



NEW ZEALAND BRIDGE REGIONAL BRIDGE DEVELOPMENT OFFICERS PROPOSAL

Briefing paper

Purpose To demonstrate how Regional BDOs will help NZB achieve its mission to facilitate, maintain and grow the game of Bridge in New Zealand.

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Distribution

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All NZB Regions			3
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1. Introduction

The purpose of this document is to recommend that the NZB Board support a two year programme of regional bridge development officers (RBDO). The RBDO programme will use a club development model that works with the clubs to identify the greatest areas of need and builds an action plan using a proven set of "tools" to enable change at the coalface.

It is further recommended that NZB, its regions, member clubs and players all contribute to the cost and effort involved as this is more likely to be a sustainable and successful formula.

While this is an additional cost to the organisation and financial reward is limited in terms of direct return on investment initially, the organisation is not for profit. Furthermore, the organisation needs to consider its future viability and a declining membership could be its biggest threat. Addressing membership decline and facilitating bridge clubs to be a thriving part of each community now, is investing in the organisation's future.

The tried and tested RBDO toolkit formula has shown club membership grow by up to 400%; average growth 67%. See Appendix A.

This initiative strongly aligns to the organisation's strategy to "Grow The Game" and its objective "to foster, promote and conserve, without intention of pecuniary gain, the game of Contract Bridge and the participation of Players in New Zealand through membership of Affiliated Clubs". It has been demonstrated to increase club membership and improve club culture through renewed enthusiasm for our enthralling game.

2. Background

Member numbers have been in decline since the late 1980s. Various initiatives have been attempted by NZB since around 2009. The decline is continuing. Seven clubs have closed in the interim.¹

I began addressing the issue of declining numbers in 2010. I looked around my own clubrooms and could see that within 10 years, if nothing changed, the club would reduce to a small size and eventually close. With no change in culture, no planning to meet members' needs, no increase in effort and enthusiasm levels, it would go the same way as many neighbouring clubs. Out of 127 members in 2010, 110 were playing regularly. Through death, movement, frailty and choosing to leave the game, in 2017 those original numbers would be 43. If a small retained intake of 5 per year were allowed for, which would be generous in terms of numbers retained from lessons prior to 2011, numbers would be well down and into the 70s if not lower. The changes brought about and managed since 2010 see the club now with a membership of 173.

Many clubs have failed to be forward thinking and have not looked to their medium to long-term future. Some have not identified that their increase in age base is going to produce a significant decline in the next 5 to 10 years. Some have neglected the problem of already declining numbers. Some have identified the issue but lack the skills needed within their club to formulate a co-ordinated team approach to address the problem. Many clubs have simply "grown old together". Many a bubbling club in the 1980s with 50 to 70 year olds is now a club nearing closure with 80 plus age groups.

Starting with my home club in 2010 I introduced a new approach to club life. Lessons were modernised making them more professional with use of modern technology. A buddy system and carefully managed play from lessons to club saw retention levels increase. Establishing the role of club captain saw changes that started the membership looking more outward to being part of the wider bridge community. Introducing notices at the start of playing sessions and particularly a culture of congratulating success regardless of size, applause for winners of club series as well as any tournament successes – resulted in the emergence of a positive supportive environment.

I developed a change management model for clubs in the Waikato Region starting with Te Awamutu in 2012. That model has evolved and developed and since then change management has been rolled out by me nationwide, directly, indirectly, via email/phone following Bridge-It Jane Flying Seminar tours (BJFS), and via the NZB funded Rejuvenating a Bridge Club video with accompanying change action plan provided to all clubs in 2015. I currently have 1 club I am helping directly and 6 clubs and 1 region remotely in 2017.

¹ Mossburn, Paeroa, Opotiki, Greymouth, Hokitika, Pleasant Point, Roxborough

Several clubs (exact numbers unknown) have applied the formula successfully following my presentation at Regional Conferences or from the Rejuvenation video – eg. South Wairarapa and Geraldine. I am likely to pick up 8 more clubs needing work in 2017/18 (which I cannot personally support). The problem is likely to increase as aging clubs reach a point where they realise they are no longer viable.

A list of 18 clubs that have sought or are seeking help from me to avoid decline and closure is listed at Appendix B.

All regions of NZB have clubs potentially facing closure in the next five years. Around 30 clubs nationwide are potentially near to closure. The information not known or sought in returns is the age of the remaining members at existing clubs. The situation could in fact be far worse – clubs tend to realise the danger level at 50 members or fewer. Some clubs are 100+ but have 2/3 of their members in their 80s. These clubs are also at risk.

This proposal aims to expand the change management model through recruiting and deploying professional Regional BDOs. This tried and tested formula needs multiplication across many more clubs than one person could support.

3. Benefits of Regional Bridge Development Officers

- Grows new club membership
- Grows tournament participation
- Grows existing member participation
- Provides a service to the bridge community that is relevant to its needs - work with clubs so they can remain viable
- Working alongside clubs means member clubs come to know NZB through RBDOs
- Personal – generates enthusiasm – more practical than paper-based initiatives
- Clubs feel valued and supported by NZB
- Clubs see value for their financial contribution to the national organisation
- Generates action using existing marketing material
- Generates an agreed action plan and manages the project, eg. Keeping club focussed, resolving issues and mentoring/answering queries
- The club has ownership of tasks and outcomes
- RBDOs are able to undertake activities as required where club have skills shortage
- Knowledge transfer – train clubs in what they need to do – teach them to fish rather than giving them fish
- Early RBDO intervention reduces risk of closure to member clubs
- Creates a pyramid effect – new members bring further new members – steady growth over time
- Ability to follow through work and give continued support once change management implemented
- Often easier to facilitate change via an external person
- Helps large number of our members and their players, eg. Depending on size of clubs – min 20 clubs helped over 2 years²
- More people using a tried and tested formula that demonstrably works, resulting in increased membership faster than any other method used
- Empowering and sustaining for clubs.

² See Appendix E for projected growth details

4. How would RBDs work?

Equivalent hours of 2 FTEs working across NZ³

RBDs working across NZ on part-time basis.

Geography means not possible to have 2 full-time people – need to be accessible to clubs in need.

Target prioritised clubs near closure/seriously at risk and clubs seeking help.

Local/regional help to targeted clubs in region

Work RBDs undertake at targeted club:

- LISTEN Meet with club and listen to them. Identify their needs to promote growth.
- OBSERVE Attend playing session, observe interactions and ambience, identify opportunities to promote growth.
- REPORT Provide feedback with ideas that might meet their identified needs.
- PLAN Develop an action plan for a 12 month period. Work with the club to agree the plan and identify club members to undertake tasks. See Appendix C for example action plan
- ENGAGE – see Appendix D for detail.

5. Options

1. Continue as currently and not pursue Regional Bridge Development Officers. Maintain the status quo.

Advantages:

- No expenditure required

Disadvantages:

- Clubs will continue to decline and close without support
- NZB will fail in its mission to “grow the game”

2. Unpaid RBDs

Advantages:

- No expenditure on remuneration
- Any results achieved will be at low cost to organisation and its members

Disadvantages:

- Fewer people to draw upon for time-consuming work.
- The workload is significant and few volunteers can give 2 full days of time including travel commitments to projects.
- Clubs continue to decline if insufficient BDOs working
- Operational efficiency reduced – volunteer workforce
- Volunteers do not necessarily have the correct skills. Turning down volunteers is difficult.

³ Typical work/time schedule at Appendix F

3. Paid RBDs

Advantages:

- More likely to recruit people if remunerated
- Screen out people less capable but well-meaning
- Ensure correct people in the job
- Accountable
- Do not work on a volunteer "as and when they can fit it in" timetable.
- Do a professional job.

Disadvantages:

- Cost
- Potential HR overheads eg. Health & Safety considerations, recruitment/HR admin requirements, line management.

4. Mix of paid/unpaid RBDs

Advantages:

- Lower cost outlay to NZB/members

Disadvantages:

- Difficulty in recruiting volunteers with correct skills
- Equal treatment for jobs of equal value – not seen as fair
- If some RBDs paid and others unpaid – lack of parity can lead to disillusionment/demotivation and volunteers feeling undervalued
- Potentially more complex administration/HR

Preferred option – Option 3 – paid RBDs

- can train
- accountable
- get professionals
- workload and goals unrealistic for unpaid person
- best cost/return balance

6. Costs and funding

EXPENDITURE	2017/2018 (6 months)	2018/2019	2019/2020 (6 months)	2020/2021
Remuneration	\$50,000	\$100,000	\$50,000	
Recruitment cost	\$2,000			
Travel/Expenses	\$1,000	\$5,000	\$4,000	
Training – Wellington ⁴	\$500			
Training – travel	\$3,000			
Training – materials	\$1,000	300		
National Conference		\$2,000	\$2,000	
Marketing materials ⁵				
Total for year	\$57,500	\$107,300	\$56,000	
Cumulative total	\$57,500	\$164,800	\$220,800	
INCOME				
New members – levy ⁶		\$2,000	\$3,000	\$3,400
New members – Masterpoints ⁷		\$1,500	\$2,250	\$2,550
Increase tournament income		\$3,920	\$3,000	
Total for year		\$7,420	\$8,250	\$5,950
Cumulative Total		\$7,420	\$15,670	\$21,620

Cost comparison:

100K pa assists 30 international players

100K pa assists 20+ clubs

Anticipated outcomes:

Each club receiving direct benefit from RBDO achieves 10 – 20 new regular playing members.

Each club receiving indirect benefit from RBDO achieves 5 - 10 new regular playing members.

If 5 clubs a year can be assisted directly and 5 clubs indirectly 75 – 150 new player members per annum.

These are minimum estimates to average outcomes; some clubs will produce far higher returns.

⁴ Training expenses of 1 day Wellington airport meeting room and return flights RBDOs plus trainer, training material production etc.

⁵ No additional costs for marketing material – already available from NZB.

⁶ Assumption: RBDOs bring in 100 members year 1. 100 members year 2 plus 50 from original 100 members in year 2 (150). 100 members year 3 plus 70 from first 2 years members (170). 100 members year 4 plus 100 from first 3 years (200).

⁷ Each new member plays 30 weeks a year at 0.50 per session

FUNDING OPTIONS

In all options proposed the NZB contributions are funded from savings held.

OPTION 1: NZB

	2017/2018	2018/2019	2019/2020	2020/2021
Project cost needed	\$57,500	\$107,300	\$56,000	
Funded by:				
NZB Cost	\$57,500	\$99,880	\$47,750	
Income generated		\$7,420	\$8,250	\$5,950
TOTAL	\$57,500	\$107,300	\$56,000	\$5,950

In Option 1 NZB meets the entire cost of the project from reserve funds.

OPTION 2: NZB/REGIONAL/CLUBS

	2017/2018	2018/2019	2019/2020	2020/2021
Project cost needed	\$57,500	\$107,300	\$56,000	
Funded by:				
NZB	\$42,200	\$69,880	\$31,250	
Regions	\$12,500	\$25,000	\$12,500	
Clubs receiving assistance cost (petrol and billet)	\$2,800	\$5,000	\$4,000	
Income generated		\$7,420	\$8,250	\$5,950
TOTAL	\$57,500	\$107,300	\$56,000	\$5,950

In Option 2 the cost is shared between NZB, Regions and clubs. \$25,000 pa from Regions benefitting from RBDO from their budget allocation. (Pro rata share between regions if geographic overlaps)

OPTION 3: NZB/REGIONAL/CLUBS/PLAYERS

	2017/2018	2018/2019	2019/2020	2020/2021
Project cost needed	\$57,500	\$107,300	\$56,000	
Funded by:				
NZB Cost	\$26,700	\$1,880	\$0	
Regional Cost	\$7,500	\$15,000	\$0	
Clubs receiving assistance cost (petrol and billet)	\$2,800	\$5,000	\$4,000	
13,000 players @ \$6 pa (1 quarter)	\$19,500	\$78,000 (4 quarters)	\$58,500 (3 quarters)	
Income generated		\$7,420	\$8,250	\$5,950 Plus c/f \$11,750
TOTAL	\$57,500	\$107,300	\$67,750	\$17,700

In Option 3 the cost is shared between NZB, the Regions, clubs and players. \$15,000 pa from Regions over 18 months. 50c per month from each player for 2 years.

OPTION 4a: NZB/MEMBER LEVY

	2017/2018	2018/2019	2019/2020	2020/2021
Project cost needed	\$57,500	\$107,300	\$56,000	
Funded by:				
NZB Cost	\$14,700	0	\$61,120 surplus used	
Member Levy (13,000 members @ \$12)	\$39,000 (1 qtr)	\$156,000 (4 qtrs)	0 (if project ends) (3 qtrs)	
Clubs receiving assistance cost	\$2,800	5,000	4,000	
Income generated		\$7,420	\$8,250	\$5,950 (c/f \$17,370)
TOTAL	\$57,500	\$168,420 (\$61,120 surplus c/f)	\$73,370 (\$17,370 surplus c/f)	\$23,320

In Option 4a the cost is shared between NZB, clubs and players, with players providing the bulk of the necessary funding by contributing \$1 a month each for 5 quarters.

OPTION 4b: NZB/MEMBER LEVY

	2017/2018	2018/2019	2019/2020	
Project cost needed	\$57,500	\$107,300	\$56,000	
Funded by:				
NZB Cost	\$35,200	\$16,880	0	
Member Levy (13,000 members @ \$6)	\$19,500 (1 qtr)	\$78,000 (4 qtrs)	\$58,500 (3 qtrs)	
Clubs Cost	\$2,800	\$5,000	\$4,000	
Income generated		\$7,420	\$8,250	\$5,950 (c/f \$14,750)
TOTAL	\$57,500	\$107,300	(\$14,750 surplus c/f)	\$20,700

OPTION 4b the cost is shared between NZB, clubs and players with NZB giving a larger subsidy to the project and players contributing \$0.50 a month for 2 years.

Other considerations:

Fundraising options such as applying for grants and sponsors can be considered to offset costs. However, grants for wages are scarce and NZB needs to consider sustainable options if the model is successful. Bridge is not a high profile sport. Recent attempts to secure sponsorship for other NZB projects have been unsuccessful.

Expert advice needed on honoraria v salary v independent contractor to allow for maximum flexibility in working hours.

Clubs and regions vary in their financial circumstances. Geographic distances between the RBDO and clubs needing help will vary widely. The figures are **a guide only** on likely contributions from regions and clubs being assisted.

Preferred option – Option 3

Full involvement for all interested parties - quite simply – everyone pitches in.

Everyone contributes from National Body, Regional Bodies, clubs to the players. If we all contribute – we all own this project and should be supporting it to work.

50 cents a month for players is affordable.

7. Summary

Remunerated RBDOs working in the Regions is the preferred option, with funding coming from NZB, Regions, clubs and players.

Hours equivalent to 2 FTEs over a 2 year period proposed.

Targets issues of declining membership and closing clubs.

Focussed RBDO activities demonstrably work.

Paid professional RBDOs most likely to be acquired and various funding options exist.

Outcome: Increases in new membership, increases in existing membership participation and increases in tournament participation.

8. Recommendations

1. Board accept this proposal
2. Put to Regions for consideration and feedback May 2017
3. Present at National Conference 10 June 2017
4. Put to clubs for consideration and feedback June-July 2017
5. If endorsed by regions and clubs - proceed
6. Recruitment August 2017
7. Start date: Monday 25 September 2017

Appendix A

Intervention type	Club	Date start	Mem nos	Date end	Mem nos	Information	2017	+/- % growth
Direct	Cambridge	Jan 2010	111	Dec 2012	148	Development/model continued by club	173	+55%
Direct	Te Awamutu	Nov 2011	98	Oct 2012	98	12 new members were secured. 9 still playing in 2017	107	+9%
Direct	Te Aroha	Nov 2012	9	Oct 2013	24	Development/model continued by club	45	+400%
Indirect – regional conference address	Geraldine	2014	42	ongoing	65	Development/model outlined at conference continued by club	70	+66%
Direct -tutoring only requested by club	Matamata	Nov 2013	103	Sep 2014	99	13 new members playing at Sept 2014. Club chose to not follow model.	88	-22%
Direct	Putaruru	Nov 2014	30	Oct 2015	36	Club did not follow through on key model elements but trying in 2017	32	+6%
Direct	Tokoroa	Nov 2014	20	Oct 2015	30	Club hosting 1 st tournament in 8 years in 2017.	29	+45%
Indirect -BJFS continued remote support	Cromwell	2015	40	2016	58	Club pursued action plan following model. Continuing work.	58	+45%
Indirect – Rejuvenation video	South Wairarapa	2015	93	ongoing	104	Club pursued model from video	116	+24%
Direct	Huntly	Nov 2015	27	Oct 2016	39	Club pursuing model in 2017.	39	+45%
Direct	Waikato wide	2013	0	2016	24	4-6 pa Novice “Mini Moos” tournaments	24	New event
Direct	Waikato Area Pairs	Aug 2014	83 tables 16 pairs	August 2016	109 tables 25 pairs	6 tournaments in annual series Pairs in competition at end of series	- -	+31% tables +56% pairs
Hybrid (3 visits)	Papatoetoe	Oct 2016	At lesson start: 55	Oct 2017	tba	44 students attended lesson 1 – work ongoing		

Appendix B

List of clubs that have sought or are seeking help from me to avoid decline and closure

Cromwell (remote intervention and support)

Dannevirke (referred Central Districts Region – some support BJFS)

Diamond Harbour (referred Canterbury Region – BJFS arriving Oct 2017 to give support)

Geraldine (indirect support/encouragement – BJFS arriving Oct 2017 to boost work)

Golden Bay (indirect support following BJFS)

Huntly (direct intervention)

Hutt (indirect support following BJFS)

Kaikoura (referred TOTS – BJFS arriving May 2017 to give support)

Kawerau (referred Waikato Bays Region)

Matamata (direct intervention)

Pahiatua (referred Central Districts Region – some support BJFS)

Papatoetoe (hybrid intervention – 3 visits – remainder remote)

Putaruru (direct intervention)

Queenstown (referred Otago/Southland Region and RS)

Te Anau (referred RS, email encouragement support JS)

Te Aroha (direct intervention)

Te Awamutu (direct intervention)

Te Puke (referred Waikato Bays Region)

Tokoroa (direct intervention)

Victoria (hybrid support following BJFS)

West Otago (remote encouragement support following BJFS - work in progress)

Appendix C

EXAMPLE ACTION PLAN

Club:

Email:

Timeline	Activity	Needs	Cost	People	COMPLETE
YEAR BEFORE					
Now to October	Meeting with committee and club members. Watch presentation “Rejuvenating a Bridge Club”	Use of laptop/big screen with internet access in environment where can hear https://www.youtube.com/watch?v=Vq--E8zfGyo	Pot luck/pizza night	Members	
November	Club Website	Club committee to consider options and approve one. Share with another club? 1 article per fortnight Cost of Cambridge style given.	\$450 set-up \$NZD 35 per month Billed half yearly, 3 months in advance and 3 months in arrears. Paypal.	Michael Neels/Jane A named contact person at each club needed.	
November	Photo competition	Digital photos emailed to Judge Letterbox shape	Bottle of wine prize	Members at clubs	
Now-Nov	Demo Electronic scoring and Dealing Machine Committee consider them as option for their club(s)	Access to clubrooms 1 hour in advance of playing night to set up.	\$0	Jan/Martin	
Oct-Nov	Deciding club playing schedule for NEXT YEAR Fit 10 lessons into Term 2 Mon 30 April 2018 – Fri 6 July 2018 2 lessons bid and play in school holidays Mon 9 July to Fri 20 July Mock-up night 23-27 July Social/Welcome night 30 July – 3 Aug	After club entry on social eve clubs need a Welcome Pairs series lasting 3 weeks Buddies play with students. Then Individual series – 4 to 6 weeks. Club to decide – longer is better. Then teams – 3 weeks – dress up last week. NO CHAMPIONSHIP EVENTS after Beginners enter club until AUTUMN	\$0	Club committee/playing committee	
Nov	Carefully select director to roster for the Welcome pairs series and social night	Not necessarily the best director in terms of bridge rules.	\$0	Kind, friendly, relaxed director	

Dec	Book buddies for beginners	Contact prior to programme book going out to members	\$0	Lesson Administrator	
Dec	Buddies contact beginners from lessons this year	Book their beginner into an individual night of play to get them back to bridge	\$0	Buddies	
YEAR OF ACTION					
Jan/Feb	Grant application for dealing machine /Electronic scoring	Member experienced in grant applications	\$0	Member/Jane	
Feb/March	Training club members set up of electronic scoring/submitting results to XClub	Trainer Members willing to learn	\$0	Jan/Martin	
Feb/March	X Club	Dropbox Results to stick at end of play Email to X Club	\$0	Someone who can use computer. Michael Neels	
Feb/March	Radio advertising	Liaise with Region Finalise campaign	\$??	Club Member Region	
Start April	Advertise lessons 4 weeks before start	Members to bring one person each minimum to lessons Article for local paper Radio adverts begin	\$0	Members Jane can help	
April - July	10 weekly lessons during term time TERM 2	Clubroom availability – choose time Projector Laptop Lesson materials Teacher Lesson Administrator Helpers for 2 nd part of lessons	? Printing costs	Club Member?/Region? Member? From NZCBA Young member Friendly member Patient members	
June	Buddy meeting	Contact members willing to buddy new player Buddy coordination/packs	\$0	Jane has Powerpoint for buddy presentation In Marketing package	
June	Prepare existing members	Weekly announcements: Slow play (expect 14 boards first night) High noise level No rush and shush.	\$0	Club Captain/President Regular emails updating	
June/July	Interclub teams event Get team together and enter	(4 juniors/ 4 intermediates/ 4 open)	\$200 approx. Club should pay entry fee.	Club	

End July	Beginners emerge from lessons into carefully managed club play	14-20 boards played at first event NO MORE THAN 22 until after teams event CRIB SHEETS ALLOWED until AUTUMN PHONE A FRIEND	\$20 Graduation Certificates	Lesson administrator	
Jul-Oct	Contact with beginners	Weekly email Monthly Novice newsletter Buddy liaison Mini Moos/Novice tournaments	\$0	Teacher/Lesson administrator Region	
Oct/Nov	End of year Review		Less than \$1500?? \$1000 pa continuing ?	All	

Appendix D

Engagement with clubs - Intervention might include:

- Weekly/fortnightly/monthly emails and phone calls to check progress/encourage
- Considering current club venue and suitability and researching alternatives
- Organising working bee to spruce up clubrooms/outside areas
- Organising internet connection/use of hotspot at club
- Writing articles for local paper to raise profile of club and attract new members, especially to lessons
- Delivering lessons to kick-start new members
- Acting as aide to teacher to cover admin to kick-start new members
- Introducing name badges
- Facilitating the set-up of a new club website
- Being Judge of photo competition for new website
- Contributing articles to website
- Facilitating setting up group email of all members for club use
- Facilitating setting up group text for beginners for lessons
- Assisting with grant applications
- Facilitating introduction of technology to support the game, eg. Dealing machines/electronic scoring
- Guidance on playing schedule to ensure new players' needs are met
- Overseeing marketing of club for lessons, including assistance with flyer design/ newspaper/radio advertisement content/driving membership to bring a new person
- Assisting setting up buddy programme for beginners
- Provide templates for monthly Novice newsletter to beginners
- Buddy liaison
- Club liaison – sharing resources/enabling collaborative working between neighbouring clubs

Engagement with Region – might include:

- Driving B tournaments to increase participation (250 annually – 1 per week per RBDO)
- Helping set up and run Mini Moos style regional events to encourage novices
- Helping promote junior and intermediate leagues run through regions
- Helping promote regional events eg Regional Conference, rubber bridge competition
- Co-ordinate and promote improver lessons
- Organisation co-ordinated lesson/radio advertising campaign

Appendix E

Example of 1 RBDO	Club 1	Club 2	Club 3	Club 4	
	2017/18	2017/18	2018/19	2018/19	
2017 Starts work helping 2 clubs	Direct	Indirect	Direct	Indirect	
Existing Member numbers in 2017	20	50			
2018 works alongside 2 clubs					
Member numbers at end 2018	30	62			
End 2018 finds 2 more clubs			20	50	
Continues remote mentoring to first 2 clubs Newest members and existing members find new members					
Member numbers at end 2019	35	70	30	62	
					Total
Club membership growth	15	20	10	12	57
% membership increase at clubs	75	40	50	24	
After year 2	Income				
All RBDOS bring total of 285 new members paying levy of \$20	\$5,700				
Table money 30 weeks at 50c	\$4,275				
Driving B tournament participation 2 extra tables in 2019 per B tournament each region 245 B tournaments 1960 more players \$2 per tournament	\$3,920				
Total income in first 2 years	\$13,895				

2% membership growth in 2 years

If project successful and continues:	Club 1	Club 2	Club 3	Club 4	2019/20 Club 5	2019/20 Club 6	2019/20 Club 7	
2020 Experienced RBDO now handles 3 clubs per year								
End 2019 finds 3 clubs Current membership					20	50	60	
Original 2 clubs now know how to proceed. RBDO mentor								
Member numbers end 2020	43	85	35	70	30	62	75	
								Total
Club membership growth	23	35	15	20	10	12	15	130
% membership increase	115	70	75	40	50	24	25	
After year 3								
RBDOs bring 650 new members								
650 new members pay levy of \$20	\$13,000							
table money 30 weeks at 50c	\$9,750							
Increased tournament income for year	\$3,920							
Total income projected year 3	\$26,670							

5% membership growth in 3 years

Appendix F

Typical potential work/time schedule for a RBDO

	Time in Hours
Allowance: 2 days (15 hours) a week over 1 year	780
Training day	12
Preparation for meeting with region	7
Discussion with Region overview and select target clubs	2
Driving to and from Regional meeting	1
Preparation for meeting with clubs	7
Meeting with clubs (2h per club)	4
Attend 2 clubs playing session to observe	8
Driving to and from meetings with clubs	4
Drafting action plan for 2 clubs	7.5
Drafting reports for 2 clubs	7.5
Setting up club website (min 3 days work)	21
Maintaining the website (30m a week x 2 clubs)	48
Facilitating 2nd club website	2
Photo competition	1
Grant application	7.5
Creating advert for lessons	1
Creating poster for 3 tournaments	3
Writing article for paper for lessons	2
Phone call 20 starters for lessons at 5 mins per person	1.7
Drafting beginner register	0.5
Creating database of all new members both clubs	2
Creating text group on phone 2 clubs plus facebook group invites	2
Lesson Admin or teacher for 1 club	
10 lessons and 2 bid and play = 12	
Preparation to deliver 10 lessons	5
Travel to and from club for 12 lessons plus 12 weeks follow through 2 hour round trip	48
Time at 12 lessons (3 x 12)	36
Set up buddy system	7.5
Organising graduation certificates	3.5
Time at first 12 playing sessions (3.5 x 12)	42
Weekly personalised email to all beginners during lessons plus update of facebook page and 12 weeks post lessons 15 mins per club during lessons, 45 mins per club in retention 12 weeks	24
1000 emails per club x 2 @ av. 2 mins each	67
Monthly review of plan and actioning half day per club	84
Producing monthly novice newsletter	24

Collating database for targeted region emails for tournaments	22.5
Emails and texts and follow up work for tournaments - 1 per week x 1 hour	52
Set up mini moos tournaments	7.5
Preparation for each mini moos	5
Work at end for each mini moos	10
Time at mini moos	27.5
Travel to and from mini moos venue	10
Attend regional conference	11
Fortnightly telecon with target clubs	24
Weekly telecon with supervisor	26
min. 2 additional trips to both clubs - end of year review and plan for next year and one visit in following year	
Travel	8
Meeting with clubs (2h per club)	8
Reports at end of year	7.5
	711.7
69 hours – 9.2 days not used above	
Annual leave?	
a gazillion other jobs crop up	
above times may vary widely	
if they have to timekeep - allow 30 mins a week for that task	