

Financial Reserve Policy of
Ventura Unit 547 and its Clubs
adopted by the Board of
Directors on April 4, 2019.

Our Board has a duty to pay our Unit's expenses. About 75% of our costs are fixed, e.g., rent, contracts with service providers and minimum fees for game directors. Our Unit retains reserves to meet our fixed obligations in case our revenue falls short of projections and to pay some expenses in advance of related revenue, e.g., rent.

Excluding our Sectionals, 2018 saw revenue of \$49,700 and expenses of \$48,000 (after rounding), amounts not unlike prior years. Our cash balance increased during 2018 to \$34,000 from \$31,300, augmented by hosting 3 successful Sectional tournaments. That \$34,000 is about 60% of our annual expenses including our Sectionals or about 70% excluding the Sectionals.

Despite some success in recruiting new members, long-term, our membership is declining. Our Unit's finances have fluctuated greatly over the years according to the late Bill Lansing who served as the Unit's manager for many years. Bill cautioned against spending down our reserves when they are plentiful.

We are a non-profit. We aim to break even each year. We give back to our members from time to time. E.g., our annual meeting in January cost about \$2,500 (rent, meal and free plays). We do not charge extra for games with higher sanction fees, e.g., STACs and charity games. Some games, e.g., our average Saturday game, do not cover their costs. Our financial strength has allowed us to keep card fees at \$6 since 2012.

The work of unpaid volunteers is an important element of our Unit's financial health; in turn, that health is conducive to volunteers' efforts.

The Board believes our current reserves are adequate to cover immediate expenses while providing a reasonable cushion for adjusting our expenses if we experience a major loss of revenue.