

# National Cambridge Collectors, Inc.

## Policy and Procedures Book v. 2.1

### Recap of Key Procedures and Functional Responsibilities

#### Revision History

Jan 2012	Original Approval
Jun 2013	Removed annual requirement from Phyllis Smith award
Dec 2013	Added Board Operating Rules
Nov 2014	Removed \$5 Crystal Ball photograph charge
Jun 2015	Added annual CB ad for member Added new endowment policies and endowment committee
Jun 2017	Updated timeline and actions related to annual fund activities

## Table of Contents

### Policy and Procedures Book

#### Division

#### Function/Policy Area

Member Services  
Member Services  
Member Services  
Member Services  
Member Services

Member Relations  
Crystal Ball  
Convention  
Study Groups  
Phyllis Smith Award

Development  
Development  
Development  
Development  
Development  
Development  
Development  
Development

Campaigns: Annual Fund, Special  
Gifts, Endowment  
Benefit Auction  
Glass Show  
Glass Dash  
Memorial Gifts  
Projects  
Publicity  
Donor Relations

Education  
Education  
Education  
Education

Publications  
Research/Archivist  
Programs  
Reproduction of Articles

Museum  
Museum  
Museum

Facilities Director  
Museum Director  
Community Relations

Administration  
Administration  
Administration  
Administration  
Administration  
Administration  
Administration  
Administration

Board Meetings  
Debt  
Disbursements  
Disclosure of Information  
Financial Reporting  
Human Resources  
Marketing  
Risk Management

Human Resources

Human Resources

Strategic Planning  
Strategic Planning  
Strategic Planning

Governance  
Planning  
Marketing

**National Cambridge Collectors, Inc.**  
**POLICY AND PROCEDURES BOOK**

**MEMBER SERVICES**

**Member Relations/Development**

**Crystal Ball**

NCC publishes the *Crystal Ball* as a resource which informs, invites and inspires the continued preservation of the glass produced by the Cambridge Glass Company of Cambridge, Ohio for future generations. The Editor is appointed by the President.

The *Crystal Ball* is published 10 times a year with double issues in June/July and November/December. The February and August issues are published in color. The Editor has the option to add spot color to other issues if the content merits it and can be executed within the annual *Crystal Ball* budget. Update: It was approved June 2014 to stop printing the *Crystal Ball* in color after the February 2015 issue. All online issues will have color.

The Editor is responsible for preparing each issue in advance to allow sufficient time for printing/ mailing to reach membership by the first week of the month. The Editor is responsible for the layout and that the articles and photos included represent/advance the mission of the publication.

The Editor will designate who writes announcements regarding Recognition, Obituaries and Notices.

The *Crystal Ball* is not to be used as a forum for members to express dissent with NCC. The *Crystal Ball* does not accept political advertising from candidates for the Board of Directors or any advocacy position.

Indexx Inc. (Greenville, SC) is the current *Crystal Ball* printer. The supplier is evaluated on an ongoing basis and any change is approved by the Board.

**Advertising** – Deadline is 10<sup>th</sup> of preceding month.

Update June 2015: Each household in good standing will be allowed one free classified ad (20 word maximum) per calendar year.

**Rates as of 1/1/10:**

1/8 page \$15

¼ page \$20

½ page \$30  
Full page \$50  
Plus \$5 per photograph (removed 11/1/2014)

**Dealer Directory:** \$24 for 12-months – size limited to business card. Includes listing on NCC website.

### **Reproduction of Published Articles**

Articles appearing in the *Crystal Ball* may be reproduced in other publications only after receiving permission from the author. An appropriate notation must be made in the reproduced article that it originated in the month/year of the Cambridge *Crystal Ball*.

### **Annual Convention**

The Annual Convention of the National Cambridge Collectors, Inc. is held the fourth week of June in Cambridge, Ohio. Convention days are classically Wednesday through Sunday. The purpose of the convention is to:

- Provide social activities that will foster goodwill and fellowship among the Friends of Cambridge
- Conduct the annual business meeting of the organization that includes announcing results of the Board of Director election
- Educate members and guests via programs on the history and extensive product lines produced by the Cambridge Glass Company and, at times, other glass companies

The Convention Director is responsible for:

- Choosing a theme for the convention.
- Securing program presenters, arranging for event caterers and contracts (with signing authority delegated by the President and Treasurer), coordinating all activities with the museum team and event venues.
- The Convention Director will coordinate all educational program content with the VP of Education and Programming Director.
- Preparing a convention schedule that provides optimum opportunity for convention registrants as well as glass show dealers to take advantage of all events if desired.
- Determining the cost of registration, meal events and other items. Preparing a budget that is approved by the Board of Directors.
- Preparing news releases and articles for dissemination through the *Crystal Ball* and website beginning no later than January of that year.
- Providing an advance registration form in the April and May *Crystal Ball*. Tracking registrations and providing attendance by event to caterers and other involved parties

- Preparing informational packets for convention attendees that should include a convention schedule, maps and program highlights.
- Venue contracts are administered by the President and Treasurer with input of the Event Directors.
- Any fund-raising activity such as Mini or Silent Auction will be coordinated with the VP of Development

### **Social Media**

### **Member Meetings**

### **Study Group Advisory**

The By-laws encourage the creation of study groups. The creation of a new group must be approved by the Board of Directors. The Study Group Manager encourages them to meet regularly, report back to the membership by informative articles in the Crystal Ball and to report their activities and accomplishments at the Annual Meeting of NCC.

Each group will be assigned a number and will be branded as Study Group #xx of National Cambridge Collectors, Inc. All assets of a study group (finances, intellectual property, copyrights) are the property of the national club and should be accounted for annually to the Board of Directors.

Per the project and publication policy guidelines, a study group may request advance funding for any of their projects from the Board. Study Groups are encouraged to be working on initiatives that advance the long-range mission of NCC.

### **Phyllis Smith Award**

Honoring one of the greatest volunteers that helped shape NCC into the top preservation organization it is today, this award is presented as deemed worthy by the Board of Directors to recognize great achievement and contributions of a member in behalf of NCC. While initially intended to recognize an outstanding effort in the previous year, the Board has expanded this to allow recognition of contributions of a multi-year time frame.

The recipient of the Phyllis Smith Award cannot be a current member of the Board of Directors.

The decision to award this acknowledgment and the award recipient are determined by the Board of Directors at their March meeting in closed session. Nominations are accepted from directors and discussed. When there is no further discussion, the voting is handled by ballot. The nominee with the most votes as tabulated by the Secretary (does not need to be a majority if there are more than two nominees) will be named the winner of the Phyllis Smith Award.

Directors are to keep the result confidential until it is announced by the President at an event during the Annual Convention. Winners of this prestigious award are memorialized on a plaque at the Museum.

# **DEVELOPMENT**

## **CAMPAIGNS**

### **Annual Fund**

#### **I. General**

NCC is a member supported organization. The primary method of generating member support is through an annual giving program.

#### **II. Annual Fund**

The Annual Fund is the officially sanctioned annual giving program for NCC and is operated by an Annual Fund Director and a team of volunteers appointed by the President or VP/Development.

1. The Annual Fund operates on a calendar year basis.
2. Solicitation takes place between early April and June 15<sup>th</sup> of each year.
3. The solicitation materials are created by the Annual Fund Team.
4. All unrestricted gifts to NCC shall be counted in the Annual Fund unless clear intention is expressed otherwise by the donor.
5. Membership in NCC accrues to all adult members of a household that participates and are identified in the Annual Fund and its mailing.
6. To add efficiency and build participation level, the annual Board of Directors election is conducted in the same mailing as the Annual Fund. Members in good standing as of April 1 will receive election materials.
7. Non-participating members will be considered inactive as of October 15 and not receive the November issue of the Crystal Ball.

#### **III. Gift recognition levels**

Gift recognition levels shall be used to recognize participants of the Annual Fund. In general, there is no difference in benefits associated with the recognition levels. NCC will waive the registration fee for the Annual Convention for Annual Fund participants at the President's Circle level and they receive a free copy of any new book/education product published by the club.

The gift recognition levels are:				
<b>Benefactors</b>				
Presidents Circle	\$1,000	and above		
Japonica	500	to	999	
Mardi Gras	200	to	499	
Century	100	to	199	
Patron	35	to	99	



All unrestricted gifts from a household are aggregated during each calendar year for the determination of recognition levels. The Annual Fund team shall have the discretion of rounding up accumulated gifts to the next gift recognition level.

The organization shall maintain records of all participants in the Annual Fund. Gifts at the Benefactor level (\$100+) shall be acknowledged in a timely fashion.

#### IV. Special circumstances

NCC shall have the ability to waive the requirement of a gift for inclusion in the Patron level due to financial hardship.

#### V. Timeline

##### NOVEMBER

1. A Nominating committee for Board of Directors is approved at November Board Meeting. Perspective nominees will need to prepare a bio and photograph for printing and inclusion in the Annual Fund packet.

##### MARCH

1. Nominations received by the nominating committee and the membership, are approved at the March membership meeting.
2. Obtain listing of current members from Database Coordinator sorted by number of members within household – i.e. 1, 2, 3 or 4 members. Required for number of BOD voting ballots to be included in mailing envelope.
3. NCC President to prepare solicitation letter for packet.
4. Annual Fund team prepares the following files to be sent to printer:
  - a. Solicitation Letter and response form
  - b. Ballot for BOD nominees on colored paper
  - c. Biographies of BOD nominees, each limited to a single column of 3 x 9 inches with photo.
  - d. Envelopes for mailing and return
5. When printing is complete, ship to member of Annual Fund team for stuffing envelopes and mailing no later than April 15. The enclosed return envelope will be stamped and return-addressed to encourage participation.

##### JULY

Prepare follow-up letter for mailing to members who have not made a donation for the current year.

##### SEPTEMBER

Prepare “last-chance” communication to members who have not made a donation for the current year. This can be by us-mail or email.

##### OCTOBER

Members who have not made a donation for the current year will be considered inactive as of October 15.

## Special Gifts

### Endowment & Heritage Society

## Endowment Fund Investment Policies

### *Preamble*

The “National Cambridge Collectors (NCC)” Endowment Fund (the Endowment Fund) is created by resolution of the Board of Directors (the Board) of the “National Cambridge Collectors Inc.” (the Organization). Contributions directed to the Endowment Fund shall comprise a permanently-restricted fund of the Organization. The original principal amount of any contribution shall be committed to the Endowment Fund irrevocably and the original principal balance of contributions to the Endowment Fund shall not be invaded for any reason. The aggregate of contributions to the Endowment Fund shall be referred to in this document as the “original contributions”. The Board shall be responsible for holding and managing the original contributions according to the Investment Policies (the Policies) set out in this document. The Board shall also be responsible for distributing any income and gain produced by the Endowment Fund in accordance with the Policies, with the purpose of benefitting the Organization and furthering the Organization’s mission and purposes.

### *Investment Objective*

The primary investment objective of the Endowment Fund is to produce a rate of total return which will permit maximum support for the General Operating Fund of the Organization to the extent that is consistent with the following: prudent management of investments, preservation of principal, potential and long-term asset growth.

### *Investment Guidelines*

#### Permissible Investments

Endowment Fund assets may be invested in publicly-traded common and preferred stocks, convertible bonds and preferred stocks, bank common funds, mutual funds, exchange traded funds (ETFs), real estate investment trusts (REITs), investment real estate, and fixed income securities (including corporate bonds and money market instruments), whether interest-bearing or discount instruments, subject to any restrictions hereinafter specified. No other securities are permissible investments without the specific approval of the Board.

#### Investments and Transactions That Are Not Permitted

Equity Investments – The following are **not** permissible investments: common stock in non-public corporations, letter or restricted stock, derivative instruments, initial public offerings, buying or selling on margin.

Fixed-Income Investments – The following are **not** permissible investments: tax- exempt bonds; bonds, notes or other indebtedness for which there is no public market (private placements).

Options and Futures – Transactions are not permitted in futures contracts nor in options contracts of any kind.

Investments in assets that charge an upfront sales of more than 3.5% are not permitted. Investments in assets that charge backend loads are not permitted.

### Asset Mix

The investment objective of the Endowment Fund implies a balanced approach. The Investment Manager is authorized to utilize portfolios according to the following asset allocation guidelines. These asset allocation guidelines may be modified from time to time by the Endowment Committee.

	<u>Long-Term Target</u>	<u>Allowable Range</u>
EQUITY	65%	30% to 80%
FIXED INCOME	35%	20% to 50%
SHORT-TERM	0%	0% to 20%

### *Asset Diversification and Quality*

The asset quality standards outlined below apply at the time of initial purchase. The Manager and Endowment Committee shall review the status of any holding whose quality drops below these standards and determine at that time whether the security should be retained.

Equity Securities – No more than 10% of the market value of the equity portfolio may be invested in the securities of any one issuer. The Manager shall also maintain reasonable sector allocations such that no more than 20% of the equity portfolio may be invested in the securities of any one market sector. In developing the equity portfolio, the Manager may use any instruments as outlined in permissible investments.

Fixed-income securities – The fixed-income securities of a single issue or issuer are limited to no more than 20% of the market value of the fixed-income portfolio. These diversification requirements shall not apply to U.S. Treasury obligations, which may be held in unlimited amounts within the fixed-income portfolio. The quality rating of bonds

and notes must be A or better, as rated by Standard & Poor's or Moody's. The portfolio may consist of only traditional principal and interest obligations (no derivatives).

Short-term investments – The quality rating of commercial paper must be at least A-1 as rated by Standard & Poor's, or P-1 as rated by Moody's. Any money market funds utilized must comply with the quality provisions for fixed-income securities or short-term investments.

Foreign Securities – The total value of investments in securities whose issuers are foreign corporations and investments in mutual funds comprised primarily of foreign securities shall be limited to 20% of the assets of the Endowment Fund.

### ***Distribution of Unrestricted Income and Gain***

The income and/or gain earned by the Endowment Fund is considered unrestricted revenue and may be distributed to the Organization as general support revenue for its programs. On at least an annual basis the Endowment Committee of the Board shall recommend to the Board an amount to be transferred from the unrestricted income and/or gain of the Endowment Fund to the General Operating Fund of the Organization. At no time shall the permanently-restricted original contributions to the Endowment Fund be invaded.

### ***Changes to the Endowment Fund Investments***

The Endowment Fund Chairperson, the President of NCC and the NCC Treasurer are the only people allowed to authorize changes in the Endowment Fund Investments with the Investment Manager. Any changes made to the investments must first be approved by a majority of the Endowment Committee.

### ***Review Procedures***

#### **Review and Modification of the Investment Policies**

The Endowment Committee of the Board shall review these Investment Policies at least once a year to determine if modifications are necessary or desirable. Any proposed modifications must be approved by the Board and if adopted must be communicated promptly to the Investment Manager and other interested persons.

#### **Investment Manager**

The Investment Manager is expected to consult with the Endowment Committee of the Board at least annually to review the Endowment Fund portfolio and investment results in the context of these Investment Policies. If cost or schedule prohibits a meeting, a telephone conference is an acceptable substitute for an in-person meeting.

The maximum fee allowed for the Investment Manager is 1.5% per annum of the total Endowment Fund assets under management by the Investment Manager.

## Reporting Requirements

The Investment Manager is expected to provide the Endowment Committee of the Board with the following reports.

Quarterly – A written statement of all pertinent transaction details for each separately managed portfolio for the preceding month, including 1) the name and quantity of each security purchased or sold, with price and transaction date; 2) an analysis for each security of its description, percentage of total portfolio, purchase date, quantity, average cost basis, current market value, unrealized gain or loss, and indicated income and yield (%) at market; and 3) an analysis for the entire portfolio of the current asset allocation by investment category (equity, fixed-income, short-term investments).

Annually – A semi-annual summary of all transactions to date in the fiscal year, together with a report of investment performance for the portfolio to date and comparison to industry benchmarks. This review will take place after January 1 and at an NCC Board meeting at least two months prior to the NCC annual meeting. This will allow sufficient time for results to be presented at the annual meeting.

## Performance Measurement

The Endowment Committee of the Board shall review at least annually the performance of the Endowment Fund portfolio relative to the objectives and guidelines described in the Investment Policies. The Endowment Committee shall present its review to the Board at least annually as well.

## Performance Benchmarks

The Investment Manager is expected to achieve total returns competitive with performance benchmarks appropriate to each asset class, as measured over a fair market cycle of three to five years. The specific indices used as benchmarks must be agreed upon by the Endowment Committee and the Investment Manager.

## Endowment Committee

### *Preamble*

The Endowment Committee exists to oversee the Endowment Fund of National Cambridge Collectors Inc. (NCC). The Endowment Committee serves at the discretion of the NCC Board of Directors.

### *Delegation*

The Board delegates supervisory authority over the Endowment Fund to the Endowment

Committee of the Board. The Endowment Committee is responsible for regularly reporting on the Endowment Fund's investments to the Treasurer. In carrying out its responsibilities, the Endowment Committee and its agents will act in accordance with the Policies and all applicable laws and regulations. The Board reserves to itself the exclusive right to revise the Policies.

The Board and its Endowment Committee are authorized to retain one or more Investment Managers (the Manager) to assume the management of funds and assets comprising the Endowment Fund. In discharging this authority, the Endowment Committee can act in the place and stead of the Board and may receive reports from, pay compensation to, and enter into and terminate agreements with the Manager. The Board and its Endowment Committee shall designate a member of the Organization as liaison to the Manager.

### ***Endowment Committee Structure***

The Endowment Committee will be a permanent committee of the NCC.

The committee will be made up of 4 to 7 people. Outside advisors are allowed to be members of the committee. However at least 2/3 of the members of the Endowment Committee at any time must be members of NCC. If at any time the Endowment committee is less than 4 people, the committee will be dissolved and the NCC Board of Directors will be responsible for the oversight of the Endowment Fund.

The NCC President and Treasurer will always be members of the Endowment Committee.

The Endowment Committee Chair will be appointed by the President of NCC.

### ***Endowment Committee members and term***

Members of the Endowment Committee will be asked to serve by the Chair of the Endowment Committee. All Endowment Committee members will be approved by the NCC Board of Directors.

Each member of the Endowment Committee will serve for three years. Multiple consecutive terms are acceptable with Board approval.

### ***Meetings and reporting***

The Endowment Committee will meet at least quarterly.

Minutes of every Endowment Committee meeting will be kept and presented to the NCC Board of Directors within one month of the meeting.

## **EVENTS**

### **Benefit Auction**

The NCC Benefit Auction is held the first weekend in March in conjunction with the planned Quarterly Meeting. Its goals and objectives are as follows:

- To be one of the premier fund raising events for NCC and its museum.
- To provide a national event for the purchase and sale of Cambridge glass for members and non-members alike.
- When combined with the March quarterly meeting, provide a major social event for NCC members.

**July of the preceding year** - Auction Director (AD) puts a small blurb in the August Crystal Ball (CB) (deadline usually about end of 1<sup>st</sup> week of July) giving a heads-up notice about the consignment of glass for the following year's auction. Indicate that complete info will follow in September issue.

**August** - AD writes article for September CB (deadline usually about end of 1<sup>st</sup> week of August) soliciting proposed consignment lists with instructions and guidelines per the Terms & Conditions page. Coordinate same information with Webmaster for placement on the NCC website. The AD should implore consignors to identify the glass as closely and accurately as possible. They should call out any damage such as scratches, chips, cracks and decorative wear, etc. We want to realize as much profit as possible for our favorite club and as such, endeavor to sell only "mint" glass.

**September** - Solicitation of lots. Proposed consignment lists from members and non-members are accepted by the AD by email or snail mail during the entire month, with September 30 being the absolute deadline. A master list is then compiled for review by the AD with items grouped by consignor.

### **October** -

- Around first week, the Auction Committee meets and makes decision on lots selected, pared down to approximately 400. It is the sole decision of the committee which lots are accepted. The AD should endeavor to find a wide range of lots that offer choice of pattern, color and price to provide a diverse choice to those attending or submitting absentee bids.
- By mid-October, letters are sent out to each consignor accepting/rejecting lots. Copies of the original lists submitted with the accepted lots highlighted are included with the cover letter. Instructions are included on getting the accepted glass to Cambridge, with the deadline no later than the NCC November Quarterly Meeting. Email may be used in place of regular mail as appropriate.

### **November** -

- All glass is carefully unpacked and spread out for inspection and checked off of consignor's list. Occasionally additional items are included by the consignor for donation to museum. If items are missing, consignor is contacted.
- Glass is inspected for any damage and is identified in order: Line number, Color, Size, Item, Etch/Cut, Décor/Treatments, Signed, Damage.
- Non-Cambridge pieces are culled out. Heavily damaged pieces are culled out. These consignors are notified to pick them up when feasible, and in some cases, the glass may be donated to the museum.
- Photographs are taken both in group shots and individual shots. AD reviews these and decides which are sent to both CB & Webmaster for publication.
- All the glass is rewrapped and boxed up to be stored until March.
- A final list is procured. The auction catalog is prepared. Much thought and care should be used to ascertain the order, so as to maximize the total net profit dollars by NCC.

**December** – By the end of first week the final auction catalog is sent to both the CB for inclusion in the January issue and to the Webmaster. The final catalog includes not only the list of the lots in the order they will appear in the auction, but also the Terms & Conditions page. An article with pictures may also be submitted to CB at this time that covers the preparation the previous month. This may serve to stimulate additional interest in the auction.

**January** – Major article concerning the auction is prepared and sent to the CB by Jan 10 for publication in the February issue. Different groupings are highlighted, as well as the rare and unusual. Interest should be stimulated in as many areas as possible. This is the primary promotional tool of the auction to NCC members. Pictures that were previously taken in November appear in this issue. In conjunction with the Publicity Manager, other promotional tools are planned and utilized at this time. Included are such things as getting info to the different glass publications, web sites, magazines, antique magazines, etc. Also publicity is coordinated with web sites such as the Guernsey County and Ohio Tourism sites.

**Miscellaneous –**

- The AD and the NCC Treasurer will coordinate the necessary actions to contract for the auction venue. The AD will propose venue options and will make the final decision after receiving the negotiated rent, fees, etc. by the Treasurer. The Treasurer will then negotiate the final contract.
- Absentee bidding – During the months of January & February, AD accepts absentee bids according to the instructions included in the Terms & Conditions published on the web site and the Crystal Ball. All bids must be received no later than Thursday prior to the auction. Bidders are required to submit their maximum bids in writing along with checks for the item and for shipping, if applicable. (See also Day of Auction)



- Approximately 75 to 100 extra auction catalogs need to be printed up for the day of the auction for placement at the sign-in table.
- Person is recruited/identified to write the article for the Crystal Ball covering the entire weekend, including the Friday setup, Friday night quarterly meeting and glass preview as well as the auction itself.
- Pritchard Laughlin (current auction site) contacts AD approximately a month in advance to inquire if any changes from previous years are needed for the room arrangement. They also confirm the need for food service.
- At point to be determined, have NCC ebay shop post auction tickets for sale as promotion. Effort should be made to enlist "preferred seller" to do so, as listing would stay at top of Cambridge page for 30 day auction.
- Continuously throughout the year, information is reviewed and coordinated with the Webmaster to ensure that, to the web site navigator, it is thorough and easy to understand.

**Friday Before Auction** – Auction room is set up by the facility and ready for NCC volunteers when they arrive Friday morning. AD coordinates member volunteers transporting the boxes of glass over to the auction site. This generally starts around 9:30. Set up materials such as wooden risers, table cloths, plexiglass risers, etc. are transported to auction site from both the storage building and the museum. AD directs set up of the glass. Stickers with the catalog numbers are attached to each lot. Sign up pad with bid numbers is put out for people to register prior to Saturday. List is made of all help for personal thank you later.

### **Friday Night Quarterly Meeting**

Held at the auction venue, this provides a preview prior to auction day and usually begins at 6:00 PM. AD will highlight noteworthy lots as part of the program for the Quarterly Meeting, which usually begins at 7:00 PM. At the meeting, AD to give update and thank everyone for attending. Especially thank all the volunteers for all their help with the setup and with the glass preview. Also thank the consignors for all their wonderful glass. Without all of these people, the auction would not be the success it is.

### **Day of Auction**

- Auction preview to start at 9:00 AM, with the auction to start at 10:00 AM.
- Members such as Mark Nye and/or Tarzan are usually behind the desk at entrance to take money, etc. and sell books and publications.
- Two NCC volunteers function as auction clerks that assist the auctioneer. One writes the tickets for Auctioneer, currently Craig Connelly (CC). The other tracks the amount on the auction list for NCC. AD makes an enlarged copy of the auction list for clerk. Additional NCC volunteers assist the auctioneer displaying the individual lots and acting as runners.

- The auction team, at its sole discretion, will manage the bidding process in concert with the auctioneer, including how a lot is to be auctioned – by the piece times X, by the whole lot, etc.
- The AD, in conjunction with the auctioneer, will schedule a 30 minute lunch break midway through the auction.
- Absentee bids are handled by the committee on the floor. If more than one absentee bid is received for the same lot, bidding will open at the highest amount of the second place bidder, effectively closing that bidder out.
- All checks are made payable to auctioneer.
- AD pays CC's wife Lyn to be the cashier. At end of auction, she totals all receipts and compares the total on auction list, which should be same. CC provides copies of all the sheets, the registration list, and the preliminary total amount. AD needs to keep track during the auction of everything consigned by NCC or is donation from consignor. This total is given to CC at end of auction, so he can subtract from total and no commission is paid on that.
- As the auction winds down and at its conclusion, NCC volunteers will break down displays and transport back to the storage building, museum, etc.

#### **Week following Auction**

- It is the responsibility of the NCC Treasurer to manage the associated expenses of the auction (facility rent, commissions, misc., etc.), to procure a final accounting of the auction, including net proceeds, and to report that to the Board and to the AD.
- Preliminary auction results are emailed to Treasurer and President, as well as board members. Approximate expenses are included yielding an approximate net total to NCC.
- Once final auction results are received and confirmed (usually that same day), they are emailed to 1. Treasurer, 2. Crystal Ball editor for publishing, 3. Webmaster for placement on the web site, and 4. the person writing CB article covering auction weekend.
- CC waits for all checks to clear (usually about a week), then writes NCC a check and sends to museum. If any checks bounce, they are CC's responsibility, but they have had almost no problems.
- AD prepares envelopes and letters to consignors stating what their totals are gross and net, and gets these to the NCC Office Manager (presently Lisa Neilson). Manager waits for CC's check to clear, then sends out checks to consignors with the prepared letters in the prepared envelopes.
- Consignors receive 80% of the sale price. NCC receives 20% and pays auction expenses from those proceeds.

## Glass Show

Every year during the Annual Convention (fourth weekend in June), NCC hosts a two-day Glass Show and Sale. This event is a premier attraction that brings members to the Convention and targets non-members for attendance and possible membership candidacy. The event is currently held at the Pritchard Laughlin Civic Center in Cambridge, Ohio and attracts high end elegant glass dealers from around the country.

The present admission price is \$5.00 and there are selected community relations promotions that offer a \$1.00 discount on admission.

Dealers are charged \$175 for a four eight-foot table booth. Additional tables are available for \$40 each. The Show Managers work with the dealers in determining the desired booth size. They then create a floor layout that is shared with the PLCC staff to insure proper set-up prior to dealer load-in. Load-in begins the Thursday morning of the show at 8:00 am. Load-in order is determined based on receipt timing of the dealer's contract and \$75 deposit. Dealers are provided their load-in number well in advance of the show weekend.

Glass Show operations are coordinated by the Show Managers. Their timeline for coordinating activity is as follows:

November	Create spreadsheet of dealer names and addresses – past year and prospective candidates
December	Mail contract and cover letter to prospective dealers
Jan-June	Receive transmittals and contracts from NCC Office Manager
Mar-May	Coordinate advertising needs with Publicity Manager Follow-up with non-responding dealers Continue to recruit new dealers as needed
June	Three weeks prior, send dealer list to Convention Director Two weeks prior, order donuts for set-up (Kennedy's) One week prior, fax show floor set-up to PLCC
Show week	Wed: arrive PLCC approx. 3:00 pm – check floor set-up, tables, coffee set-up for load-in  Thurs: Open doors for load-in at 8:00, coordinate helpers, administrate load-in order and facility set-up; assist dealers as needed with extra tables/booth design; have coffee and donuts available for set-up; close set-up at 5:00 pm

## **Glass Dash**

The NCC Glass Dash is a one-day sales event held during the Annual Convention. The items for sale are primarily made by the Cambridge Glass Company, but other items may be offered as long as they are clearly marked with the manufacturer's name. The event is classically scheduled for Saturday morning of Convention Week.

The Dash Director is responsible for:

- Securing the facility rental for the event. Contract signing authority with the facility is delegated to the Dash Director by the President and Treasurer. Rental agreements are normally in place approximately six months prior to the event, but ideally are done a year in advance to promote on the annual show card
- Sending contracts to potential exhibitors. Exhibitor space is presently limited to three or four table booths. Total payment for table rentals is mailed in advance to the NCC office. Tables are provided by the host facility. Every effort will be made to fill the facility with dealers.
- Oversee ticket sales on the day of the event. Coordinate helpers for the front desk. Coordinate all event operations, including load-in and pack-out.

Early bird ticket sales begin at 7:00 a.m. and are to be handled in an efficient manner to allow attendees to move quickly and safely to the sales floor at the opening time. No glass may be unpacked by dealers prior to 7 a.m. General admission tickets are currently offered for sale at 8:30 a.m.

At the scheduled closure time (currently 11:00 a.m.), dealers will be allowed to pack their merchandise promptly and attendees will be asked to leave the sales floor.

All receipts will be accounted for and transferred to the Office Manager or Treasurer for deposit shortly after the event is over.

## **Convention Fund Raiser/Silent Auction**

### **Memorial Gifts**

Monetary gifts and/or Cambridge glass may be received as a memorial. All donations will be acknowledged in writing by the Donor Relations Director.

Memorial gifts of Cambridge glass, which may be displayed in the Museum, are recorded on a page in a book on the podium by the front door of the Museum. Memory cards are not inserted with the item in the showcases.

## Projects

All proposed projects must be presented to the Board and a two-thirds affirmative vote of the Board members present is required for approval. The Board should be provided with a profit and loss estimate for each project and a sensible estimate of the length of the project. An example of the proposed project should be provided in advance for the Board's consideration.

The Project Director is responsible for keeping the Board posted on sales progress, current inventories and plans for liquidating said inventories.

## Project Standards and Procedures (approved August, 1997)

### Preamble

Study Groups are highly encouraged to undertake special projects that benefit the educational objectives or fund-raising efforts of NCC. As charters of the national organization, they may operate under the tax exempt status of the club, but as in all endeavors, must be accountable to the Board of Directors and club policies and procedures. The Board is charged with insuring that all club efforts are in the members' interest and protect our non-profit status.

### Standards and Procedures

This will outline the procedures and guidelines for project development undertaken by Study Groups. This includes, but is not limited to, book or educational material development.

Successful projects begin with smart planning. This involves a team approach between the study group and the Board of Directors. As a charter of the national group, study groups function in a custodial stewardship position. They are able to manage funds and use the tax ID of the club when acquiring materials. As such, they must be subject to the same standards in the Club Constitution, specifically that all expenditures require a roll call approval of the Board.

### The Project Process and Policies

- 1) A feasibility study must first be created and approved by the Board. The proposal needs to be submitted to all Board members at least two weeks in advance of a scheduled quarterly Board meeting to permit proper review prior to the Board discussion. The study should include:
  - Objectives of the project
  - Target market
  - Anticipated sales volume (initial and long term projections)
  - Start-up (one-time) cost investments
  - Production costs (on a per occasion basis)

- Projected selling price and P&L for recovering start-up cost and production expenses. A timetable for return on investment
- Format/presentation of the project or book
- Intended promotion and advertising plan

If revisions are requested to the feasibility study, the proposal must be resubmitted to the Board before work can commence or club materials borrowed for development.

- 2) If funds are raised to support the project, it must be acknowledged that they are raised under the auspices of NCC. All money must be accounted to the Treasurer as they are shown in the Club consolidated Financial Statement as donation income under custodial stewardship of the Study Group. Any interest income must be reported annually per normal accounting principles.
- 3) Budgets governing expenses should be submitted to the Board. The Board will approve seed money for projects, as necessary, based on these budget submissions. While custodial stewardship provides the Study Group with spending flexibility, the significant expenditures should be reviewed with the Treasurer in advance. Any expenses over \$300 require a vote by the Board of Directors.
- 4) Regarding book projects, selection of a publisher/printer requires approval of the Board, as it is a binding contract. Protocol is that at least three competitive bids be sought for this assignment.
- 5) Status reports on the project or book's progress must be submitted to the Board at least semi-annually, but quarterly is preferred.
- 6) When the project is ready to be executed (past the feasibility phase), the final product requires Board approval prior to production or publishing, for the reasons stated in the Preamble.
- 7) Any club property that is used in the development of a book or project, may be loaned to the study group, with signatures from the Chairperson of the Museum Committee and at least one club officer, at the time of the loan. Any loaned material must be immediately returned to club property upon completion of the project.
- 8) The product of the project or book is the property of National Cambridge Collectors, Inc. Any assigning of rights to a third party, such as an outside publisher, requires Board approval. All study group references in project material must include that they are Study Group (insert number) of National Cambridge Collectors, Inc. "Credits" pages are highly recommended to acknowledge those volunteers who contributed their time and talent to an important project of benefit to the Club and all its members.

## **Publicity**

Internet – locate and update websites with NCC events – this includes Discover Ohio and similar sites

Work with tourism agencies, Guernsey County in particular

Publicize NCC events through local newspaper, radio and television

Prepare and disburse press releases to newspapers, club newsletters and other media

Work with local and regional organizations to publicize “our existence” – Cambridge organizations, Glass Pass, Dickens Victorian Village, Discover Cambridge, etc.

Contact other glass and related clubs to share information

Place ads in local paper for the annual Glass Show and Sale, per the budget

Get Convention show cards printed and distributed locally and nationally – these are made available to NCC members, dealers, malls, shows, other glass organizations, publications, websites, glass collectors, etc. In Cambridge, local merchants are included and display our cards and other information. Other cards are hand delivered or mailed to other locations...other Ohio tourist sites, antique malls in the tri-state area, state ODOT tourist information centers, etc.

Maintain advertising with AAA Auto Club and other tourism advertising that keeps our name and information in the public eye

Investigate new venues for publicizing the Museum and NCC

Maintain a “scrapbook” of advertising

The following need to be completed and an annual calendar of publicity activities established that will put the plan into action.

1. Creation of a comprehensive “ready to go” media packet
2. Creation of a media file that includes contact information of persons, organizations, events, etc. as well as an archival file of news clippings

## **Donor Relations**

Monetary donations are recorded by the Office Manager who provides the following information to the Donor Relations Director by email:

- Name of donor
- Date of donation
- Type of donation (Annual Fund, Restricted Gift, In Memory Gift, etc.)

- Dollar value of donation

The process followed by the Donor Relations Director is as follows:

- Print out all transmittals for a permanent file
- Store all info received in a Donation Folder on PC
- Categorize and type donation letters, based on pre-existing templates
- Retrieve donors addresses from existing NCC records
- Cross reference list, maintained by date and type to ensure completion of all transmittals
- Print letters on NCC stationary
- Sign letters, address envelopes, affix postage and mail

When a donation of glass or non-monetary non-glass item is received by NCC, donor fills out a "Museum Donation Form" which includes:

- Name and address of donor
- Types of item and description
- Dollar value of donation
- Form is signed and dated by Acquisition or Museum Chair

A copy of the form is given to Donor Relations Director who then:

- Categorizes and types donation letter based on a pre-existing template
- Keeps a permanent file that contains donors name & address, item, value & date for cross referencing purposes
- Prints letters on NCC stationary
- Signs letter, addresses envelopes and mails



## **EDUCATION**

### **Publications**

The Publications Director is charged with:

- Recommending the reprinting of Cambridge Glass Company catalogs owned by NCC.
- Recommending the reprinting of Cambridge Glass Company catalogs made available to NCC for this purpose by members and other individuals
- Recommending possible topics for publications
- Recommending possible authors for publications
- Arranging for the writing of books authorized by the Board of Directors
- Arranging for the printing and publication
- Determining which non-NCC publications may be sold by NCC
- Maintaining inventories of books for sale in the Museum Gift Shop, at the Annual Convention, other NCC sponsored events and on the Website and/or online auction sites
- Management of book sales at the annual NCC Convention and other NCC events as deemed appropriate.

### **Research/Archivist**

A major objective of National Cambridge Collectors, Inc. is to preserve the history of the Cambridge Glass Company. The history of a company is documented by:

- its product - in the case of Cambridge Glass Co. - glass
- documents of all types created by the company during its existence
- written material generated by external sources, such as newspapers
- oral histories related by its workers and other individuals knowledgeable of the company's activities
- the equipment and tools it used in the production of its product
- the physical structures it operated in

Unfortunately, in the case of the CGCo., it was not possible to preserve the physical structures (plant) and most of the equipment.

The preservation of the product of Cambridge Glass Company, glass, and the manufacturing material owned by NCC is the mission of the National Museum of Cambridge Glass, and managed by the VP of Museum and Director of Collections.

To handle the preservation and documentation of "paper" of any type related to the history of Cambridge Glass, NCC established the position of Archivist.

The duties of the NCC Archivist are as follows:

1. Record and document all applicable materials acquired by NCC
2. Store these materials in a safe manner
3. Determine which documents should be made available for general use
4. Determine which documents should be restricted and used only for specific research purposes
5. Determine which documents should not be available on a routine basis. These are usually items that have no specific information, extremely fragile items and fragile items for which a verified copy exists and such copy can be made available for research purposes.
6. Determine which documents need advance notice for use. These items consists of multiple volumes, heavy items, bulky items, large items, that may not be stored in the Research Library and require the advance notice to retrieve.
7. Prepare copies of documents that should not be handled on a routine basis
8. Make recommendations to the Board of Directors regarding the acquisition of CGCo. material as they become available.

### **Programs**

The Director of Programs (DOP) will work in coordination with the Operational Vice-President of Education. The DOP is responsible for all educational programs performed in coordination with all Quarterly Meetings.

Educational programs performed at Annual Convention will be organized in coordination with the Convention Chairperson. Traditionally, programs are held at the Pritchard-Laughlin Civic Center and are scheduled for Thursday afternoon and evening, Friday evening (Show and Tell/Glass Identification), and Saturday afternoon.

The August Quarterly Meeting is typically scheduled for the third weekend of August. If a program is scheduled, an invitation to the membership describing the nature of the program should be submitted to the Crystal Ball Editor for either the July or August issue. Most recently, the program for the August Quarterly Meeting has consisted of a work session at the Storage Building inventorying glass molds, but the DOP has the freedom to organize any program he/she feels appropriate. A potluck/cookout/lunch has been organized in coordination with the August session. It has been suggested that, in future years, the DOP explore the possibility of rotating the August Quarterly Meeting to different study groups throughout the country.

The November Quarterly Meeting and Program is held in Cambridge the first weekend of November provided October 31 does not fall on Friday. When this situation arises, the November Quarterly Meeting and Program is scheduled for the second weekend of November. The November Meeting has been held most recently at the Cambridge Country Club or Theo's Family Restaurant in Cambridge. Either facility should be contacted as soon as possible to place a reservation. Also, the DOP is responsible for selecting the menu for the evening meal, the topic for the program, and person to lead the program. Often Lynn Welker has graciously led the November Program.

A Glass Swap is a recent addition to the November Quarterly Meeting and Program weekend. The Glass Swap is held at the Museum on Saturday afternoon at approximately 2:00 pm. Friends of Cambridge are invited to sell a limited (traditionally less than 25) number of items. Tables are set up in the auditorium. The Swap lasts approximately one hour.

An article announcing the November Quarterly Meeting and Program should be submitted to the Crystal Ball editor for the September and October issue. The articles should clearly state the date of the Quarterly Meeting and Program, the location of the Quarterly Meeting and Program, the topic of the program, whether or not members are encouraged to bring glass for the program, an invitation to bring glass for show and tell, the menu for the evening meal, the cost per person, and a deadline for receiving reservations. The deadline is typically two weeks prior to the Quarterly Meeting. Friends should send their payment to NCC's post office box. The office manager will email transmittals showing the names of Friends who have registered for the November Program. The Crystal Ball Editor has the reservation template on file, so it is not the DOP responsibility to create it each year. It is our custom to invite the Museum docents to the Quarterly Meeting and Program at no cost to them, so the cost of their meals should be considered when determining the cost per person for the meal. It is standard practice that NCC breaks even on the cost of the meals and room rental.

The DOP should communicate regularly with the person leading the November Program and offer any necessary assistance.

## **MUSEUM**

### **Facilities Director**

#### **Museum Building:**

- Work closely with Museum Chair in regards to maintaining the facility.
- Ensure heating and cooling systems are in proper order
- Maintenance of all lighting systems
- Oversee snow removal of parking lot and sidewalks in winter
- Administrate parking space rental
- Monitor Museum alarm system
- Roof inspection and maintenance
- Supervise cleanliness and facilities operations

#### **Storage Building:**

- General Maintenance – electrical, etc.
- Keep tow motor in working order

### **Museum Director**

#### **The National Museum of Cambridge Glass**

The chairperson's responsibilities include:

- Work in concert with the Facilities Director to oversee the museum building and grounds. Communicate problems to the Board as merited.
- Serve as a contact person for: Cambridge/Guernsey County Visitors and Convention Bureau, Cambridge Main Street, Cambridge Area Chamber of Commerce, Dickens Victorian Village, Crossroads of Culture, etc.
- Attend community meetings to promote the museum and its inclusion in Local/State events.
- Maintain the tour bus schedule
- Plan work sessions to clean the museum.
- Supervise the work hours and quality of the Museum Docents.
- Promote educational programs for both students and adults.
- Organize volunteers
- Write articles about the museum for the Crystal Ball to inform members of what is happening.

- Schedule rotation of the three feature rooms.
- Keep museum clean and organized including trash disposal.
- Maintain list of those with keys and alarm codes. Gain Board approval annually for these authorizations.

### **Community Relations**

Playing an active and vital role in the Cambridge community is a key component in NCC's mission accomplishment. We want to be seen as a cornerstone of Cambridge's heritage and an integral asset in Guernsey County tourism. The community, in turn, will:

- Help build traffic to our museum,
- Sales in our gift shop,
- Annual financial support to NCC and our museum
- Long-range contributions to our Endowment Fund
- Spread positive word of mouth on what an outstanding asset we are to the community at large.

Our efforts are led by the Community Relations Director who reports to the VP/Museum. Key responsibilities include:

- Communicate in a timely manner with the Cambridge/Guernsey County VCB, Dickens Victorian Village, Cambridge Main Street, Cambridge Area Chamber of Commerce and area attractions.
- Attend (or arrange for someone to attend) community meetings: Glass Pass, Team Tourism, Dickens Victorian Village, etc.
- Create press release info for The Daily Jeffersonian, AVC Communications, VCB and area attractions.
- Maintain Distribution List of area organizations/attractions to receive information about NCC/museum special events.
- List museum events on internet calendar of events for the Daily Jeff and AVC Communications.
- Arrange for area press photos for museum events and provide information for print in the community.
- Community Outreach - Implement informational programs about NCC/Cambridge Glass/Museum for local service organizations and groups that request a speaker.
- Distribute rack cards to businesses downtown not already covered by the VCB distribution (Theo's, Penny Court, Towne House, Country Bits, and Mosser Glass) and touch base with business owners about the museum hours of operation, etc.
- Take photos when NCC members are involved in community events and maintain a file so photos can be sent upon request.

## ADMINISTRATION

### Board Meetings

The President shall call quarterly meetings of the Board in concert with scheduled Quarterly Meetings, per our By-Laws. The meetings shall be held during the months of March, June, August, and November. The Annual Meeting is held in June. The President shall determine the location, date, and time of the Board Meetings. It is recommended that the year's calendar of Board meetings be presented by the President at the August Quarterly Meeting, the first full meeting after the election of the officers for the year. Officer terms are annual, from the election held at the June Board Meeting following the Annual Meeting until the next election held the same time in the following year.

Traditional Practice –

- **March Board Meeting** – Friday at 2:00 PM prior the Auction Preview, the first full weekend in March
- **June Board Meeting** – Sunday at 8:00 AM following the Annual Convention and the announcement of new Board members, the fourth full weekend in June
- **August Board Meeting** – Friday night 7 p.m. of the third or fourth full weekend in August (It is usually the third given Labor Day timing.)
- **November Board Meeting** - first Saturday, usually at 10:00 AM, in November provided that Saturday is not November 1. In these situations, the November Meeting is held on the second Saturday, November 8.

Meetings (regular or special) may be conducted in person or virtually using a teleconference arrangement. A meeting is typically conducted using the following sequence:

1. Call to order.
2. Roll call of members present.
3. Approval of minutes of last meeting.
4. Treasurer's Report.
5. Operational Vice-Presidents Report.
6. Old business.
7. New business.
8. Announcements.
9. Adjournment.

A quorum is required in order to conduct an official meeting. A quorum is defined when a majority (i.e. at least 8) of the Board members are available. The secretary is

responsible for maintaining role and verifying that quorum is present prior to the beginning of a meeting.

If a quorum is not achieved, the meeting can still be held, but cannot approve any motions other than to adjourn.

The Board adopts a budget annually. Approval for expenditures not included in the budget requires a majority vote of the board members, conducted using roll call vote. The minutes reflect the vote totals, and the votes of the individual board members.

Attendance at an Executive Session is restricted to Board members. The Board shall meet in Executive Session for the following reasons:

- 1) Review and select candidates for any awards such as the Phyllis Smith Award, Honorary Members, etc.
- 2) Election of Officers of the Board
- 3) Discussion of legal issues
- 4) Personnel issues

Voting shall be conducted by confidential written ballot. The minutes shall reflect the results but not the tally.

**Motions:**

Motions are made in meetings, supported by initial discussion. Further discussion and the call for vote may be done by electronic means.

- 1) A motion should be worded affirmatively and must not conflict with any higher law. All motions require a seconder.
- 2) The mover's privilege allows the mover to reword or withdraw the motion provided there is a seconder and not more than one member objects.
- 3) Amendments can delete, substitute, or add words to a motion on the floor but must not negate it or change its topic. An amendment can not be amended.
- 4) Tabled, postpone: A motion can be tabled to an indefinite or a specific future occasion or referred to a committee for further study.
- 5) Rescind, reconsider: A previous decision can be rescinded or reconsidered by the members at any appropriate time.

Good order: Members should discuss only one motion at a time. A member must not take more than a fair share of floor time nor interrupt another member except as allowed with a point of order. The Sergeant at Arms responsibility is to maintain and enforce good order.

Point of Order: A member who believes that a law or the meeting's good order is being breached may rise immediately and say "point of order." The Chair should allow the member to explain and, if necessary, should call for a vote for a decision.

## **Debt**

### **I. General**

The organization shall have the ability to incur debt in the accomplishment of its mission. Debt does not include ordinary trade payables generated in the execution of the plan of actions as compiled in the Operating Budget. Only the Board of Directors is authorized to commit the organization to indebtedness to any other entity.

### **II. Credit Relationships**

The Board of Directors has currently authorized indebtedness in the form of an open line of credit in the amount of \$75,000 to National City Bank and its successors. Only the Board of Directors is authorized to approve a draw on the line of credit. Repayments of debt may be made only in accordance with a plan approved by the Board of Directors.

Debt transactions approved by the Board of Directors may be executed under the provisions of the current Operating Policy.

## **Disbursements**

### **I. General**

NCC shall act in a responsible manner in the stewardship and disbursements of funds in its care. Disbursements must be approved under the guidance of the Board of Directors and properly executed in accordance with controlled processes and budgets.

### **II. Approval for disbursement**

#### **Administration**

All disbursements are approved for items specifically included in the Operating Budget administration plan. Items of more than \$200 not specifically included in budget may be approved by a majority of either 1) the officers of the organization and or 2) the Board of Directors. Items less than \$200 may be approved by the Treasurer or President of the organization.

#### **Convention**

All disbursements are approved for items included in the annual convention plan as approved in the policy on convention operations.

#### **Crystal Ball operations**

All disbursements are approved for items included in the annual publishing plan as approved in the policy on Crystal Ball operations. Amounts of more than \$500 for software and other ancillary expenditures necessary for the publication of the Crystal Ball must be requested by the Executive Editor and may be approved by the Board of Directors.



### Debt

All disbursements related to debt must be in accordance with the debt policy approved by the Board of Directors. Payments related to debt but not included in the policy must be approved by the Board of Directors.

### Educational Events

All disbursements are approved for items included in an educational event plan as approved in the policy on educational events. Items of more than \$100 not specifically included in the educational event plan must be requested by the event manager and may be approved by a majority of either 1) the officers of the organization (this authority has not been specified before – should get board approval) and or 2) the Board of Directors. Items less than \$100 may be approved by the Treasurer or President of the organization.

### Facility maintenance and improvements

All disbursements are approved for items included in the facility maintenance and improvements plan as contemplated in the policy on facility maintenance and improvements. Items of more than \$200 not specifically included in the facility maintenance and improvements plan must be requested by the Facility Director and may be approved by a majority of the Board of Directors. Items less than \$200 may be approved by the Treasurer or President of the organization.

### General marketing

All disbursements are approved for items included in the general marketing plan budget. Items of more than \$100 not specifically included in the general marketing plan must be requested by the Publicity chair and may be approved by a majority of the Board of Directors.

### Fundraising Events

All disbursements are approved for items included in an event plan as approved in the policy on events. Items of more than \$250 not specifically included in the project plan must be requested by the event manager and may be approved by a majority of the Board of Directors.

### Member Services/Programs

All disbursements are approved for items included in the program plan as approved in the policy on programs so long as they are requested by the Program chair. Non-program disbursements of more than \$100 must be approved by a majority of the Board of Directors. Items less than \$100 may be approved by the Treasurer or President of the organization.

### Merchandise

All disbursements are approved for items included in the merchandising plan as included in an approved budget. Items of more than \$150 not specifically included in

the merchandising plan must be requested by the Merchandising Director (**DOESN'T YET EXIST**) and approved by a majority of the Board of Directors.

#### Museum Acquisitions

All disbursements are approved for items specifically included in the museum acquisitions plan as budgeted. Items of more than \$250 not specifically included in the budget must be requested by the either the Museum or Acquisitions Director may be approved by a majority of the Board of Directors. Items less than \$250 may be approved by the Treasurer or President.

#### Projects

All disbursements are approved for items included in the project plan as approved in the policy on projects. Items of more than \$250 not specifically included in the project plan must be requested by the project chair and may be approved by a majority the Board of Directors.

#### Publications

All disbursements are approved for items included in the publication plan as budgeted. Publication disbursements for items not included in the publication plan of more than \$100 must be approved by a majority of the Board of Directors. Items less than \$100 may be approved by the Treasurer or President.

#### Research

All disbursements for research items of more than \$100 must be approved by a majority of the Board of Directors. Items less than \$100 may be approved by the Treasurer or President (**what about the VP/Education?**).

#### Utilities

All disbursements for utilities are subject to approval by the Treasurer or President of the organization. (**Ongoing, budgeted expenses?**)

### **II. Restricted funds**

Funds restricted as to purpose shall only be disbursed for the purpose of the restriction. No disbursements may currently be made from Endowment funds, but that policy can be changed by the Board at a later date.

### **III. Disbursement of funds**

Disbursements must be supported by documentation adequate to determine the payee, amount, and proper approval for payment as described in "II. Approval for disbursement." The Treasurer of the organization has authority for determining a disbursement is properly supported and qualifies for the disbursement of funds. The Treasurer may delegate certain actions in the actual execution of disbursements so long as they are in compliance with the current Operating Policy in Effect.

### **Disclosure of Information**

## I. General

NCC is committed to being an **Accountable Nonprofit Organization** and as such clearly states its mission and purpose, articulates the needs of those being served, explains how its programs work, how much they cost and what benefits they produce. The Accountable Nonprofit Organization freely and accurately shares information about its governance, finances and operations. It is open and inclusive in its procedures, processes and programs consistent with its mission and purpose.

Additionally, NCC has adopted a **Donor Bill of Rights**. This bill of rights gives donors the specific right to be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes. Donors also have the right to be informed of the identity of those serving on the organization's governing board, and to expect the Board to exercise prudent judgment in its stewardship responsibilities. Finally, donors have access to the organization's most recent financial statements and can feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

NCC does not share any personal information concerning its membership with individuals outside the organization. NCC does publicly recognize donors to the organization, but that information is generally limited to name and state of residence.

## II. Available information

NCC has made information available on its web site which discloses the majority of its operations, usually including an Annual Report as well as our Constitution and By-Laws. Additional information may be requested by contacting the organization at its general mail delivery address, its web site, or through any member of the Board of Directors. The President of the organization shall be responsible for reviewing the data request and any required action. (is this true in practice?)

## Financial Reporting

### I. General

The Treasurer shall provide sufficient financial reports for the operation of the organization and to provide transparency to our members and benefactors.

### II. Reporting

Reporting by the Treasurer consists of the following:

#### 1. **Annual Report**

- A. The Annual Report shall include financial results and other information which satisfy the needs of Board of Directors.
- B. The Annual Report shall be presented to the Board of Directors by May 15<sup>th</sup> of the succeeding calendar year.
- C. The Annual Report shall be approved by the Board of Directors prior to general distribution.

D. Once approved by the Board, the Annual Report shall be posted on NCC's web site and its availability promoted through the Crystal Ball.

2. **Operating Budget**

- A. The Operating Budget shall include financial plans and other information which satisfy the needs of the organization as deemed by the Board of Directors.
- B. The Operating Budget shall be presented to the Board of Directors no later than March 15<sup>th</sup> of the calendar year to which it applies.
- C. The Operating Budget shall be approved by the Board of Directors prior to general distribution.
- D. Subsequent to approval by the Board of Directors, the Operating Budget shall be posted on NCC's web site.

3. **Periodic Financial Reports** of operating results

- A. The periodic Financial Reports shall include information that satisfies the needs of Board of Directors.
- B. The periodic Financial Reports shall be presented to the Board of Directors at the discretion of the Treasurer or as requested by the Board of Directors.
- C. The periodic Financial Reports shall be approved by the Board of Directors prior to general distribution.
- D. Once approved, these Financial Reports may be posted on our web site.
- E. The Treasurer provides an update at each Quarterly Meeting.

4. **Reports to regulatory authorities**

- A. All information required to satisfy the requirements of the **Internal Revenue Service** (IRS), which currently includes:
  - 1) The applicable version of IRS Form 990
  - 2) Payroll related reports
    - i. Form 941, currently quarterly
    - ii. W-2 Wage and Tax Statements to employees by January 31st of each succeeding year
    - iii. W-3 Transmittal of wage and Tax Statements
- B. All information required to satisfy the requirements the **State of Ohio** which currently includes the following
  - 1) The Verification of Filing with the Internal Revenue Service
  - 2) Payroll related reports
    - i. OHIO IT 501, currently quarterly
    - ii. Form OHIO IT 941 each year end
  - 3) All requirements of corporate operations
    - i. Certificate of Continued Existence
    - ii. Certification of Domestic Agent
- C. All payroll related information required to satisfy the requirements the **City of Cambridge** which currently includes the following
  - 1) Form W-1 Employer's Return of Tax Withheld, currently quarterly

## 2) Form W-3 Employer's Reconciliation of Tax

### **Risk Management**

#### **I. General**

The organization shall take adequate measures to minimize the financial risk from property loss and liability the organization is unwilling to bear. The primary means of risk management shall be through the purchase of insurance. Only the Board of Directors is authorized to bind the organization to the purchase of insurance.

#### **II. Insurance Coverage**

The Board of Directors has authorized commercial insurance and Directors and Officers liability insurance. Our insurance broker is presently W.B. Green of Cambridge Ohio. This choice shall be evaluated on an ongoing basis and any changes must be approved by the Board of Directors.

At present, the commercial insurance provides property insurance of \$800,000 on the South 9<sup>th</sup> Street property and \$60,000 on the storage facility. This coverage shall also include \$1,000,000 of liability coverage for each occurrence.

The directors and officers liability insurance provides for coverage of \$1,000,000.

## **HUMAN RESOURCES**

### **Human Resources**

The human resource policy provides guidelines for recruiting, retaining and if necessary, terminating paid, as well as unpaid, staff that perform essential functions for the organization. These organizational functions are, but not limited to, the museum operations, financial and administration support and educational outreach activities. Two levels of personnel are involved in the organizational functions of the NCC, Inc - paid staff and volunteers.

1. Paid staff

- Job description relating to the position
- Salary schedule with COL increases
- Dress code
- Standard operating procedures, including the opening and closing of the museum
- Just cause for dismissal

2. Volunteers

- Recruitment procedures
- Types of jobs to be done
- Standard operating procedures – such as the handling of money when necessary

The Human Resources Director maintains the database of members/potential volunteers - their willingness to volunteer, their skill sets, their areas of interest. The Director will work with Divisional VP's to fill director and manager positions.

## **STRATEGIC PLANNING**

### **Governance**

This function maintains the up-to-date Constitution, By-Laws and Policy and Procedures Book of NCC as well as advising on what changes in our governance structure might best assist the organization in the achievement of its mission and in the efficiency of our processes.

The Governance Director will draft such new By-law or Constitution changes as recommended by the Director or the Board of Directors. These changes are presented to the Board for approval. Once approved, the Director will write an article for the Crystal Ball providing the current by-law, the recommended change and a rationale for the revision.

In the case of By-Law revisions, these changes must be published at least thirty days prior to the next Quarterly Meeting when they will be voted on by the membership in attendance. The Director will then call for a vote at the designated Quarterly Meeting.

For a revision to the Constitution, the membership must be alerted of a pending revision at least sixty days prior to the Annual Meeting. The specific revision must be sent to the membership at least 10 days in advance of that meeting. In practice, any Constitution revisions should be published in the May or June Crystal Ball. The Director then calls for a vote at the Annual Meeting and to pass, it must receive approval from the majority of members in attendance at the Annual Meeting.

When Constitution or By-Law revisions are approved, the Director will so amend those documents and provide them to the Webmaster for posting on the NCC website as part of our commitment to being an **Accountable Non-Profit Organization**.

The Governance Director will also maintain the organization's **Policy and Procedures Book**. This document is intended to capture the major duties, responsibilities and policies for each of our governance areas. It has been created in concert with the Divisional VPs and Directors/Managers of the key function areas within each area's scope of responsibility.

Governance will lead periodic reviews of our performance as an Accountable Non-Profit Committee. NCC may from time to time establish a Standards Committee to seek accreditation and counsel for our major governance and club function areas. The Governance will seek Board approval for what members, VPs and/or Board members might be best suited to serve on the specific Standards Committee area being reviewed and analyzed at that time.

### **Planning**

The Planning Director works closely with the Board and the VPs to help craft long-term solutions to NCC's mission accomplishment. Divisional VPs by design are primarily

charged with managing yearly accomplishments for their function, they also work with Strategic Planning to maintain a long-range focus.

The Director makes herself/himself available to play a consultative role with the VPs and the Board as part of their asset team for planning. The Director creates an annual planning document that helps the divisions recap prior year accomplishments and sets goals for the upcoming year. The Director also works in concert with the Treasurer, Human Resources Director and Marketing to help determine what resources could be beneficial in helping Divisional VPs achieve their goals.

### **Marketing**

This function serves as an advisor to the Board and the division VPs in a variety of marketing areas:

- Brand Development
- Organizational Positioning
- Product Development
- Pricing Strategies
- New Business and Revenue Ideas
- Review and Assessment of Business Performance (in concert with Finance and the Treasurer)
- Promotion, Publicity, Media and Communication Strategies

Whereas the Publicity function directly handles day to day promotion needs, the Marketing function is more focused on long-term strategies, yet works in concert with Publicity as part of the Communications Team.

As new ideas and brainstorming are considered, the Marketing function should be used as a key team member and can serve as a facilitator to help generate new ideas and initiatives that can enhance day to day opportunities as well as long-term goal achievement.