

Leipper Management Group

To enable and facilitate the human potential to produce goods and services that will improve the quality of life

Wednesday, September 11, 2002

Richard Sharp, President
WBCCI Region 12

Dear Rick

Considering the health and welfare of our Sierra Nevada Unit, examining WBCCI materials, looking back at our own experiences, and applying our own experience in association management has made an interesting study in the growth and development of organizations. This study has uncovered a number of ideas and some of them might be useful to you as a WBCCI Region President.

An association's constitution, bylaws, and policies documents need to be educational as well as authoritative. The presentation of these documents should also reflect an image that is complimentary to the association. Each document needs to have a clear and distinct purpose and the contents of each document must be well organized and cohesive as well as readable and complete. I have started to put together documents with these goals in mind at SierraNevadaAirstreams.org¹. They are based on WBCCI Blue Book materials adapted to Nevada and including a number of suggestions appropriate to smaller organizations with a mobile membership.

The issue of the vitality and health of the local units should be considered critical to the health and vitality of the parent association. This means that there should be some means to measure health and vitality on a regular basis. A policy to define parent association involvement and assistance at specified benchmark points in that measurement should be developed.

Factors to include in measuring health and vitality could include (a) number of WBCCI member nights at rallies and caravans; (b) ratio of new members to lost members in the unit; (c) officer rotation as a percentage of unit membership; (d) attendance ratio average of unit membership at all unit events and meetings; (e) some measure of unit outreach and education efforts; (f) total revenue obtained for unit activities; (g) records and materials management. Create a score sheet with each of these numbers compiled on an annual basis and then use comparisons to all other units to determine where to put health and vitality focus. Care must be taken to make sure that measurements are objective, properly reflect desirable attributes, and are scored in a manner to allow effective evaluation and comparison.

WBCCI might consider a small fee to be paid to national for unit rallies and caravans to support insurance costs. This could be as low as a dime or a quarter per rig per night and added to event fees. A fee assessment would help

¹ [Http://SierraNevadaAirstreams.org/bylaws.html](http://SierraNevadaAirstreams.org/bylaws.html)
[Http://SierraNevadaAirstreams.org/charter.html](http://SierraNevadaAirstreams.org/charter.html)
[Http://SierraNevadaAirstreams.org/policies.html](http://SierraNevadaAirstreams.org/policies.html)

communicate the benefits of the national association and could be used as an indicator of unit activity and success.

WBCCI might also want to consider adding a probationary status for units in its bylaws. Current practice acts as if there is one and the bylaws should reflect current practice. A unit having trouble meeting parent association requirements should have three to five years of 'probation' to correct those practices in the Unit that have lead to its malaise. Unit problems develop over many years and that is why the parent association needs to evaluate health and vitality on a regular basis so as to detect problems early and promote corrective action. The parent association should have explicit guidelines for its officers and delegates for detecting and correcting indications of weakness in its units. There should also be specific training and organizational support for this effort.

In accord with our philosophy that example and suggestion are the best approach to improvement, we have set up a web site, SierraNevadaAirstreams.org, as a means to illustrate concepts and ideas that we think a unit of the WBCCI might use to complement their efforts at the WBCCI goals, mission, and philosophy in their own unique way. We will be working with our unit to adopt this site and to help us make it a useful resource for both members and the public.

Sincerely

Bryan R Leipper
Partner/Consultant
Leipper Management Group

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