

Financial Reserve Policy of
Ventura Unit 547 and its Club
adopted by the Board of Directors
on June 11, 2020

Our Board has a duty to pay our Unit's expenses. 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, 2019 saw revenue of \$55,200 and expenses of \$55,000 (after rounding), being about 10% more revenue than in 2018 and about 13% more of expenses. Our cash balance increased during 2019 to \$36,700 from \$34,000; all of the increase is attributable to hosting 3 successful Sectional tournaments. Under normal operating conditions, that \$36,700 would be about two-thirds of our annual expenses excluding our Sectionals.

But our operating conditions in 2020 aren't normal. Presently we don't know when we can resume normal play or host Sectional tournaments or when attendance at those events will return to pre-Covid-19 levels. It is difficult to recruit new members or teach bridge when social interaction is limited or requires wearing a mask. And we are unsure about our insurance costs and our future cost of using other entities' space.

Recent efforts to add a replacement source of revenue have been fruitful. But at what level we can sustain that and for how long are question marks at this time.

We are fortunate to have this cushion of reserves to fall back upon. With so much uncertainty during these times, our policy is to retain existing reserves to the extent possible while husbanding expenses.

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