process & make resources available for all teams

- We want to give a platform to share good practices all over Europe

- We are working on creating a European Onboarding process

- We want to help create an intranet where all information is easily available

- We are working with a lot of different teams & trying to improve internal communication flow in Volt

2021



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EUR Public Affairs team

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Our Road So Far

Getting started:

- We set up a new EUR functional team to advise the EUR Board
- Our focus is on political strategy, analysis, rapid response and forward-planning
- We defined our core mission and team objectives, opened channels of communication & intelligence gathering

Research, discuss, advise

- We started assessing the potential and needs of national Volt chapters for the 2024 EP election
- We advise Valerie and Reinier in their daily work, e.g. preparing talking points for events and SM, background checks of potential allies
- Mapping of multi-level priorities and opportunities to inform leadership



Our Next Steps

- Formalize our working structure
- Improve internal and external coordination & ensure clear channels for input & actionable feedback
- Finalize framework for country chapter assessment with regard to 2024 EP election
- Proactively and strategically position Volt in public debate



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EUR Communication

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2019

We went from 300 to 4000 people on Discord

We created a Volt narrative to help communicate our story with one voice.

We created a content calendar, sharing our (adaptable!) content with comms teams to make their role easier.

We have launched shows on YouTube and Twitch!

We gave our website an update, redoing the structure, design & functionality.



We helped the #stophomelessness petition which went all the way to the EP!

We tried a new way of campaigning and launched the #ValuesOverPower hashtag.

2021

We are going to work on improving our email newsletters.

We're about to launch an intranet for all comms teams.

We're days away from launching the updated Volt brand design & it rocks like Jingle Bells!



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EUR Partnerships

VOLT



Our Mission: *We build sustainable relationships with external partners by representing Volt Europe authentically, creating value for them, society, and for Volt. We do this, in order to create a constant trust in and a profound connection with Volt and Volt's vision of a united and better Europe.*

2020

In Q2, we proposed to the EUR board to let us found an EUR Partnerships team to streamline and unite partnership efforts volt-wide

Tobie Albrecht - former german Partnerships co-lead - was appointed by the board to set-up the team, mission, infrastructure and to onboard/train the new leads

In Q3 we finished the set-up process and feedback with the EUR GS and are ready to publish the vacancies

2021

We will onboard the new co-leads and go operative early in 2021

We also started to be engaged in our first cross-functional projects with the lovely Volters from EUR Comms and Expansion



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Volt Academy

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Our Road So Far

Key Workshops 2020

Volt's Birthday => **Covid19**

Europe week => **EU Citizen involvement**

Webinar => **Situation in Hungary**

EUR Functions => **Strategy Statement of Work**

Webinar => **Situation in Belarus**

Challenges 2020

- Country academies
- European-wide setup
- Academy team capacity

European Academy programmes

preparations started in 2020

- **Leadership development**
- NL => **Run4Volt for Europe**
- Strategy => **Volt Narrative roll-out**



Our Next Steps

Training Programmes

- Leadership Development launch - 20 participants
- Candidate training => Run4Volt roll-out in EUR countries
- Campaign capacity building
- Achieving gender balance => Road to 50 EUR roll-out
- Narrative roll-out to Countries

Collaboration / Growth

- Strengthen X-EUR collabor.
- Country Academies growth

Digitalisation

- Digital Training framework



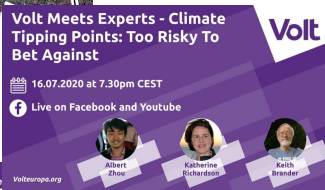
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Volt Events

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EUR Events 2020

- 3 General Assemblies
- 3 Roundtables "Stand up to Racism"
- 4 Volt Meets Experts
- 4 Volt Discussion Series
- 6 Meet Volt Europa (6th in 12/20)
- 3 Volt Blind Dates
- 1 Workshops (Pro European Meet Up)
- **24 Digital European Events**
- + tons of great Events with European focus organized by national and local teams:)



Vision 2021

- Strategic Action "Debating Culture"
- Foster more exchange between National and Local Events Teams
- A physical GA 🇪🇺
- European Policy Meet Ups as new format
- European Public (Cross-Border) Actions
- Grow as team



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EUR Tech Team

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Our Road So Far

- Successful launches in 2020:
 - Volt Content Platform
 - Tusker Mailing & LiveEvent modules
 - Helpdesk ticketing solution
 - Beginning of migration towards European servers
- Services provided
 - Support of GAs and participatory processes at EUR and national level
 - Volt.team improvements for Community
- Team restructure
- Capacity Building Plan



Our Next Steps

- Enhance our current systems and incorporate more solutions
- Build more capacity
- Develop the architecture for Volt 3.0 ("The Pan-European party")



Great success of Social
impact campaigns

Strong base finances
ready to level up and
become a centralised
organisation for MA's

2019

- Started 2019 preparing the move from Luxembourg to Belgium
- First live budget discussion at GA in Sofia.

- Building the sustainability of Volt Finance so we can run for years to come
- Mirta joined as Co-lead focussing on Audit

2021

Internal audit
procedures go live

Implementing
Membership fee
collection technology

Implementing an
unified accounting
system



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Strategy Commission

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Volt's Vision: Lead by example to foster a united and federal Europe

7 Strategic Objectives




20 Strategic Actions

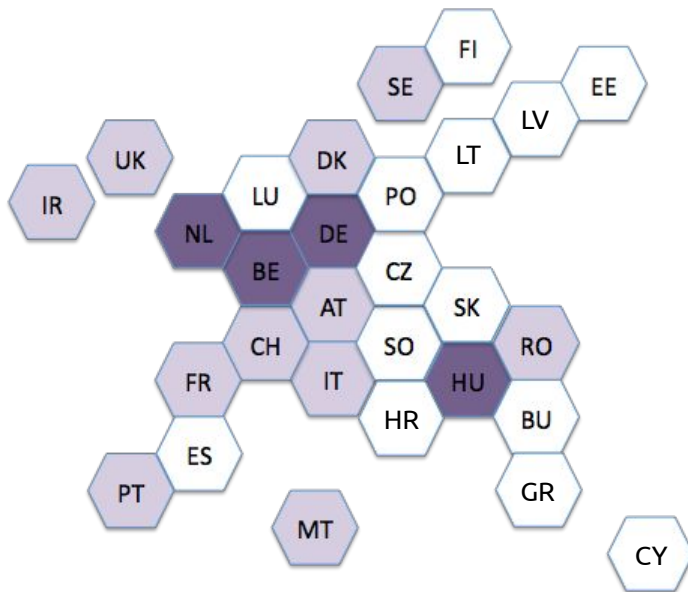
Our Road So Far

Strategy Workshops:

So far we ran 39 Workshop with
15 Chapters and ~200 participants

See Chapter status on the right:

-  not started
-  in progress
-  strategy aligned



Our Next Steps

- Complete strategy process with Chapters in progress
- Offer workshops to pending Chapters
- Facilitate development of EUR Strategic Actions
- Support chapters with strategy implementation
- Review strategy process internally
- Set goals for 2021

Facts and Figures:

- > 21 Teams from BE, DE, IT, LU, NL and RO
→ 9 Meetings
- > Mostly international meetings!
- > Next step: match up topic specific

Procedure:

- > Pitch to your team
- > Register through our form (include pref. dates)
- > Get an invitation email
- > Blind date
- > Details in speaker notes!



Your next Chance:

Between the 25. and the 29.01.21 - save the date or register your team [here!](#)

III. National chapters



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Volt Denmark

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Our Road So Far

More Denmark in Europe!

To grow we must show people what Volt can do - through viable actions and partnerships - by being a clear political actor with clear political goals!

Expanding our reach!

Introducing Democracy Drinks to Denmark
Linking Volters with Hungarians and Poles in Denmark
Building a Baltic network

How we meet our challenges

We launched a buddy system to better connect members!
Clear strategic communication via SoMe and Newsletters!
Bi-weekly National Meetings!



*Our 2020 Major Success
- developing our team!*

Our Next Steps

- GA in January to bolster our 2021 political strategy!
- Expand our reach through targeted expansion efforts.
- Continue building our structure, gain campaign experience and **RUN** in local municipal elections in November 2021!



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Volt Portugal

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Our Road So Far

- In June, we became an official political party! The 14th of Volt Europa.
- We had our first GA in September, electing the party bodies.
 - We doubled the number of female members in two months!
 - A strategy for attracting women into politics is taking place and succeeding.
- Our district teams are growing and having lots of media attention..
- A special hug for the Braga, Porto, Coimbra Lisbon, Santarém, Faro and Setúbal teams!



*Our 2020 Major Success:
First Portuguese GA!*

Our Next Steps

- Local elections in 2021!
- A campaign about the Portuguese Presidency of the EU Council.
- Focusing on expansion
- Bringing more female members into Volt!



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Volt România

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Our Road So Far

- ★ January 2020:
Retreat at Timișoara with passing of final Statute and decision to found Volt România as political party

- ★ **Stable core team** covering the most important tasks.

- ★ **Well working external communication** on social media, a monthly newsletter and a country month event.

- ★ **Support of independent candidates** in local and general elections.

Our 2020 Major Success:
first retreat in January at Timișoara



Our Next Steps

- ★ **Finalization of party registration**
- ★ **Development of policies**
- ★ **External communication and growth** in numbers.



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Volt France

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Our Road So Far

Participation in elections

- March/June:
Participated in municipal elections in Paris, Lyon and Lille missing our first elected representative by 227 votes

Administrative Success

- Finally opened a bank account
- Doubled our membership
- Organised a General Assembly in Lyon

Accomplishments

- Project "Avenir Europe" during confinement
- Published a tribune and participated in debates
- Invited by other parties to joint deliberations



Our 2020 Major Success

Our Next Steps

- Growing our member base and trying to participate in regional elections in June 2021 in four regions
- Developing fundraising and trying to solidify our organisation



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Volt Eesti

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Our Road So Far

- Reactivated the chapter and doubled the membership.
- Set up SocMed channels and began work on establishing local presence.
- Joined the pro-marriage-equality coalition with plenty of work ahead.



Our 2020 Major Success

Our Next Steps

- Expand! Building a functional and multilingual national team.
- Preparing for the 2021 local elections in Finland and Estonia.



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Volt España

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Our Road So Far

2020 a year of transition

- In September we voted a **new statute**, bringing our structure **much closer to EUR model**.
- Having approved this statute, we will hold **internal elections next week**, deciding the national leadership for the next two years.

Progress in Policy

- Other than statutes, the year's highlight has been

the development of a **full electoral programme in Catalonia**, where **legislative elections** are forthcoming.

- Madrid and Castille & León are on track to have **electoral programmes formalised** early 2021.
- C&L published a pioneer policy on Rural depopulation

#Europecares

- We aimed to get 20k masks. We got 45k. Boom.



Our 2020 Major Success

Our Next Steps

All candidacies agree

- Our biggest focus for the year ahead is **the election in Catalonia**. We are working hard to obtain representation.
- Volt Spain needs to **grow -- more than double**. This requires processes in **onboarding and internal comms**, which we are working to improve.
- From the wishlist: closer collab on **Policy** across EUR!



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Volt Italia

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Our Road So Far

Participation in elections

- March: Parliamentary by-election in Roma
- January and September: Regional elections in 4 regions
- September: Municipal elections, getting 5 elected representatives in two cities
- In the photo, the symbols of all our lists which ran elections in September (3 regions and 6 cities)

3 General Assemblies

- Two online
- One physical GA in Florence in September

Our realised projects

- Road to 50%
- Motion on intersectional feminism



Our 2020 Major Success

Our Next Steps

- Local elections 2021: we want to repeat the success and maybe make it even bigger
- Team PR, who will increase our external relationships, will start its action
- To spread always more our EU spirit!



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Volt Belgium

Volt

Our Road So Far

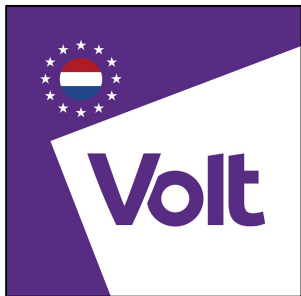
- Adopted new statutes, internal rules and regulations in February
- New organogram including governing bodies and functional teams with key leadership roles filled
- Membership growth and passing milestone of 100 members mid 2020 (currently at 136)
- Increased gender balance within the organisation and membership
- Kickstarted several new local chapters
- Inauguration of first university chapter of Volt Belgium



Our 2020 Major Success

Our Next Steps

- Political vision
- Campaigning strategy



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Volt Nederland

Volt

Our Road So Far

Prepared for national elections

- Elected our fully gender alternating list.
- Voted in our national Mapping of Policies and subsequently our electoral programme.
- And more and more volunteers deciding to go (almost) full time for the campaign in 2021.

General milestones

- Further growth of our local and functional teams.
- First year of our Volttimers: three full time employees and interns.
- Organised multiple successful online congresses and events to adapt to Covid.
- Launched our weekly Voltcast.



Start of our campaign!

Our Next Steps

- National elections in March 2021. Aiming for 3 seats in Parliament.
- Focus on building and professionalising our organisation nationally.
- And actively sharing our best practices, lessons learned and systems with other Volt Chapters.



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Volt Slovenia

Volt

Our Road So Far

Social media expansion

- We started being active on several social media platforms and we started to get (small) but constant engagement of our followers
- We have created small social media events for the entire year of 2020 and 2021

Membership expansion

- Have grown to 5 active members and some volunteers.
- Established bi-weekly team meetings

NGO Cooperation

- We have had contact with a pan-European NGO and we're trying to create future projects with them.



Our 2020 Major Success

Our Next Steps

Growth: we want to grow our national chapter to 30 active members by the end of the next year

Official Political Party: we want to create a political party around the middle/end of next year.



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Volt Luxembourg

Volt

Our Road So Far

Setting our objectives and priorities

- We have set the priorities in Luxembourg on which Volt Luxembourg should develop its program for the next elections: housing, climate, mobility & traffic, education, work, citizens

Writing and publishing our core values

- We have put together the values that we deem important in Volt Luxembourg, in line with the values voted at the GA of Volt Europa
- We ensured that Volt Luxembourg was still present in the political landscape by signing petitions.



Our Next Steps

- **Strategy Process:** all of the members will be involved in the process of setting our objectives for the future elections and get to work towards the campaigns
- **Program and policies writing:** the members will work on discussing, debating and drafting our program based on the priorities



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Volt Greece

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Our Road So Far

- We have managed to organise bi-weekly online meetings
- We try to brainstorm about the priorities and our future goals
- The interest among the members is burning



Our 2020 Major Success

Our Next Steps

- We are looking for the most efficient way to attract new members and to interact with people in Greece
- Appointing the roles in the team
- Re-activating the accounts of Volt Greece on social media



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Volt Ireland



Volt

Our Road So Far

Events:

- Weekly Regular meetings
- Online Social Events

Challenges:

- Lack of native Irish
- Pandemic hit our strong points

Achievements:

- Social Media and Communication team
- Relationship with Volt UK ❤️
- Monthly newsletter



Our 2020 Major Success

Our Next Steps

- Live events
- Formalize our political party
- Create policies for Ireland



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Volt Sweden

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Our Road So Far

- We are a small but dedicated team
- Now expanding in 3 of Sweden's 21 regions, Stockholm, Skåne & Östergötland.
- New board elected in November this year
- Caroline Berglind and Michael Holz re-elected as Co-Presidents
- We try to adjust our discussion meeting format VoltFOKUS to the virtual world due to the pandemic



Our 2020 Major Success

Our Next Steps

- Create sustainable teams in regions
- Apply the outcomes of or strategy workshop with Volt Europa
- Prepare for municipal elections in 2022.



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Volt Austria

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Our Road So Far

- Participated in Viennese Elections 2020!
- Consolidated a dedicated Team.
- Steadily growing number of members.
- Organized Online Event series, Street-Festival, Techno-Demo and three GAs.
- Created first Austrian Election program.
- Gathered important experiences in campaigning.



Our 2020 Major Success

Our Next Steps

- Elaborate the strategy for the next years.
- Establish our new governance.
- Encourage committed members to assure growth and prepare for next campaigns.

Our Road So Far

- Participation in Prague Pride 2020
- Regular presence on Social media, esp. Facebook and Instagram
- Biweekly online and offline meetings
- Founding an NGO with a transparent account to support further growth

- New members recruited; 25 members in whole Czechia
- Currently expanding in the two largest cities – Prague and Brno



Our 2020 Major Success

Our Next Steps

- Prepare the national strategy 2021-2024
- Elect board members of Volt Czechia
- Grow in numbers and create a stable team in Brno
- Gain public visibility

Our Road So Far

- Several successful local elections brought Volters in power
- To achieve this, a fast-paced development was necessary
- 2 extraordinary GAs* to progress towards our goals.
- Stronger visibility in the media(print, radio, podcasts) and Social Media
- New Taskforce dedicated to the federal election strategy: "High Voltage"
- Bringing Volt's Way to the streets with the Thematic Months



Our 2020 Major Success

Our Next Steps

- First months of 2021: electoral campaigns in 4 fed. States.
- 26 September 2021: federal Parliament Election
- Getting all Teams ready for the campaign, and onboarding as much as possible!



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Volt Malta

Volt

Our Road So Far

- Elected First Board
- Appeared in 2 Major news outlets
- Grew from 1 to 10 members
- Partook in various protests to safeguard public access to public land
- Launched #INeedMAP, a project to increase access to contraceptives in Malta
- Participated in Webinar on Sexual & Reproductive Health Rights along with other parties' representatives



Our 2020 Major Success

Our Next Steps

- Register the Party officially
- Continues helping the local community through projects



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Volt UK

Volt

Our Road So Far

Online Events

- Two Party Conferences!
- Federalism: UK challenges and continental ideas
- Regular Brainstorms on Campaigns and Activism

Policies and Strategy

- Defined the roadmap: "Reform to Rejoin"
- Initiated "Become a Candidate" campaign for upcoming elections

Online Presence

- Developed high quality video campaign content
- Increased content frequency for Facebook and Instagram



*Our 2020 Major Success:
So many events!*

Our Next Step

- Participate and campaign in local and regional elections in 2021!

IV. Movements



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EuropeCares

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Our Road So Far

What we do:

We collected over 750 pallets of humanitarian aid across Europe and sent 10 shipments to Lesbos, as well as other camps in Greece, France, and Bosnia & Herzegovina, amounting to an approximate value of 1.2-1.5 million Euro. In the process, we have engaged hundreds of people from outside of Volt and built firm networks in the sector of humanitarian NGOs.

Why we do it:

We want to show how ordinary European citizens *care* about the suffering of refugees, who are living in unacceptable conditions across the continent. We strive to organize volunteers and build pressure to eventually change our migration system towards respecting human rights and dignity.



Our 2020 Major Success

Our Next Steps

Expand our operations for humanitarian aid and include even more countries.

Start new initiatives to put pressure on politics to eventually bring positive change.

Bring together actors in the humanitarian space to unleash their potential and inform politics.



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Support of European citizens' initiatives

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Our Road So Far

Major partner of ECI campaigns in Europe

- With our support, we have empowered citizens to make their issues heard in Europe
- We have established close links to progressive civil actors across Europe

Lessons learned

- We understand more what it takes to successfully implement our own projects

Our 2020 Major Success



Our Next Steps

- We will continue to organise events with our ECI partners
- We try to present Volt as a progressive movement in which engaged citizens want to continue to do politics even after their ECI has ended



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#StopHomelessness social impact campaign!

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Our Road So Far

Coordinated with Spanish
NGO
#HomelessEntrepreneur

Organised petition, raised
Homelessness awareness in
media, proposed solutions!

Our Petition was noted by the European Parliament,
the PETI committee heard Volters and our partner,
unanimous support to keep petition open!

Proposals:

"Housing First" programs to find homes for people
Networking homeless people with available resources
Fight causes of homelessness, e.g. unemployment, debt etc.



*Committee minutes of our
victory!*

Our Next Steps

- Continued partnership with #Homeless Entrepreneur
- Advocacy work, awareness raising: call the European Institutions to pick up the work approved by the PETI Committee!



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Values over Power: protesting corruption!

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Our Road So Far

What we do:

Volt Bulgaria protesting against its corrupt government for hundreds of days!

Volt Europa raising awareness on social media, and organising email-writing campaigns to EU leaders.

Why we do it:

Corrupt government in Bulgaria

Christian Democratic EU establishment, the EPP, endorses and defends their cronies in Bulgaria.

No EU media outrage, even though it cares about corruption outside of EU!



Our Next Steps

Running for elections to challenge BG government in 2021

Continuing to raise (social) media awareness on corruption in the EU!

Planning advocacy campaign towards the EU Institutions, calling for anti corruption legislation!

"I'm so thankful that our team kept in touch and we supported each other"

Johannes, DE

"A platform science-based discussion where the human factor is always pondered"

Luis, PT

"The resilience of Volt"

Reinier, NL

I'm grateful for Volt Portugal and all its members

Ana, PT

"I am grateful to have found a community that shares my value and fights for them"

Andrea, IT

"For the friendships and the shared experiences which allowed me to dream"

Karam, DE

"Volt Belgium was restructured, the new board and the people who are now in key positions are thriving the party in a structured way with lots of engagement"

Emeric, BZ

2020

What are you thankful for?

"I'm thankful for sustaining values no matter what and growing stronger with every opportunity. Most of all - respect and hope, is what will help us all. "

Kristiana, LV

"I'm thankful that Volt gives me the opportunity to contribute with my knowledge to help Volt become more visible and help Volt to expand"

Heiner, DE

"I am happy that I found Volt and that many members are sharing my point of view on many things"

Elena, DE

"Being part of a chapter that has grown its legal membership base by more than 40%"

Jérôme, BZ

At the beginning of the year I had to pause my Volt activities to focus on completing my master's degree. Despite the break I stayed in contact with Volters - and vice versa - and am happy to be back for new projects"

Frederic, DE

"To have many nice social drinks in our digital purple bar on friday night with the expansion community to forget about the lockdown and enjoy our European connections"

Fons, BE

"I am very grateful for the amazing team that I work with every day to grow Volt in Belgium and beyond"

Carlo, BZ

"Feeling like I'm contributing to positive change through a pan-european movement, for all the enriching conversations and amazing people that I met through Volt"

Sarah, BZ

"Being such a dynamic and inspiring movement"

Javier, ES

"I am grateful for all the successes Volt achieved despite the difficult covid situation"

Jelle, NL

"Friendly colleagues from Volt Traunstein with hands on mentality and great work by Austrian general secretary to rebuild the whole chapter"

Julian, DE

"I am grateful for all the people in our City-team (Konstanz) that work really hard to make us succeed in the upcoming regional elections in March!"

Stefan, DE

"The possibilities, the achievements, and the people of Volt"

Gregor, DE

"Election results in Nordrhein-Westfalen"

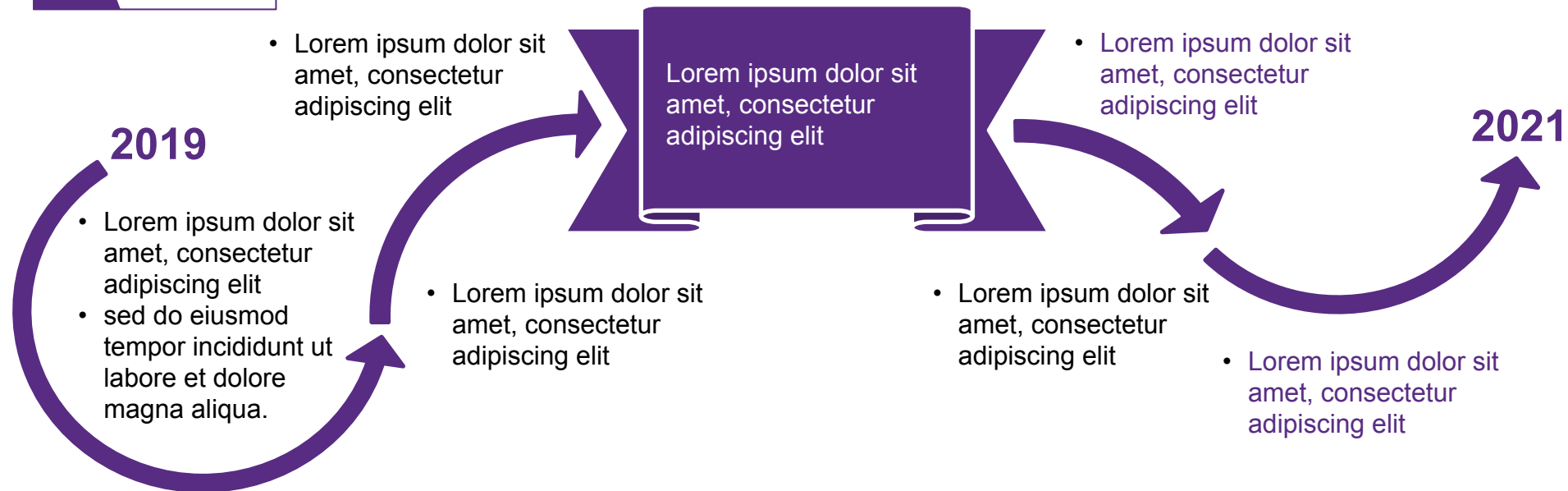
Peter, DE

2020

**What are you
thankful for?**

SEE YOU IN 2021

TEMPLATES



2019

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2021



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Our Road So Far

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Our 2020 Major Success

Our Next Steps

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Our 2020 Major Success

Our Next Steps

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