

Barrie Curling Club Terms of Reference for Key Personnel

These Terms of Reference guide personnel in the execution of their role with the Barrie Curling Club (BCC). They have been developed according to the By-law, mission and vision of the BCC in order that we may strive for sound governance and effective planning of activities or events and effective operations.

Each person shall carry out their responsibilities while bearing in mind the vision of the BCC to promote and develop a range of curling opportunities for all age groups and abilities, whilst being the regional club of choice that attracts curlers in the City of Barrie and central Simcoe County.

The Board of Directors has approved these Terms of Reference as at 25 June 2019.

Terms of reference include:

Annex A	President
Annex B	1 st Vice President
Annex C	2 nd Vice-President
Annex D	Secretary-Treasurer
Annex E	Past President
Annex F	Director of Strategic Planning
Annex G	Director of By-Laws
Annex H	Director of Capital Fundraising
Annex I	Director of Advertising & Sponsorship
Annex J	Director of Membership
Annex K	Communication
Annex L	Marketing
Annex M	Director of Bar and Kitchen Operations
Annex N	Director of Health & Safety
Annex O	Director of Property and Infrastructure
Annex P	Director of Ice Quality
Annex Q	Director of Curl for Life
Annex R	Director of Curling Leagues
Annex S	Director of Events
Annex T	Director of Volunteers
Annex U	CurlION Representative
Annex V	Community Outreach Representative
Annex W	BCC Spokesperson
Annex X	Newsletter Representative

Annex A President

Role

To supervise the general direction and management of the business and affairs of the BCC.

Responsibilities

1. Responsible for the general direction and management of the business affairs of the BCC in accordance with:
 - a. The Terms of Reference and Strategic Plan. This includes reviewing all targets with the Director of Strategic Planning; developing the President's Intent in the SP; confirming targets with the Board of Directors; and approving targets by end-July annually.
 - b. Direction from the Executive Committee.
 - c. Direction from the Board of Directors.
 - d. Direction from BCC members through surveys and other communication.
2. Preside monthly Board of Director, Annual, General and Special meetings. This includes finalizing the agenda, running the meeting and signing approved minutes.
3. Provide guidance to Directors and staff.
4. Supervise the General Manager who reports directly to the President.
5. Provide direction to the General Manager to lead and oversee the required interfaces between the BCC and its members and external clients; and to represent the BCC and its members.
6. Foster a professional culture that promotes ethical practices and integrity and maintains a positive work environment for all employees of the club in an effort to attract, motivate and retain the top talent at all levels in the club.
7. Ensure club operation and activities are conducted in accordance with BCC by-laws, policies, plans and procedures.
8. Chair the Executive Committee.

Targets

1. Ensure completion of all BCC by-laws, policies, plans and procedures development and updates by 31 December 2019.
2. Host a Town Hall meeting by 31 January annually.
3. Ensure completion of the General Manager annual review by 31 May annually.
4. Provide at least 6 Newsletter per FY (30 April annually). Note – also target for Director of Communications.

Annex B 1st Vice President

Role

To prepare to become President in the following year; and to act as president in the President's absence or inability to act.

Responsibilities

1. During the president's absence or inability to act, his/her duties and powers may be exercised by the 1st Vice-President. If the 1st Vice-President exercises any of those duties or powers, the president's absence or inability to act shall be presumed with respect thereto. The 1st vice president shall also perform the other duties from time to time prescribed by the Board or incident to his office.
2. Member of Executive Committee

Targets

None

Annex C 2nd Vice-President

Role

To prepare to become 1st Vice-President in the following year; and to act as 1st Vice-President in the 1st Vice-President's absence or inability to act.

Responsibilities

1. During the 1st Vice-President's absence or inability to act, his/her duties and powers may be exercised by the 2nd Vice-President. If the 2nd Vice-President exercises any of those duties or powers, the 1st Vice-President's absence or inability to act shall be presumed with respect thereto. The 1st vice president shall also perform the other duties from time to time prescribed by the Board or incident to his office.
2. Member of Executive Committee

Targets

None

Annex D Secretary-Treasurer

Role

To execute funds and securities of the BCC; and ensure club records are accurate and maintained.

Responsibilities

1. Ensure the deposit is in the name of the BCC in a chartered bank or trust company as the Board may designate.
2. Responsible for all financial record-keeping, whether or not delegated, and shall ensure the performance of the same in a timely manner, as well as adherence to such financial control policies as the Board shall have approved.
3. Every month the Secretary-Treasurer shall:
 - a. Ensure the accuracy of monthly bookkeeping in the office.
 - b. Prepare monthly financial statements.
 - c. Prepare a report for the Board of Directors meeting.
4. Sign cheques as required.
5. Work with the General Manager to:
 - a. Collect aged accounts receivable.
 - b. Review the cause and recording of any large deviations from normal in income and expenses, reporting to the board to develop solutions.
 - c. Monitor the bank balance, and investments.
 - d. Ensure the recording of all advertising by sponsors.
 - e. Review and developing yearend draft financial statements for the auditors in May/June;
 - f. Prepare an analysis of the auditors' financial statements for presentation and approval by the board in September.
 - g. Ensure that the results of the final auditor's financial statements are entered into the accounting records.
 - h. Develop a draft budget for discussion. And approve at the July Board of Directors meeting.
 - i. Prepare financial analysis reports for the board as required.
6. The Secretary-Treasurer shall:
 - a. Ensure minute books, official records, correspondence and document of the BCC are accurate and safety stored and maintained.
 - b. Have general charge of all notices required to be sent to directors and members and be responsible for the timely filing of all documents required by the Corporations Act R.S.O. and regulatory agencies.
7. The General Manager assumes the duties of the Secretary-Treasurer substitutes for him/her when necessary.
8. Perform all other duties incumbent on the office and such other duties as the Board may assign.
9. Member of the Executive Committee.

Targets

1. Approve budget by 31 July annually.
2. Present annual financial report at the Annual Meeting.

Annex E Past President

Role

To provide advice to the President based on his/her experience fulfilling their duties in the previous year(s).

Responsibilities

1. The Past President shall provide guidance on matters of formality, precedence and processes of the BCC as required to the President and other members of the Board of Directors.
2. The Past President shall perform duties prescribed by the Board of Directors or President.
3. Should the term of the past president exceed that member's tenure as an elected member of the Board, the Past President shall serve in that capacity, but will be precluded to vote on any issue.
4. Member of Executive Committee.

Targets

None

Annex F Director of Strategic Planning

Role

To maintain and report the BCC Strategic Plan (SP).

Responsibilities

1. Maintain the SP:
 - a. Review and update the body of the SP.
 - b. Include the President's Intent for that FY; and
 - c. Update of the specific targets for the fiscal year through consultation with the President and Board of Directors.
2. Ensure each SP target is assigned to a Director who is responsible to lead and report on progress towards completion of the Target.
3. Act as resource to assist Directors with background information, process, and structure.
4. Ensure that each Director provides a Strategic Plan Target update as part of the monthly Director's report.
5. Facilitate potential update discussions on SP targets as priorities change during the year.
6. Provide BCC members an update on the Strategic Plan at the Annual Meeting (fall).
7. In consultation with the Board of Directors, by April 15th annually, review the current year SP to:
 - a. Determine whether the objectives and Targets were met;
 - b. Determine how unobtained targets could be met;
 - c. Determine the effectiveness of the Strategic Plan;
 - d. Identify areas of improvement in the SP process;
 - e. Identify sections of the SP that require review and update;
 - f. Determine if there are circumstances such as changing activities or legal or other requirements that may impact on elements of the Strategic Plan.
8. Provide a BCC Strategic Plan report summarizing the findings of the consultation by April 15th Annually.
9. Report on findings of the review at the General Meeting (spring).

Targets

1. Maintain the SP by 31 July annually.
2. Provide the BCC Strategic Plan Report by 15 April annually.

Annex G Director of By-Laws

Role

To interpret BCC by-laws, policies, plans and procedures; and advise the Board of Directors and members on any issues related to them.

Responsibilities

1. Review BCC by-laws annually. Recommend update of by-laws for a future approval at General, Annual or Special Meeting.
2. Review policies, plans and procedures. Update policies, plans and procedures; and post on website by 31 December annually.
3. Advising the Board of Directors and members on the interpretations of the BCC By-laws, policies, plans and procedures.

Targets

1. Post updated policies, plans and procedures by 31 December annually.
2. Recommend the requirement to update the BCC by-laws by 31 December annually.

Annex H Director of Capital Fundraising

Role

To raise resources for capital projects.

Responsibilities

1. Work with Property & Infrastructure Director to determine what capital projects require specific capital fundraising.
2. Determine method to raise capital funds for specific capital projects.
3. Raise funds for specific capital projects.
4. Work with Director of Advertising to sell naming rights as a method to raise capital funds.

Target

1. Track capital funds raised and spent for the National Sports Trust Fund 5-year project for Ice Pad and Plan Capital Improvements Project (#119). Provide reports by:
 - a. 30 June for accounting to end-May.
 - b. 30 September for accounting to 31 Aug (presented at Annual Meeting).
 - c. For all subsequent Annual and General meetings and as required by Board.
2. Determine Projects requiring Capital Fundraising by 31 August Annually.

Annex I Director of Advertising & Sponsorship

Role

To sell BCC advertising and sponsorship.

Responsibilities

1. List all advertising being sold at the BCC.
2. List all sponsor requirements at the BCC.
3. Price all advertising and sponsorship.
4. Maintain the Advertising & Sponsorship Booklet by 31 May 2019 (posted on web site).
5. Sell advertising. The Director will process Ad and Sponsorship Agreements and coordinate with the General Manager to supply invoices to clients. Note – the General Manager will also sell advertising on behalf of the BCC and will process both Agreement and invoices on behalf of the BCC.
6. Track advertising sales and sponsorship on the Advertising & Sponsorship spreadsheet that provides Agreements and tracks one-year and 3-year deals. This is coordinated with the General Manager who also conducts sales on behalf of the BCC.
7. Develop a method to sell building naming rights – through CurlION contacts; commission or other method.

Targets

1. Maintain the Advertising & Sponsorship Booklet by 31 May 2019 (posted on website).
2. Sell \$25,000 of advertising in FY 19/20.
3. Develop a method to sell building naming rights by 30 September 2019.

Annex J Director of Membership

Role

To advise the Board of Directors on all matters related to membership.

Responsibilities

1. Research and monitor trends in membership.
2. Provide a membership report by 31 December annually.
3. Recommend programs, procedures and/or activities to increase the membership of the BCC.
4. Review and recommend update to BCC policy and procedures that will increase membership.
5. Advertise the BCC to the general public.
6. Assist the General Manager in membership administration.
7. Attend the annual Open House.
8. Provide recommendations on membership fee structure.
9. Liaise with the BCC Webmaster to ensure that league and membership information is up to date.
10. Report to the Board of directors each month on the status of membership.
11. Ensure the completion of a membership survey on membership satisfaction every two years.

Targets

1. Complete a membership satisfaction survey by 28 February 2020.
2. Provide a membership report by 31 December annually.

Note: Target for 2020/2021: Complete a membership satisfaction survey by 28 February 2022.

Annex K Communication

Role

To execute the communication plan.

Responsibilities

1. Develop the BCC Communication Plan by 31 December to include:
 - a. Execute the marketing plan.
 - b. Listing of all methods of communication.
 - c. Public relations
 - d. Social Media.
 - e. Promotions.
 - f. Newsletter.
 - g. Internal communication with members.
 - h. External communication to media and public.
 - i. Emergency communication.
2. Chair a communication working group to bring together all parties involved with communication.
3. Work with Director of Marketing to work on the brand and the method to distribute products.

NOTE: Marketing is the business planning and strategy; communication is the execution side of selling: Marketing guides the BCC as we develop products, target customers, set prices, develop a brand and chose distribution channels – it includes tactics for communicating a company strategy such as public relations, advertising, social media, promotions. At the BCC communication also includes how we communicate internally to members; externally to media and public; and emergency (911, MOECC, etc).

Targets

1. Develop the BCC Communication Plan by 31 December (approved by board and posted on website).
2. Initiate a Communications Working Group by 31 August 2019.
3. Update Director of Communication responsibilities and targets by 28 Feb 2020.
4. Provide at least 6 Newsletter per FY (30 April annually). Note – also target of President.

Annex L Marketing

Role

To develop and distribute BCC service offerings.

Responsibilities

1. Develop the BCC Marketing Plan by 31 December to include:
 - a. Develop and list all service offerings the BCC has to offer.
 - b. Target customers.
 - c. Set prices.
 - d. Develop a brand for the BCC.
 - e. Distribute products.
2. Implement the Marketing Plan.
3. Work with Director of Communications to work on the brand and the method to distribute products. fds

NOTE: Marketing is the business planning and strategy; communication is the execution side of selling: Marketing guides the BCC as we develop products, target customers, set prices, develop a brand and chose distribution channels – it includes tactics for communicating a company strategy such as public relations, advertising, social media, promotions. At the BCC communication also includes how we communicate internally to members; externally to media and public; and emergency (911, MOECC, etc).

Targets

1. Develop the BCC Marketing Plan by 31 December (approved by board and posted on website).
2. Update Director of Marketing responsibilities and targets by 28 Feb 2020.

Annex M Director of Bar and Kitchen Operations

Role

To liaise with the Kitchen and Bar to ensure reasonably priced quality food and beverages served quickly in attractive, clean surroundings.

Responsibilities

1. Ensure bar and kitchen contracts and/or employment agreements are in place by 15 June annually.
2. Work with the Director of Memberships to include bar and kitchen satisfaction every two years.
3. Liaise with the Bar Manager to:
 - a. Determine the needs of the Bar Manager to ensure equipment is maintained and bar staff are safe and able to conduct their activities.
 - b. Ensure the needs and/or wants of the members and customers are met.
 - c. Ensure other Directors work alongside the Bar and Kitchen Director so as not to overburden specific suppliers for advertising and sponsorships; and to not reduce revenues.
 - d. Ensure the Bar is operated in a cost-effective manner by verifying pricing and costs.
4. Liaise with the Kitchen Staff to:
 - a. Determine the needs of the Kitchen Staff to ensure equipment is maintained and staff are safe and able to conduct their activities.
 - b. Ensure the needs and/or wants of the members and customers are met.
 - c. Verify the Kitchen Staff:
 - (1) Cleans the grease trap in accordance with contract specifications.
 - (2) Replaces the air filters in accordance with contract specifications.
 - (3) Passes Ministry of Health and Long-Term Care inspections.
 - (4) Maintains general cleanliness to the standard the kitchen was provided to the contractors.
5. Provide a monthly Bar and Kitchen report to the board.
6. Work with the Property & Infrastructure Director and General Manager to ensure the lounge surrounding are clean and attractive.

Targets

1. Complete a bar and kitchen satisfaction survey by 31 December 2019.
2. Verify the Kitchen Staff cleans grease traps, replaces air filters, passes inspections and maintains cleanliness by 31 March annually.

Annex N Director of Health & Safety

Role

To oversee Fire Safety, Hazardous Materials, Housekeeping Safety, and the BCC Wellness and First Aid needs.

Responsibilities

1. Conduct monthly inspection of the building looking for hazards.
2. Conduct monthly Fire Safety Inspections including:
 - a. Emergency Exits.
 - b. Fire Pull Stations.
 - c. Fire Extinguishers.
 - d. Kitchen Fire Extinguishing System.
3. Conduct monthly inspection of first aid supplies.
4. Conduct monthly inspection of emergency lighting.
5. Conduct monthly inspection of the defibrillator.
6. Conduct inspection of the building and contents looking for good housekeeping habits.
7. Conduct annual review and update of the BCC Fire Safety Plan by 31 December annually.
8. Review of accident reports with staff (*e.g.* types of falls, types of injuries, possible solutions).
9. Review parking lot safety.
10. Determine if spare helmets are required to be purchased.
11. Liaise with inspectors from Barrie Fire & Emergency Services and other organizations when inspected and as required.

Targets

1. Conduct annual review and update of the BCC Fire Safety Plan by 31 December annually.

Annex O Director of Property and Infrastructure

Role

To ensure property and infrastructure is maintained in order to curl and conduct other activities.

Responsibilities

1. Determine of all Property and Infrastructure costs including:
 - a. Annual operations and maintenance.
 - b. Long-term capital costs.
 - c. Prioritization and recommendations for capital works.
2. Track infrastructure repairs and related costs completed.
3. Update the long-term capital cost spreadsheet by 31 August annually. This includes monitoring and cost of approved capital works.
4. Work with the Secretary-Treasurer in developing the annual budget to include long-range planning of Property and Infrastructure.
5. Immediately address facility repairs.
6. Immediately address property and facility improvements.
7. Be aware of property matters affecting the BCC.
8. Establish committees for infrastructure works and repairs when possible (e.g. paving, asphalt repairs, landscaping, cleaning).
9. Assist the General Manager on occasion to investigate infrastructure issues and repairs as required.

Targets

1. Update the long-term capital cost spreadsheet by 31 August annually.

Annex P Director of Ice Quality

Role

To liaise with the General Manager and the Head Ice Technician in order to obtain the best ice possible at the BCC.

Responsibilities

1. Provide guidance and advise to the General Manager and Head Ice Technician related to ice maintenance.
2. Understand, process and communicate ice-related technical requirements from the General Manager and Head Ice Technician to the Board and members.
3. Informs the board of directors of any equipment needs.
4. Assists the General Manager in administering Ice Technicians contract and performance.
5. Provide monthly reports to Board.
6. Develop annual plan itemizing equipment repairs and replacement based on the needs of the Head Ice Technician.
7. Assist the General Manager (when required) in monitoring expenditures related to ice preparation, maintenance and removal.

Targets

1. Liaise with the new Head Ice Technician to provide an interim Ice Plan by 31 October 2019 to determine what equipment repairs and replacement is required.
2. Provide an annual Ice Plan by 30 April annually in order to order products for the following year(s).

Annex Q Director of Curl for Life

Role

To build the sport of curling through the BCC Curl for Life program.

Responsibilities

1. To formalize the BCC Curl for Life program through the development of the BCC Curl for Life Plan by 31 December annually. This includes all steps of the Sport For Life Long Term Athletic Development Program that was adapted by Curling Canada and adopted by CurlON in the LTAD Curling for Life program. BCC shall fund the program and demonstrate how it has integrated (or plans to integrate) the 7 steps including:
 - a. Active Start.
 - b. FUNdamentals.
 - c. Learning to Train.
 - d. Training to Train.
 - e. Training to Compete.
 - f. Training to Win.
 - g. Active for Life.
2. Produce targets and/or timelines directly related to the plan itself so that athletes may be developed (requires work with the Youth Curling Convener).
3. Maintain the BCC Curl for Life Plan by 31 December annually. This includes review, update and posting of the plan on the BCC website.
4. Reviewing the use of lottery proceeds with the Youth Curling Convener (Little Rocks, Intermediate & Junior) along with the BCC Lottery Representative.

Targets

1. Finalize the BCC Curl for Life Plan by 31 December 2019.

Future target:

- Maintain the BCC Curl for Life Plan by 31 December annually.
- Determine is targets in the plan are reported as part of the Director's targets.

Annex R Director of Curling Leagues

Role

To represent all leagues to the Board of Directors through passage of information to the leagues; and to the Board from the leagues.

Responsibilities

1. Ensure a convener is in place for each league. Produce a list of conveners (with the General Manager) and post on the web site by 31 August annually.
2. Conduct and chair a convener meeting by 20 September annually. Subjects include but not limited to:
 - a. Communicating information from the Board of Directors to the conveners.
 - b. Outline the duties of a convener.
 - c. Review rules.
 - d. Outline Tournament of Champion guidelines and participation.
 - e. Detail lottery requirements.
 - f. Question period.
3. Assist conveners through:
 - a. Training as required (e.g. Curling Club Manager).
 - b. Guidance in creating and enforcing league rules.
 - c. Other means as required.
4. Address and assist conveners throughout the curling season to determine if any problems exist or through passage of information.
5. Contact representatives of all leagues regarding planning for the Tournament of Champions event. Schedule a meeting with these representatives and assist as needed to co-ordinate a successful event.
6. Schedule a conveners' meeting prior to the end of season and discuss what worked and didn't work in their respective leagues and communicate any future changes and/or updates.

Targets

1. Conduct a year-start convener meeting by 20 September annually.
2. Conduct an end-year convener meeting by 28 February annually.

Annex S Director of Events

Role

To ensure BCC-led events are conducted effectively.

Responsibilities

1. Determine what events will be conducted annually.
2. Coordinate with the General Manager to ensure events are added to the BCC calendar online.
3. Conduct regular Events Committee meetings with organizers and other volunteers to schedule, plan and conduct BCC events.
4. Ensure the conduct of each event.
5. Collect and manage all files and data relating to events. Store on a BCC-led storage.
6. Ensure at least 12 BCC-led events are conducted annually.
7. Determine with the Events Committee and Board of Directors for what event funds are being raised for (to motivate membership participation).
8. Report earnings of each event at the General Meeting.

Targets

1. Ensure the conduct of at least 12 BCC-led events annually.
2. Provide the earnings of each event at the General Meeting (April) annually.

Annex T Director of Volunteers

Role

To recognize BCC volunteers.

Responsibilities

1. Determine the need for volunteers.
2. Ask for volunteers. Encourage volunteers to identify their skills and expectations for involvement
3. Match volunteer skills with the needs of the BCC.
4. Define the tasks, responsibilities and authority for volunteers.
5. Coordinate projects with those responsible for events and with the General Manager in terms of timing and numbers needed.
6. Recognize volunteers.
7. Coordinate with the Director of Communication to recognize volunteers.

Targets

1. Host an celebration for Volunteers in September 2019 on the completion of the Ice Pad and other capital works.

Annex U CurlION Representative

Role

Liaise with CurlOn.

Responsibilities

1. Attend the Spring and Fall CurlOn Zone 10 Meetings and provide any pertinent information to the Board, General Manager, Ice Technician and Club Members.
2. In conjunction with the General Manager, ensure that the Competition Poster, Available Courses and Competition event information are posted on the Bulletin boards at the club.
3. Communicate rule changes and implement with the Director of Leagues
4. Work with the CurlOn Zone 10 Rep in whatever capacity necessary.
5. Answer any questions of the competitors (*e.g.* rules clarification, guidelines for sparing)
6. Monitor results of BCC teams that are competing in competitions and update club members of results.

Targets

None

Note - teams from the BCC who compete at the Provincial level are entitled to take Club pins to exchange with other teams. These may be obtained from the General Manager.

Annex V Community Outreach Representative

Role

To make the City of Barrie and Simcoe County aware of the BCC through community outreach.

Responsibilities

1. Create a committee of volunteers who will plan and coordinate the BCC attendance at outside events.
2. Plan and communicate target events to Board of Directors, Manager, and membership. Events include: Celebrate Barrie, Kempenfest, Tree Lighting Celebration, Santa Claus Parade, Barrie Winterfest.
3. Ensure all materials and requirements are in proper working order and ready for distribution. Materials include:
 - a. Rocks n' Rings kit (rocks on rollers, roll out rings on paper)
 - b. Plywood "rink" with borders for flat playing surface
 - c. BCC banners, posters, teardrop flag (do not have in possession yet), BCC hats and T-shirts for volunteers, BCC handouts for kids (activity and informational package), BCC registration forms and info packet
 - d. 2-3 actual curling rocks for display and to act as paper weights
4. Carry out attendance within the outside Community as distinguished members of the Barrie Curling Club.

Target

1. To conduct at least one (1) community events by 30 April annually.

Annex W BCC Spokesperson

Role

To provide timely and accurate advice to the board on public relation and media related priorities.

Responsibilities

1. Be up-to-date on city of Barrie council activities which may have impact on the BCC and its members.
2. Supervise and organize press and media events with assistance of General Manager.
3. Represent the BCC, Board and members in regard to all communications and negotiations with Osmington Inc., or its predecessors, in relation to the development of the property in which the curling club is located on.
4. Develop communication polices and strategies to increase public understanding.
5. Supervise and organize press and media events.
6. Conduct outreach and public awareness events, while developing and maintaining regular contacts with the public media representatives and city of Barrie departments.
7. Report directly to the Board and its members.

Targets

None

NOTE: This position may fully integrated within the BCC Communication Plan.

Annex X Newsletter Representative

Role

Create and distribute a monthly newsletter to BCC members

Responsibilities

1. Set up monthly schedule with current BCC President (aim or 8 Newsletters per year).
2. Send out requests for articles to all Board members, league conveners, section heads two weeks prior to publication.
3. Use the submissions including live website an email links to create the newsletter – link to sign up pages, BCC website registration forms, BCC Board member and convenor email addresses.
4. Highlight, in depth:
 - a. Messages from the President and Board.
 - b. Upcoming activities.
 - c. Past activities.
 - d. Volunteerism.
 - e. Etiquette.
 - f. Celebrations.
 - g. Other information.
5. Delivery through MailChimp. Highlight with social media as needed.
6. Provide statistical analysis from MailChimp.

Target

1. Provide at least 6 Newsletter per FY. *Note – specific target for Director of Communication and President.*