
Restructuring for Sustainability

— A stronger future for the NCPG —

Welcome everyone!

- Please raise your hand and let us know if you can't hear the person speaking
- Please hold questions until the end of the presentation
- Please feel free to quietly step away if you need a break (restroom, phone call, etc.)
- Materials will be shared on the website after the meeting

In 2025, the NCPG turns 20 years old!



The Guild is:

- A one-of-a-kind organization, with 90+ members who have unlimited 24/7 access to one of Northern Colorado's finest pottery facilities
- A nonprofit that gives back to our community & promotes the ceramic arts
- A place where potters can make pottery, make friends, and build connections
- Facing challenges both new and old

...what will the next 20 years look like?

Restructuring Advisory Committee

In 2023, the NCPG Board of Directors appointed an Advisory Committee to investigate structural problems at the Guild and recommend solutions. These problems included:

- Ongoing difficulty finding volunteers for board positions
- Burnout on the part of current & past board members
- Excessive workload of many board positions
- Problems with continuity & consistent governance of organization
- Difficulties expanding Guild offerings or creating new programs (stagnancy)
- Problems integrating/welcoming new members

Committee members: Lynn Thompson, Christina Hellyer, Adeline Engelstad, Jeanne Shoaff, Laura Poe

Committee Process

- Considered direction from the Board regarding ongoing issues, including instructions to explore possible solutions such as hiring staff & changing membership tiers
- Researched how other Guilds & pottery organizations are structured. What do they charge for membership, classes, and space? What tiers/types of membership do they offer, and what responsibilities do members have? What challenges have they faced and how did they overcome them?
- Consulted relevant laws & guidelines, including the fact that a nonprofit organization must have a Board of Directors to remain in operation

The Committee met 2-3 times a month from 2023-2024 and then presented its recommendations to the Board for consideration.

Recommendations:

1. Create two part-time staff positions to handle the routine facility and administrative operations of the Guild
2. Restructure the NCPG Board of Directors to reflect a shift in duties from operational management to organizational governance
3. Increase revenue to fund staff positions

These proposals were discussed, refined, and adopted unanimously by the NCPG Board of Directors on February 20, 2024.

1. Create two staff positions

1. Administrative Director (Non-exempt, part-time, 40 hrs/month, \$25-35/hr)
 - Membership applications, orientation, supervision, and exits
 - Class registration, supervision, and management
 - Marketing & website maintenance
 - Supervise Facility Manager
 - Coordinate member volunteers
2. Facility Manager (Non-exempt, part-time, 35-40 hrs/month, \$18-25/hr)
 - Facility & equipment maintenance, repair & replacement
 - Oversight of kilns & firing schedules
 - Train & oversee Facility Assistants & Glaze Assistants
 - Supervise probationary members & tasks

1. *Create two staff positions to handle the routine facility and administrative operations of the Guild*

Creating staff positions will:

- Significantly reduce workload & burnout of volunteer Board members
 - The NCPG cannot stay open without a Board of Directors. Making these positions more sustainable is essential for the long-term operations of our organization.
- Select for specialized skills & experience
 - With proper compensation, Guild can hire people with the skills we need instead of hoping that volunteer members will have or develop necessary skills
- Increase accountability, transparency, and continuity.
 - Improving member experience & ability to get involved
- Expand organizational capacity
 - Support for new programs and initiatives
 - Better utilization & supervision of member volunteers to meet organizational needs

1. *Create two staff positions to handle the routine facility and administrative operations of the Guild*

2. Restructure Board to reflect shift from operational management to organizational governance

- Right now, the Board of Directors is doing all of the work that would be reassigned to staff, plus considerably more.
- Shifting these duties to paid staff frees up Board members to do other important work to encourage positive community, expand educational opportunities, and increase the long-term financial security of the Guild
 - Hiring staff adds one important new task to Board responsibilities: overseeing and supervising employees
- Enable Board to look to the future, rather than simply reacting

Restructuring Board (see handout)

- Reduce administrative & facility workload of President by:
 - Shifting FA management & some member mediation to staff
 - Turning VP role into support for President
- Transform Vice-President role by:
 - Shifting facility maintenance to Facility Manager
 - Creating new role for VP as Presidential support/teammate
- Keep Treasurer & Secretary roles the same
- Change Membership Chair to Community Chair
 - Shift administrative responsibilities to staff
 - New role: Promote positive culture, hear member issues, oversee mentorship & social committees
- Change Class Chair to Education Chair
 - Shift administrative responsibilities to staff
 - New role: promote ceramics education to further NCPG mission, oversee workshop & skillshare committees
- Replace Marketing Chair with Fundraising Chair
 - Shift marketing & website maintenance to staff
 - New role: oversee & develop fundraising efforts

2. Restructure the BoD to reflect shift from operational management to organizational governance

3. Increase revenue to fund staff positions

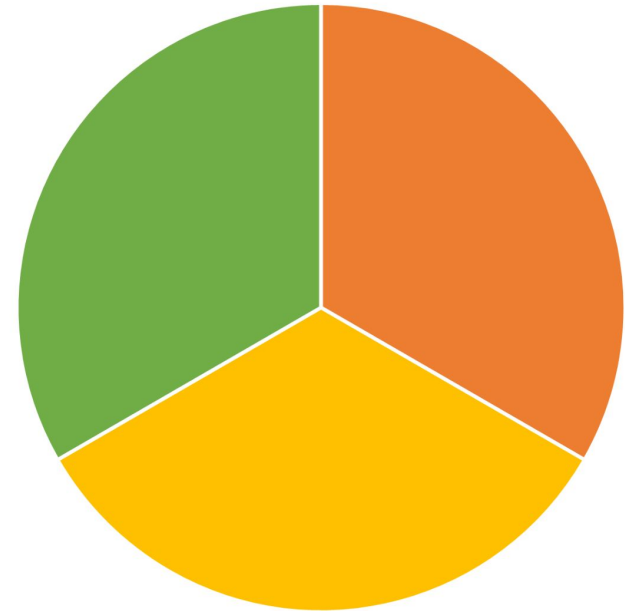
- \$25,000-\$30,000/year
~\$2500/month

Optimizing classes

Expanding fundraising

Enhancing membership tiers

Main Revenue Sources



■ Membership Dues ■ Classes/Workshops ■ Fundraising

Classes

With staff, administrative cost of classes will increase.

Planned changes to cover the increased cost of classes:

- Raise class fees to \$250-275 over the next 12 months
- Eliminate 10% member discount (but retain \$35 clay credit)

Note: Currently, the Guild charges less for classes than most local studios, and we do not anticipate difficulties filling wheel throwing classes even with an increased registration fee.

Fundraising

- Currently, shows are the only consistent fundraising effort at the Guild
- Fundraising can be a great way for members to get involved in helping the Guild, but sustainable fundraising expansion requires organizational support that is currently lacking
 - Add Fundraising Chair position to Board (replacing Marketing Chair)
 - Staff support can help scale up fundraising & increase long-term continuity
- Effective fundraising programs take time to develop, so we propose using money from the Guild's reserves for the first 2-3 years while programs are in development

Membership Changes

1. **Member dues will increase by 15% within the next 6-12 months** (10% for staff costs, 5% to cover rising rent)
 - NCPG dues remain low compared to other Guilds
 - NCPG rent continues to rise by 5% per year, so dues are likely to increase again in the future
2. To minimize staff costs, guidelines for member service commitments to the Guild will be added, along with a system for tracking & accountability
3. Membership tiers will be added to accommodate members who commit to increased service in exchange for lower dues, as well as members who would prefer to pay higher dues with a lower service commitment

Membership: Service Commitment

- **Maintaining operations & programs at the Guild takes thousands of hours of labor each year**
 - Currently, this labor is done by volunteers (and FAs, who receive a small credit). There are no clear guidelines for how members can support the Guild's needs, and no system for tracking member service. This leads to an inequitable division of labor between members, among other issues.
 - Part-time employees will be paid for 960 hours per year. Paying staff to do *everything* at the Guild would mean raising dues by considerably more (approximately 60-70% above current rates).
- **In the future, all membership tiers will include clear service commitments**
- Members can fulfill their service commitments via operational and/or community tasks. Staff will track hours and ensure that members are meeting their commitments.
 - As members, we will still share the responsibility to clean up after ourselves and engage in regular shared chores (e.g. laundry). This will not count toward the service hour commitment.

Membership Tiers & Dues: See Handout

Current Tiers, Dues & Commitments	Proposed Future Tiers, Dues & Commitments
<p>15 Associate Members</p> <ul style="list-style-type: none">• \$42/month dues• Minimum 4 hrs/yr service (annual cleanup) <p>6 Legacy Family Memberships</p> <ul style="list-style-type: none">• \$91/month dues• Minimum 4 hrs/yr service (annual cleanup) <p>56 Regular Members</p> <ul style="list-style-type: none">• \$58/month dues• Minimum 4 hrs/yr service (annual cleanup) <p>8 FA Positions</p> <ul style="list-style-type: none">• -\$78/month credit to account• ~150 hrs/yr service commitment	<p>15 Associate Members</p> <ul style="list-style-type: none">• \$48/month dues; 20 hrs/yr service commitment <p>6 Legacy Family Memberships</p> <ul style="list-style-type: none">• \$105/month dues; 40 hrs/yr service commitment <p>36 Regular Members</p> <ul style="list-style-type: none">• \$67/month dues; 20 hrs/yr service commitment <p>10 Service+ Members</p> <ul style="list-style-type: none">• \$45/month dues; 50 hrs/yr service (e.g. Board membership) <p>10 Premium Members</p> <ul style="list-style-type: none">• \$125/month dues; 0 hrs/yr service <p>8 FA Positions</p> <ul style="list-style-type: none">• -\$78/month credit to account, ~150 hrs/yr service commitment <p><i>3. Increase revenue to fund staff positions</i></p>

Members Have the Most to Gain

- A more sustainable organization means we get to keep making pottery
- More consistent service, firing, and studio operation
- More clarity on who to ask for help & support
- More equitable division of labor among members
- More consistent experience & expectations for all members
- More support and ways to get involved
- More realization of the Guild's potential (facility & membership)
- Elevate quality & reputation of Guild
- Allow us to grow in new and exciting ways

Next steps:

- **Tonight:** Presentation to all members and robust discussion
- 1-3 months: Hiring committee forms, membership feedback requested, job posting, transitional board begins term, class fees increase
- 3-6 months: Staff hired, training & job development begin, mentorship program development
- 6-9 months: New membership tiers finalized
- 12 months: Elections for new Board positions, transition complete

Discussion

- Questions and comments welcome!
- One question per person until everyone has had a chance to speak
- Online participants can put questions in chat and facilitator will read
- A link will be sent out to all members for follow-up questions, input, suggestions, and proposals.
- Materials will be shared on the website after the meeting