

Unit 157 Strategic Plan

April 1, 2002

Process

At the January 5, 2002, meeting of the Unit 157 Board of Directors, President Becky Simkins requested and received Board approval of a strategic planning process to be undertaken by a committee that she would appoint for that purpose. Simkins directed the committee – consisting of Doug Hoadley (facilitator) of Birmingham, Don Kemp of Anniston, JoAnn Maddox of Montgomery, Aaron Maryanow of Birmingham, Becky Simkins of Dothan, Bob Simkins of Dothan, Herb Stappenbeck of Gadsden, and Jerri Taylor of Wetumpka – to recommend for Board approval by April 1, 2002, a Unit 157 Strategic Plan.

Hoadley requested each committee member to submit before the first meeting ideas concerning ① what the Mission Statement of Unit 157 should contain and ② what critical issues should be addressed if the Unit is to achieve that mission. The ideas submitted by committee members to Hoadley were specific and comprehensive enough to serve as foundations of its work during the three six-hour meetings (10 AM to 4 PM) held at the Montgomery clubhouse and hosted by Taylor on February 3, February 17, and March 17.

Hoadley received the following ideas for a Unit **Mission Statement**, with the number of additional similar submissions indicated parenthetically. The committee used these ideas as the foundation of the Unit 157 Mission Statement, which appears at the beginning of the Unit 157 Strategic Plan.

- To foster growth of duplicate bridge (3)
- To provide advisory support to existing clubs (2)
- To hold affordable Director workshops (1)
- To provide financial assistance to local clubs for EasyBridge! or other growth-oriented programs (3)
- To assist local clubs in providing affordable tournaments in attractive, suitable locations (2)
- To find out what clubs need (1)
- To improve communications between clubs so that available resources can be better utilized

- To maximize within the Unit the quality, the quantity, and the participants' enjoyment of duplicate contract bridge in ACBL-sanctioned events
- ACBL lists 16 Unit responsibilities (ACBL Rules & Regulations Handbook)

Hoadley also received the following **discussion items**, which the committee addressed in its deliberations:

- To support the game of bridge – party bridge feeds duplicate,
- Should we consider an “outreach” to other duplicate organizations such as the ABA?
- What can large clubs do to help small clubs reach 3-Star status?
- Unit bylaws must be reviewed and considered. (NOTE: Committee did this at its first meeting.)
- There are approximately ten clubs in the Unit.
- Some clubs have been active in the Unit in times past, but not now.

The committee also confronted the following 21 **critical issues** that members had submitted to Hoadley in response to his request:

1. Large clubs have population base but not financial resources to develop programs that would attract and retain new members. (1)
2. We need a list of Certified Directors who would direct in other clubs.
3. Resources are available but not used (e.g., Bob Lake could conduct Directors Workshops).
4. Small clubs need financial help to run EasyBridge! or like programs. (2)
5. Birmingham and Montgomery have problems securing appropriate tournament sites within budget. (3)
6. Anniston and Tuscaloosa areas no longer hold tournaments; players from those areas often go to Mississippi or Georgia or Tennessee to play tournament bridge.
7. Let's find out specifically what clubs need. (1)
8. Let's have fun; competition overemphasized – turns off new members at times.
9. We need guidelines that spell out what kinds of help the Unit is willing to give clubs.
10. There is a lack of involvement by some of the smaller clubs in the deliberations, work, and benefits of the Unit.

11. Sectional tournaments lack consistency: quality, site attractiveness, awards/prizes, etc. (2)
12. Tournaments should be funded by the Unit.
13. Tournament prizes should be provided to EasyBridgers, with the Unit reimbursing the tournament sponsor.
14. Tournament EasyBridge! presenters should be reimbursed by the Unit.
15. We need financial guidelines to assist decision-making; specify reserve requirements; develop a budget for expenditures. (2)
16. We need to develop a yearly “agenda” of projects to be completed; could be projected as “goals” (1), perhaps a 5-year plan of goals/projects is needed. Setting goals also gives us a way to measure the Unit’s performance.
17. Board members need to be willing to make a commitment to the Board; these positions are not meant to be “ceremonial.” (1)
18. Some clubs put their club first in addressing key issues.
19. There is a failure at times to see our unit as part of the District/National organization of ACBL.
20. Give Huntsville their share of “local donor” money from the NABC leftover funds. (1)
21. Communications within the Unit could be improved.

The committee consolidated these 21 critical issues into seven **issue categories**, which it then prioritized, as follows, with numbers in parenthesis indicating which critical issue(s) are covered by a given category:

1. Governance (9, 16, 17)
2. Financial (1, 4, 14, 15)
3. Sectional Tournament Operations (5, 6, 11, 12, 13, 14)
4. Communications (7, 10, 21)
5. Consultative Services / Resource Utilization (2, 3)
6. Promotional Activities (8)
7. Goodwill (18, 19, 20)

During its three meetings, the committee used the foregoing ideas to produce a Unit 157 Mission Statement and Strategic Plan, which appear on the following pages and which will be recommended for approval by the Board of Directors of Unit 157.

Products

Unit 157 Mission Statement

To maximize, primarily within the Unit, the growth and development of contract bridge by

- providing financial advice and support,
- providing consultative services,
- focusing on enjoyment,
- promoting communications within the Unit, and
- creating a vision for future success.

Plans for Addressing Critical Issues

Issue # 1 – Governance

The plan offers strategies to address the following barriers to success with respect to governance:

- Board member continuity is a problem.
- Board member participation in decision-making is sometimes lacking.
- Because Board members are volunteers, it is difficult to “demand” anything of them.
- There are problems resulting from our geographic make-up; some clubs are closer to clubs and major population hubs of other units.
- In the past, there have always been time constraints at Board meetings; we have to get serious about what we want to accomplish at Board meetings even if that means Board members will miss a scheduled tournament session.
- We have never had a decision-making process in place whereby we could state policy or a guideline upon which to act. We always required a full Board vote, a fact that made it awkward to respond in a timely manner to what otherwise would be an easy decision if policy or guidelines had been established.
- Some of the smaller clubs simply do not participate in the governance process.
- Basic One-Year and Five-Year Plans with detailed objectives that are performance-specific would provide a way to measure our successes (e.g., “To increase by December 31, 2002, Unit membership by 7% over what it was at the end of 2001, and to target a total Unit membership of 975 by December 31, 2006.”).

- Expenses incurred by Board members could impact negatively their desire to serve.
- General membership is not being informed of Board actions in any organized manner (this is also a “Communications” issue).

STRATEGY 1A – The Board will develop appropriate policies and guidelines to empower the Executive Committee to make decisions when timeliness is essential.

ACTION STEP 1A1: To define and appoint the four elected officers of the Unit Board as “The Executive Committee”

ACCOUNTABILITY: Board President

TIMELINE: Immediate

NOTE FOR RECORD: Action taken and approved February 3, 2002

ACTION STEP 1A2: To establish policy guidelines in the areas of:

A. Allocation of Resources

ACCOUNTABILITY: Simkins, Simkins, Stappenbeck

TIMELINE: No later than February 17, 2002

COMPLETED & APPROVED by the Committee on February 17, 2002. (See Addendum # 1, “Proposed Guidelines” and further refinement under Issue # 2 “Financial.”)

B. Financial Reserve Requirements

ACCOUNTABILITY: Maryanow, Kemp, Taylor

TIMELINE: No later than February 17, 2002

COMPLETED & APPROVED by the Committee on February 17, 2002 (Documentation of the Reserve is found within Issue # 3 “Sectional Tournament Operations.”)

C. Tournament Expenditures

ACCOUNTABILITY: Bob Simkins and Charlotte Rueschenberg

TIMELINE: No later than February 17, 2002

COMPLETED & APPROVED by the Committee on February 17, 2002 (Documentation of the guidelines is found within Issue # 3 “Sectional Tournament Operations.”)

D. Special Events

ACCOUNTABILITY: Bob Simkins

TIMELINE: No later than February 17, 2002
COMPLETED & APPROVED by the Committee on
February 17, 2002 (As Documentation, the Unit 157 Special
Events Coordinator, who is also the Unit 157 Tournament
Coordinator, is given the authority to approve or to
disapprove all requests by clubs to hold ACBL-wide games
at times different from their normal sanctioned times.)

STRATEGY 1B – Unit Board meetings will be scheduled with
“achievement” paramount, even to the point that participation by Board
members in tournament games may be impaired.

ACTION STEP 1B1: To schedule Board meetings so that a minimum
of three hours of uninterrupted discussions can take place

ACCOUNTABILITY: Board President

TIMELINE: Immediate

NOTE FOR RECORD: Action taken and approved February 3,
2002

STRATEGY 1C – Two months prior to the selection of Unit 157 officers
and “at large” nominees to the Board of Directors, Unit 157 will forward to
all Unit clubs the following memo:

“Unit 157 has adopted a long-term Strategic Plan designed to help the Unit
fully achieve its stated mission. Therefore, all nominees for Board office
positions and for Board Member at Large positions should be informed of
the following:

1. This is a working Board, with all members expected to participate in
the accomplishment of the Unit’s mission.
2. There will be a minimum of three formal Board meetings a year.
These meetings may or may not coincide with tournament events;
there is the possibility that a Board meeting may preempt a Board
Member’s play at said tournament.
3. Elected Officers / Board Members should expect to be assigned some
committee responsibilities during their period of service.

Please ensure that nominees are made aware of the above expectations and
that they understand that they will have a chance to make a real difference in
the world of duplicate bridge.

ACTION STEP 1C1: To obtain Board approval of the above memo

ACCOUNTABILITY: Board of Directors

TIMELINE: April 1, 2002

ACTION STEP 1C2: To send the above memo to all Unit clubs two months prior to the annual elections

ACCOUNTABILITY: Board President

TIMELINE: Two months prior to annual elections

STRATEGY 1D – In accordance with the policy guidelines established in Action Step 1A2 (above) and documented within Issue # 2 (following), the Executive Committee is authorized by the Board At Large to make decisions when timeliness precludes the President's ability to poll the entire Board. The Unit mission will best be served by a spirit of activism.

ACTION STEP 1D1: To reaffirm the January 5, 2002, decision by the Board to adopt the above strategy as redefined by the Policy Guidelines documented within Issues # 1 and # 2 of this plan

ACCOUNTABILITY: Board of Directors

TIMELINE: At the time that the Strategic Plan is approved by the Board

NOTE FOR RECORD: Approved by the committee on February 17, 2002

STRATEGY 1E – To establish the following One-Year and Five-Year Goals as a way of challenging the Unit to perform in light of its mission, and to facilitate measuring performance toward these goals

ONE-YEAR GOALS (January 1, 2002 – December 31, 2002)

1. To increase ACBL membership within the Unit by 10% over the end-of-year total for 2001 (i.e., from 781 to **860**)
2. To increase table count for club play within the Unit by 10% over the end-of-year total for 2001 (i.e., from 8,674.5 to **9,542**)
3. To increase table count at Unit sectional tournaments by 10% over the end-of-year total for 2001 (i.e., from ____ to ____)
4. To retain a financial reserve of \$10,000 in accordance with Policy Guidelines
5. To implement plans to assist at least one club (e.g., Anniston / Gadsden) in sponsoring during 2003 a sectional tournament that heretofore was deemed unworkable because of lack of needed support from other Unit clubs and/or from the Unit Board
6. To disburse 35-50% of the Unit's financial assets that exceed the stated reserve, with these disbursements to be based solely on policy guidelines and in accordance with the Unit Mission

7. To provide non-financial support to all Unit clubs that seek it (e.g., sharing marketing / advertising successes, helping clubs with governance problems, facilitating long-term planning, etc.)

FIVE-YEAR GOALS (January 1, 2002 – December 31, 2006)

1. To increase ACBL membership within the Unit by 25% over the end-of-year total for 2001 (i.e., from 781 to **977**)
2. To increase table count for club play within the Unit by 25% over the end-of-year total for 2001 (i.e., from 8,674.5 to **10,842**)
3. To increase table count at Unit sectional tournaments by 25% over the end-of-year total for 2001 (i.e., from ____ to ____)
4. To maintain the stated financial reserve
5. To conduct **all** sectional tournaments in what are generally regarded as “upscale” venues (i.e., no more “Inn Towne Lodge” type of location)
6. To provide survey expertise to those clubs that wish to learn from their members what these members feel about certain club issues

ACTION STEP 1E1: To adopt the One-Year and Five-Year Goals listed above; to update these goals annually in light of changes in needs, situations, etc.; and to use the goals to measure Unit performance at the Board meeting in January of each year

ACCOUNTABILITY: Board of Directors

TIMELINE: Upon the Board’s approval of the Strategic Plan (target date is April 1, 2002), to use these goals as central elements of a planning/implementation strategy

STRATEGY 1F – To reimburse Unit Board members for their out-of-town travel to Unit Board meetings at the rate of 32¢ per mile – one way – up to \$25 per meeting

ACTION STEP 1F1: To implement the above strategy effective at the time of the May, 2002, Board meeting

ACCOUNTABILITY: Unit Treasurer

TIMELINE: May, 2002

Issue # 2 – Financial

STRATEGY 2A: To base financial decisions on these Policy Guidelines:

1. Underlying all decisions about the disbursement of Unit funds will be a “bias for action.”
2. Unit 157 will allocate financial resources to Unit clubs based upon specific needs or as an incentive for clubs to initiate and/or to maintain programs that support the Unit Mission.
3. The Unit Treasury will maintain a \$10,000 reserve so that financial crises can be resolved or so that shortfalls in Unit income can be managed. The reserve can be utilized only upon approval of the full Unit Board.
4. The Unit President has the authority to approve requests for financial support unilaterally up to \$250, providing the requests are for initiatives that support the Unit Mission. (See Item a., Resource # 7 of page 2 of Addendum #1.)
5. The Executive Committee has the authority to approve requests for the disbursement of financial resources when timeliness requires immediate decisions and when the entire Board cannot be polled in a timely manner. All such approvals must be in accord with the Unit Mission, budgets, and required reserves.
6. Performance goals reflected in the One-Year Plan and in the Five-Year Plan will always be a consideration for making decisions. If there are over-riding short-term needs, there can be some reasonable relief from pursuing the goals to the letter.

ACTION STEP 2A1: To adhere to the above Policy Guidelines during all financial decision-making processes

ACCOUNTABILITY: Board of Directors, Board President, Unit Executive Committee, and Unit Treasurer

TIMELINE: April 1, 2002

STRATEGY 2B: To establish a budget for the remainder of Year 2002. In succeeding years, the Board will discuss budgets so that they can be prepared no later than April 1 of each calendar year.

ACTION STEP 2B1: To survey Unit clubs to ascertain their anticipated requests for financial assistance for such projects as EasyBridge!, mentoring, etc.

ACCOUNTABILITY: Unit Treasurer

TIMELINE: April 15, 2002

ACTION STEP 2B2: To complete a budget that notes the projected expenses and income

ACCOUNTABILITY: Unit Treasurer

TIMELINE: May 1, 2002

Issue # 3 – Sectional Tournament Operations

STRATEGY 3A: To continue to encourage sponsors within the Unit to apply for and to manage sectional tournaments

ACTION STEP 3A1: To inform potential sponsors of the above policy

ACCOUNTABILITY: Unit Tournament Coordinator

TIMELINE: Annually

STRATEGY 3B: To advocate the use of tournament prizes to encourage participants to attend the next Unit tournament, with particular attention to the novice players

ACTION STEP 3B1: To encourage the use of door prizes so that non-winners will have the opportunity for a prize

ACCOUNTABILITY: I/N Coordinator

TIMELINE: Immediate

STRATEGY 3C: To allocate financial resources to subsidize sponsor's gift expenses, per the following strategies and guidelines:

1. Unit 157 will match sponsor's prize expenses at a rate of 50% of expenses, with a cap of \$200 per tournament.
2. Scrip prizes for overall winners in each strata or flight will mirror the entry fee for any single-session event.
3. Scrip prizes for overall winners in each strata or flight or bracket of a multi-session event (e.g., knockouts) will be 100% of the initial entry fee and 50% of the remaining sessions' entry fees.
4. Unit 157 will encourage tournament sponsors to present trophies to I/N participants

ACTION STEP 3C1: To adopt the above strategies and guidelines

ACCOUNTABILITY: Unit Tournament Coordinator

TIMELINE: April 1, 2002

STRATEGY 3D: To subsidize EasyBridge! presenters at tournaments, with a cap of \$60 per session

ACTION STEP 3D1: To establish the above as a continuing policy

ACCOUNTABILITY: Unit Treasurer

TIMELINE: April 1, 2002

Issue # 4 – Communications

STRATEGY 4A: To initiate a survey (to be sent to all Unit clubs) that will have as its objective to provide data to Unit 157 on how the Unit can best support the small clubs that presently are not in the mainstream of the Strategic Planning effort. The Board recognizes that it cannot serve the smaller clubs unless its members know from these clubs what they need to fulfill their vision for their future.

ACTION STEP 4A1: To appoint a survey planning group, led by a “small club” Chairperson, that would design, implement, and collate data from a survey, and then report the survey results to the Unit Board. The Unit Board would provide expertise to the survey planning group.

ACCOUNTABILITY: For appointing the Chairperson and the planning group, Board President

TIMELINE: May, 2002

ACCOUNTABILITY: For designing, implementing, collating, and reporting to the Unit Board, the Chairperson of the group

TIMELINE: Progress report on the group’s work by letter to the Unit Board, due no later than June 15, 2002. Final results of the collated data sent to the Unit Board no later than August 1, 2002

STRATEGY 4B: To use the survey results to determine which clubs would like to become more involved in Unit 157 initiatives and to base the future assignments of tasks and committee work so that targeted members of those clubs can become more involved in areas affecting their clubs’ needs

ACTION STEP 4B1: To use survey results when committees are formed to help meet the needs of small clubs

ACCOUNTABILITY: Anyone who assigns tasks and/or committee membership to individuals.

TIMELINE: Immediately after survey results have been reported to the Board.

STRATEGY 4C: To ensure that Board members are informed of critical decisions that are made outside the normal Board Meeting schedule

ACTION STEP 4C1: To communicate important matters to Board members through prompt and liberal use of e-mail or any other form of communication

ACCOUNTABILITY: All Board members

TIMELINE: Immediate

STRATEGY 4D To promote good communication channels “up the line” from clubs to Unit Board representatives to the Unit Board

ACTION STEP 4D1: For Unit Board members to encourage and welcome input from their local club members and to pass that input to the Unit Board. The Unit Board then will take appropriate action and will communicate its response to the club members’ concerns back down to the local club members.

ACCOUNTABILITY: All Board members and Club Managers

TIMELINE: Immediate

Issue # 5 – Communications

STRATEGY 5A: All Unit Board members will make a commitment to share with the total membership of the Unit those professional and non-professional services/resources that perhaps are unique to their clubs and club members (e.g., strategic planning, club administration, computer expertise, tournament planning, fund-raising, publicity/marketing, ACBL services available to members and clubs, Director courses, EasyBridge! presenter courses, etc.

ACTION STEP 5A1: For Unit Board members to pledge their commitment to this strategy.

ACCOUNTABILITY: All Board members

TIMELINE: May, 2002, Unit Board meeting

ACTION STEP 5A2: After all survey results referred to in Strategy 4B (above) have been reported to the Unit Board, the Board collectively will discuss needs and will ask for volunteers to meet those needs.

ACCOUNTABILITY: Board President, who places discussion on the agenda

TIMELINE: August, 2002, Unit Board meeting

ACTION STEP 5A3: To sponsor an annual EasyBridge! presenter course, which will be free to participants within the Unit

ACCOUNTABILITY: Board of Directors

TIMELINE: No later than December 31, 2002

ACTION STEP 5A4: To sponsor an annual Director course, with the cost of course materials and the testing fee to be reimbursed to each course participant once he/she has directed two Unit club games

ACCOUNTABILITY: Board of Directors
TIMELINE: Annually, starting in the Year 2003

Issue # 6 – Promotional Activities (See also Strategy 5A above)

STRATEGY 6A: Recognizing that bridge promotional activities have the “biggest payback” within the newcomer/novice population, the Unit Board will place major emphasis on promotional activities that create an environment that attracts and sustains this population group.

ACTION STEP 6A1: To publicize within Unit 157 that Zero Tolerance, especially in the presence of EasyBridge!/novice players, will be strictly enforced, with penalties applied

ACCOUNTABILITY: All tournament chairpersons, who will brief Tournament Directors of the Unit’s desire that Zero Tolerance be enforced.

TIMELINE: Immediate

ACTION STEP 6A2: To make clear to tournament chairpersons that they should emphasize “having fun” at their tournaments when briefing committee volunteers, especially in activities where newcomers are prevalent

ACCOUNTABILITY: Unit Tournament Coordinator and Tournament Chairpersons

TIMELINE: Immediate

STRATEGY 6B: To ensure in all discussions and decision-making formats that there is a proper balance between competition and pleasure. One without the other is counterproductive to the Unit Mission.

ACTION STEP 6B1: All Board members pledge to speak up when they perceive that a proposed Board action might produce an inappropriate imbalance between competition and pleasure.

ACCOUNTABILITY: All members of the Board of Directors

TIMELINE: Immediate

Issue # 7 – Goodwill

STRATEGY 7A: All Unit 157 Board members collectively and individually agree to work within Unit, District, and National governance structures so that we progress in consonance with our One-Year and Five-Year Goals.

ACTION STEP 7A1: All Board members will agree to pursue the goals in the Strategic Plan and, in so doing, will comply with Strategy 7A.

ACCOUNTABILITY: All members of the Board of Directors

TIMELINE: Immediately after the Strategic Plan has been approved.

STRATEGY 7B: Unit 157 will determine a donor's pro-rata share of leftover NABC Hospitality funds and then will remit to the Huntsville Duplicate Bridge Club its fair share.

ACTION STEP 7B1: Unit 157 Executive Committee meets in executive session to determine the pro-rata share for the Huntsville Duplicate Bridge Club.

ACCOUNTABILITY: Unit 157 Executive Committee

TIMELINE: Immediate

NOTE: Action completed on March 17, 2002

Plan Approval Process

STRATEGY 8A: To develop a coordinated plan to inform all members of the Board of Directors of the committee's final draft of the Strategic Plan, to solicit suggestions for improving the Plan, to revise it if revisions are appropriate, and then to make the Plan official

ACTION STEP 8A1: To develop the Unit 157 Strategic Plan

ACCOUNTABILITY: The Strategic Planning Committee

TIMELINE: March 17, 2002

NOTE: Strategy 8A and Action Step 8A1 were completed on March 17, 2002

ADDENDUM: The following proposal was submitted to the Strat Plng Committee as part of prework going into the Committee's 2nd meeting.

Proposed Guidelines for Allocation of Resources

Becky Simkins
February 16, 2002

General Statement

In concert with the Unit 157 mission statement, the unit can provide a variety of resources to the bridge clubs and individual members of our geographical area. These resources include, but are not limited to, the following:

1. Promoting the development and organization of sanctioned clubs within the unit.
2. Providing a Conduct & Ethics Committee. Processing reports of unseemly player behavior/conduct and disciplining members of such conduct.
3. Participating in and conducting elections of District & Board of Governors Representatives.
4. Providing a continuous and attractive program of bridge events to supplement those offered by clubs with sanctioned games.
5. Establishing and maintaining amicable relations with neighboring Units.
6. Coordinating and implementing educational opportunities, tournaments, and I/N activities.
7. Providing financial support, advice, and guidance to sanctioned clubs/deserved individuals within the unit.
8. Providing consultative services.
9. Promoting improved communication with both sanctioned clubs and individual members.
10. Providing a Strategic Plan.

It is the intent of the Unit Board that through the above activities, contract bridge will grow and develop in a sustained, positive direction within the Unit.

GUIDELINES FOR ALLOCATION OF RESOURCES

1. Resource #1: Promoting the development and organization of sanctioned clubs within the unit.

- a. The unit president and board members will serve as “contacts”/advisors and provide information on resources available from ACBL, ACBL contact persons, and items available for loan from the Unit (i.e., bridge tables).
 - b. The unit board will offer manpower, marketing support, and financial support of new sanctioned club games based on identified need (presentation of budget with proposed plan to establish financial solvency of the Club).
2. Resource #2: Providing a Conduct & Ethics Committee. Processing reports of unseemly player behavior/conduct and disciplining members guilty of such conduct.
 - a. The unit president will annually appoint a recorder and chair of this committee. The committee chairman will serve as a resource to local clubs in addressing member conduct/ethical issues. The committee chairman will appoint an ad hoc committee as needed to address conduct/ethical matters at the unit level.
3. Resource #3: Participating in and conducting elections of District & Board of Governors Representatives.
 - a. The Unit President will annually appoint a District 10 Representative and conduct Board of Governor’s elections as Directed by the ACBL.
4. Resource #4: Providing a continuous and attractive program of bridge events to supplement those offered by clubs with sanctioned games.
 - a. The unit board will approve/provide programs at the club or unit level which promote the mission of Unit 157. These programs will be based on reward (i.e., gain in membership, sustained gain in membership, increased participation of current membership), incentive (gifts, prizes for I/N players, EasyBridge!, additional sectionals), or development (subsidizing presenters at sectionals, sponsoring pairs or teams at regional/national events).

Resource #4; (cont’)

- b. Proposed programs will be submitted to the Unit Board for approval and must include a plan, budget, and performance

outcomes

Resource #5: Establishing and maintaining amicable relations with neighboring units.

- a. The unit president and board will promote incentives for neighboring units to participate in Unit 157 activities (i.e., reduced entry fees at sectionals).

Resource #6: Coordinating and implementing educational opportunities, tournaments, and I/N activities.

- a. The Unit 157 Tournament Coordinator will actively encourage clubs to increase sectionals within the Unit.
- b. The unit president will coordinate with local club presidents to offer educational opportunities for members (i.e., Director's courses, bridge classes, etc.)
- c. The unit board will establish an annual plan to promote I/N activities (to be recommended and coordinated by the Tournament Coordinator).

Resource #7: Providing financial support, advice, and guidance to sanctioned clubs/deserved individuals.

- a. The unit president will approve financial requests based on need for items up to a maximum of \$250.
- b. All programs approved by the unit board will submit requests for financial reimbursement directly to the Unit Treasurer ; the Treasurer will notify the president of all disbursements.
- c. Unit funds cannot be disbursed if the amount will deplete The unit fund below the approved reserve balance requirement.

8. Resource #8: Providing consultative services

- a. All board members will serve as consultants to sanctioned clubs & members within the unit.

9. Resource #9: Promoting improved communication with both sanctioned clubs and individual members.

- a. The Unit vice-president will coordinate and implement a plan to improve communications between clubs & members.

10. Resource #10: Providing a Strategic Plan.

- a. The Unit 157 Board of Directors will establish a sustainable Strategic Plan for the unit that will provide direction and accountability for the board and the entire unit membership.