



LIFECYCLES OF TAPESTRY FOUNDING YEARS TO 2021

WHERE DID WE COME FROM?

WHERE ARE WE NOW?

WHERE ARE WE GOING?



Tapestry's Roots



Saltari

1977 – 1983

**In the beginning,
before Tapestry
Folkdance Center,
there was ...**

A for profit business
formed by Ed Stern
and
Rolla Breitman.

Several groups
were renting space
around town to
dance.

B

1983 CHANGE



G

Tapestry Folkdance Center
founded as a 501(c)3
nonprofit organization



WHY A 501(C)3 NON- PROFIT?



**Focused
Mission**



**To create opportunities to
participate in the joys of
world music and dance.**

- There is oversight by a Board of Directors who ensure the organizational mission is upheld and the financial health is sustainable.
- A 501(c)3 can receive grants and provide donors a tax deduction.

ADMINISTRATOR: 30 hrs/wk 1983 BUDGET: \$24,000

1983-1987 Renting about town



**BOARD OF
DIRECTORS**

ADMINISTRATOR

VOLUNTEERS

B

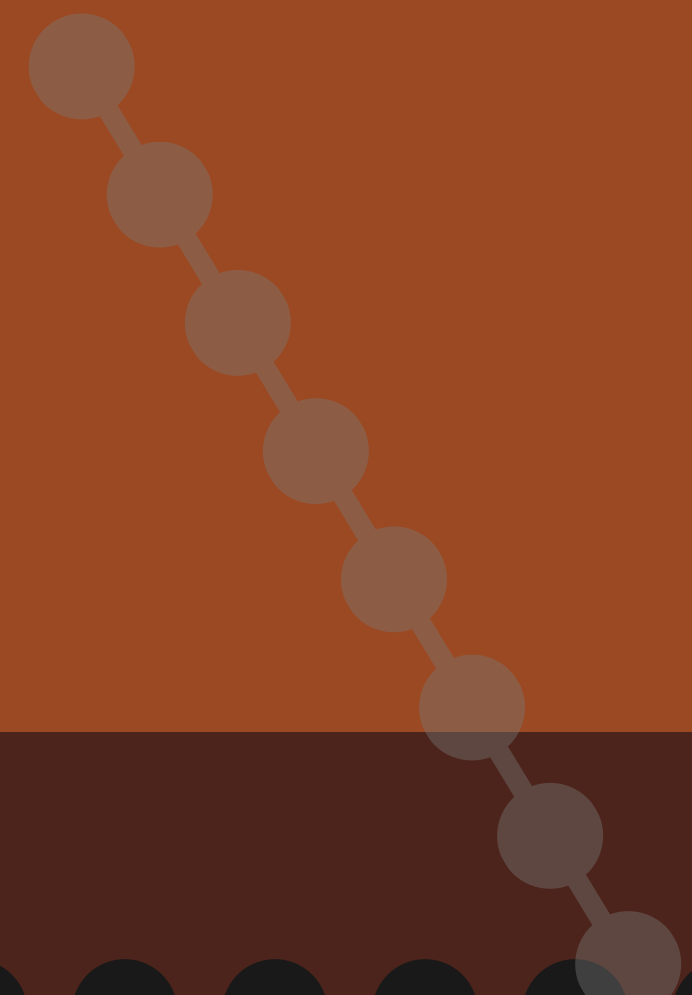


G

CHANGE

1987 – 1998

Sabathani



Tapestry's Roots



By 1997
Approximately 11
Programs
3 + Renters
(Morris, Bells/North, Royal
Scots)

Sabathani
1987 – 1998

EXECUTIVE DIRECTOR: 20 HRS/WK
OUTREACH COORDINATOR: 20 HRS/WK
1994 BUDGET: \$84,400



1997 Sabathani



BOARD OF DIRECTORS

OUTREACH COORDINATOR

EXECUTIVE DIRECTOR

VOLUNTEERS

11+ programs and 3 renters
Budget \$84,000

REALLY

CHANGE



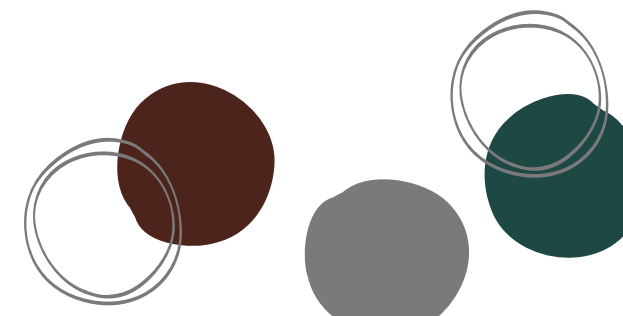
In 1998, after ten years,
Sabathani dramatically
raised rent and reduced
studio use!

WHAT TO DO ? ! ? !





1999 Buy and Renovate a Building





2000-2015 CYCLE OF GROWTH

- Added new programs, others changed & some ended.
- Increased the number of renters.
- Added special events.



EXECUTIVE DIRECTOR: 35 hrs/wk

FINANCE ASSOCIATE: 15 hrs/wk

MARKETING | RENTALS ASSOCIATE: 17 hrs/wk

2016 BUDGET: \$182,000

**BY 2016
THERE
WERE
MANY
Challenges**



Revenue was not keeping up with expenses.

Declining attendance; aging members & donors.

Every program & rental operated differently. High staff turnover.

No clear procedures for "who makes decisions and how!"

2016-2018 BOARD TAKES STRATEGIC ACTION



- Reviewed mission statement.
- Reviewed Board fiduciary responsibilities.
- Researched standard organizational structure of 501(c)3 nonprofit organizations.
- Implemented CDSS survey.
- **Hired Propel** for Nonprofits:
 - (a) Review policies and procedures
 - (b) Design Strategic Plan to ensure sustainable future.



BOARD'S PRIMARY GOAL



Reorganize the **governance structure** of Tapestry Folkdance Center to be a ***unified arts organization with clear lines of responsibilities and consistent expectations*** among the Board, the Executive Director and Tapestry Programs.

2016-19 Board Action Taken

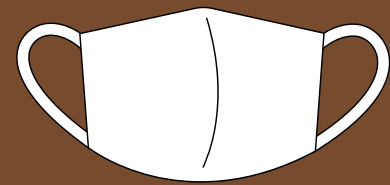
- Executive Director hired.
- ED hires new staff & outlines operational goals:
 - Standardize procedures
 - Design financial plan
 - Increase outreach
 - New programming
- Board defined roles of Board & ED.
- Refined the organizational model.



2020-2021 Tasks

- Work with program and event leadership to define roles and implement organizational model using standard structure for nonprofit organizations.
- Design online programming.
- Establish Covid safety protocols.

COVID



Covid Task Force established, refines safety protocols and reopening plans; more details in April.

Online programming – Contra Saturday Social, English Country, Family, International, Seniors zoom 1-4 sessions/mo.; 5 weekly rental groups on-site.

Budget – Finance Committee and Board complete a monthly review of the strategic deficit budget, noting bottom lines for potential changes in staffing and building upkeep.

2021+ Organizational Model Implementation

- Board refined roles and responsibilities of Board & Executive Director.
- Hired Sondra Reis, Principal Virtualogy to facilitate focus groups with program and event leadership to identify roles and responsibilities.

Board of Directors Roles

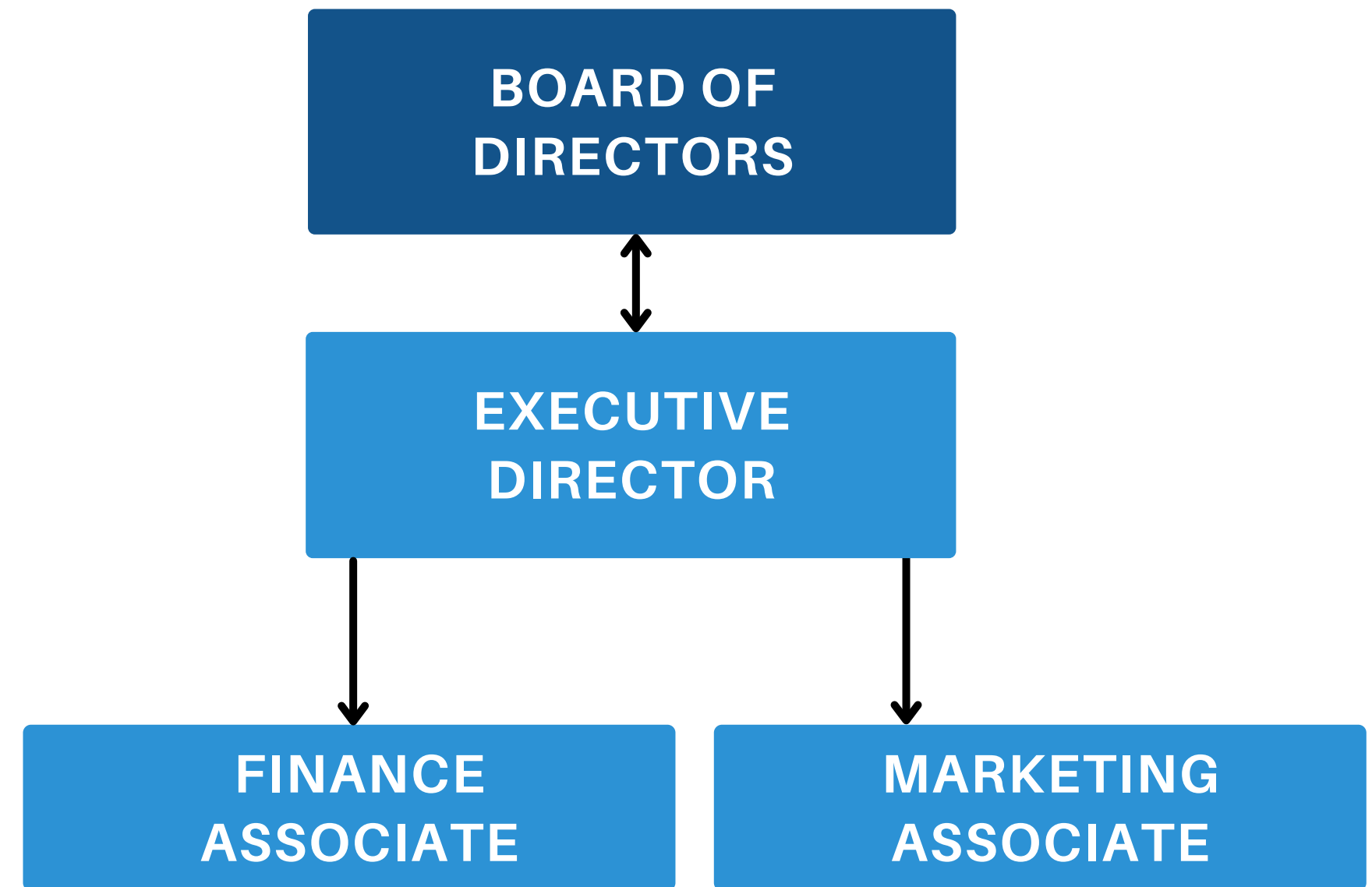
BOARD OF DIRECTORS

The role of the **Board of Directors** is to set policies that uphold the mission of Tapestry Folkdance Center, to advise operations, and to ensure financial sustainability.

Executive Director Roles

EXECUTIVE
DIRECTOR

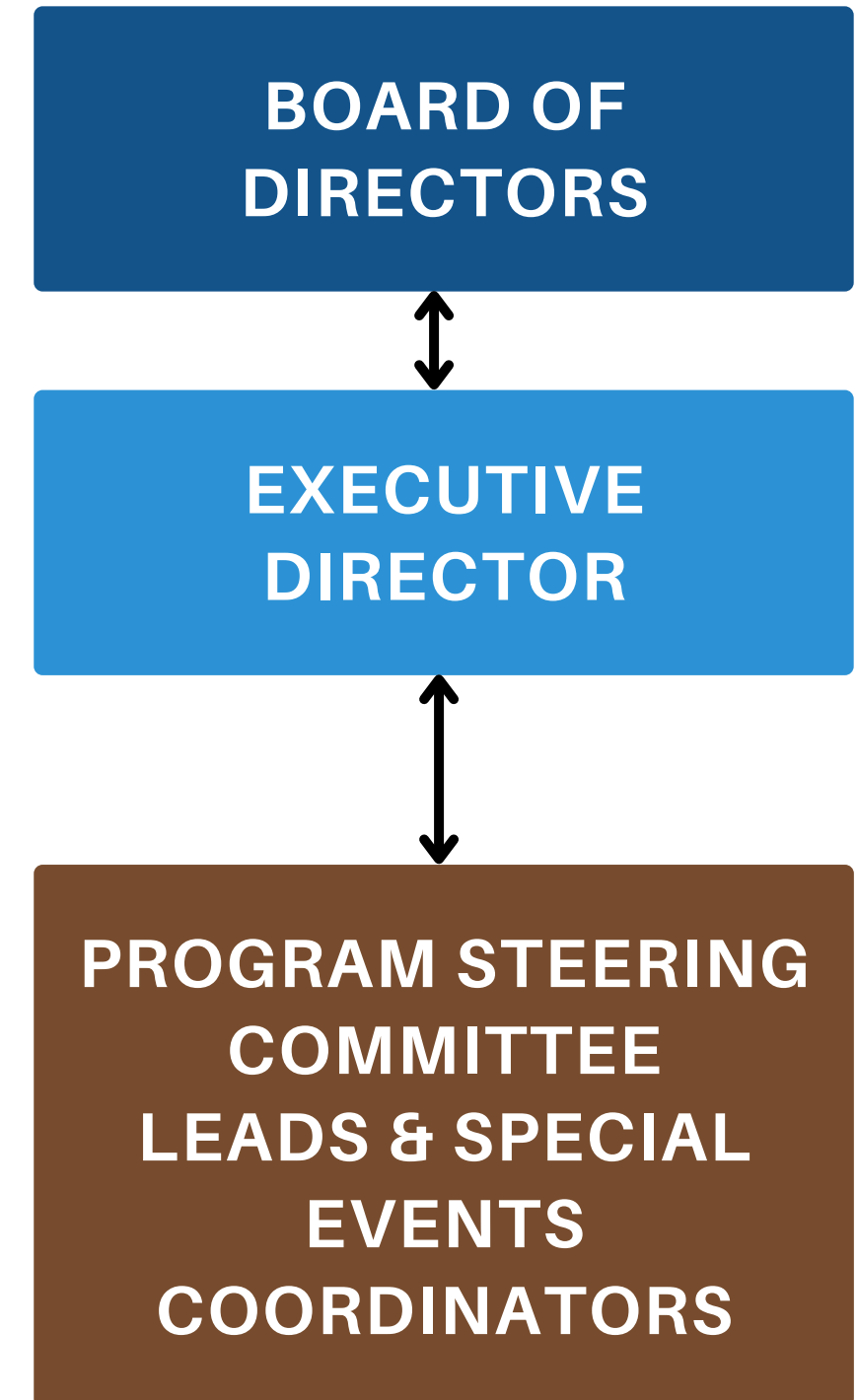
The **Executive Director**, under the direction of the Board, has the authority to make decisions regarding: staffing, programming, and day to day operations.



Steering Committee & Event Coordinator Roles

WORK IN PROGRESS

- Schedule talent.
- Verify with staff schedules, talent contracts, and marketing.
- Organize volunteer support for admissions, sound tech, house management and virtual programming.
- Work with Program Advisory Committee to communicate organizational news to dance community.
- Communicate ideas, needs and issues to Program Advisory Committee and Executive Director.

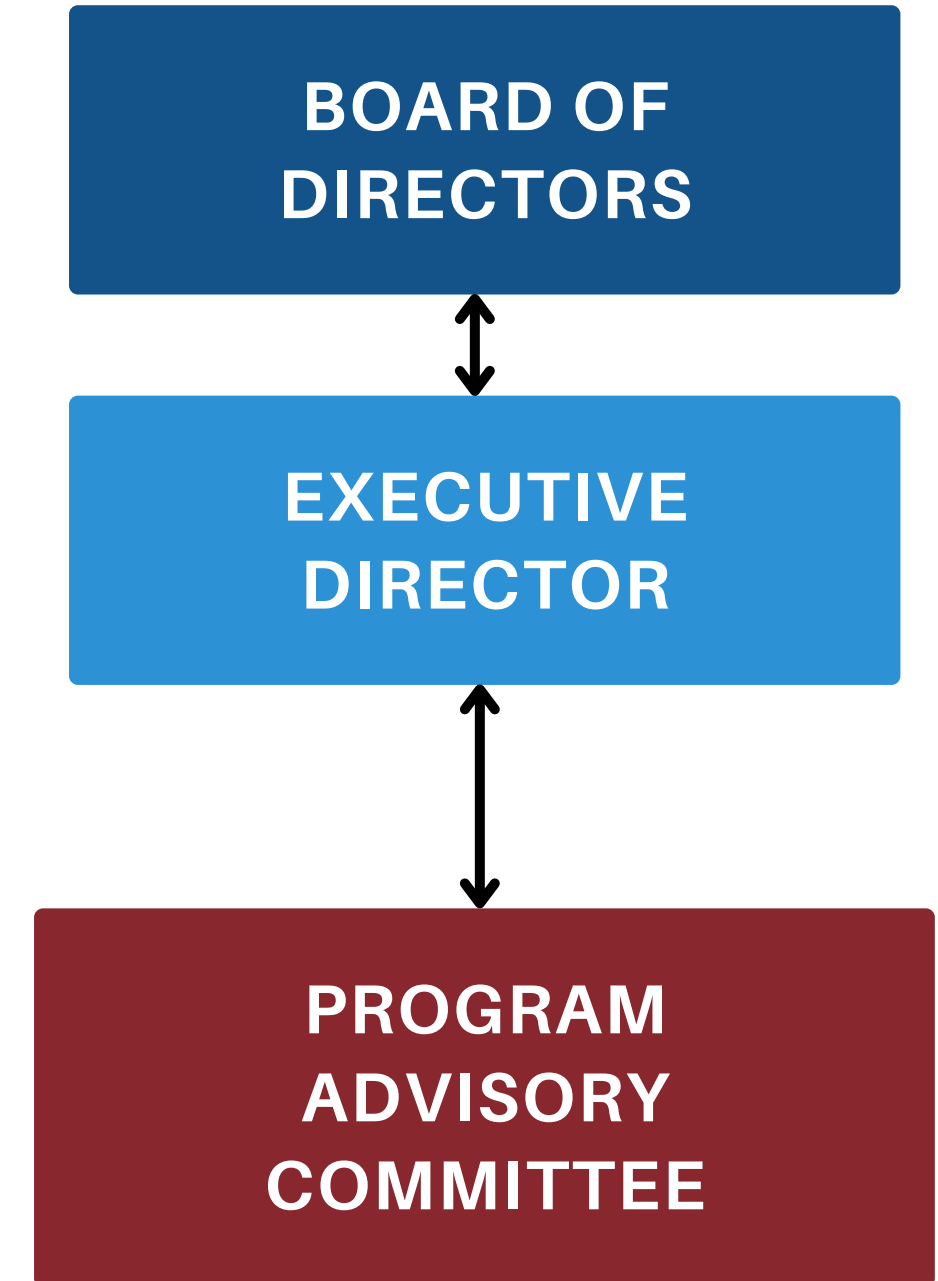


Program Advisory Committee Roles

WORK IN PROGRESS

The **Program Advisory Committee** is made up of a representative from each Tapestry program.

- Primary communications channel between Programs and Executive Director.
- Communicate organizational goals to Program Steering Committees and their dance communities.
- Identify ways to collaborate with other programs.



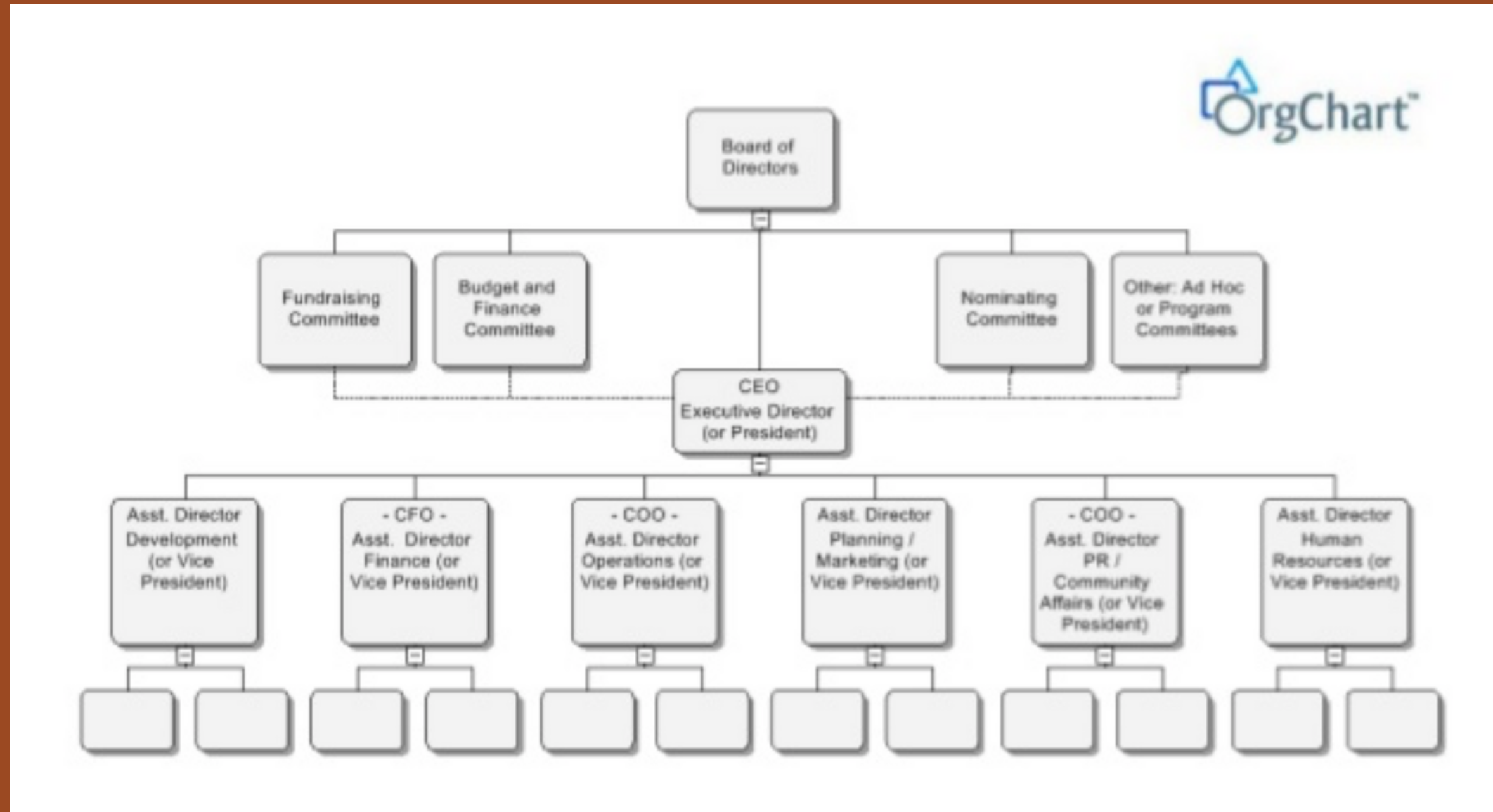


2020+ Board's Updated Goal

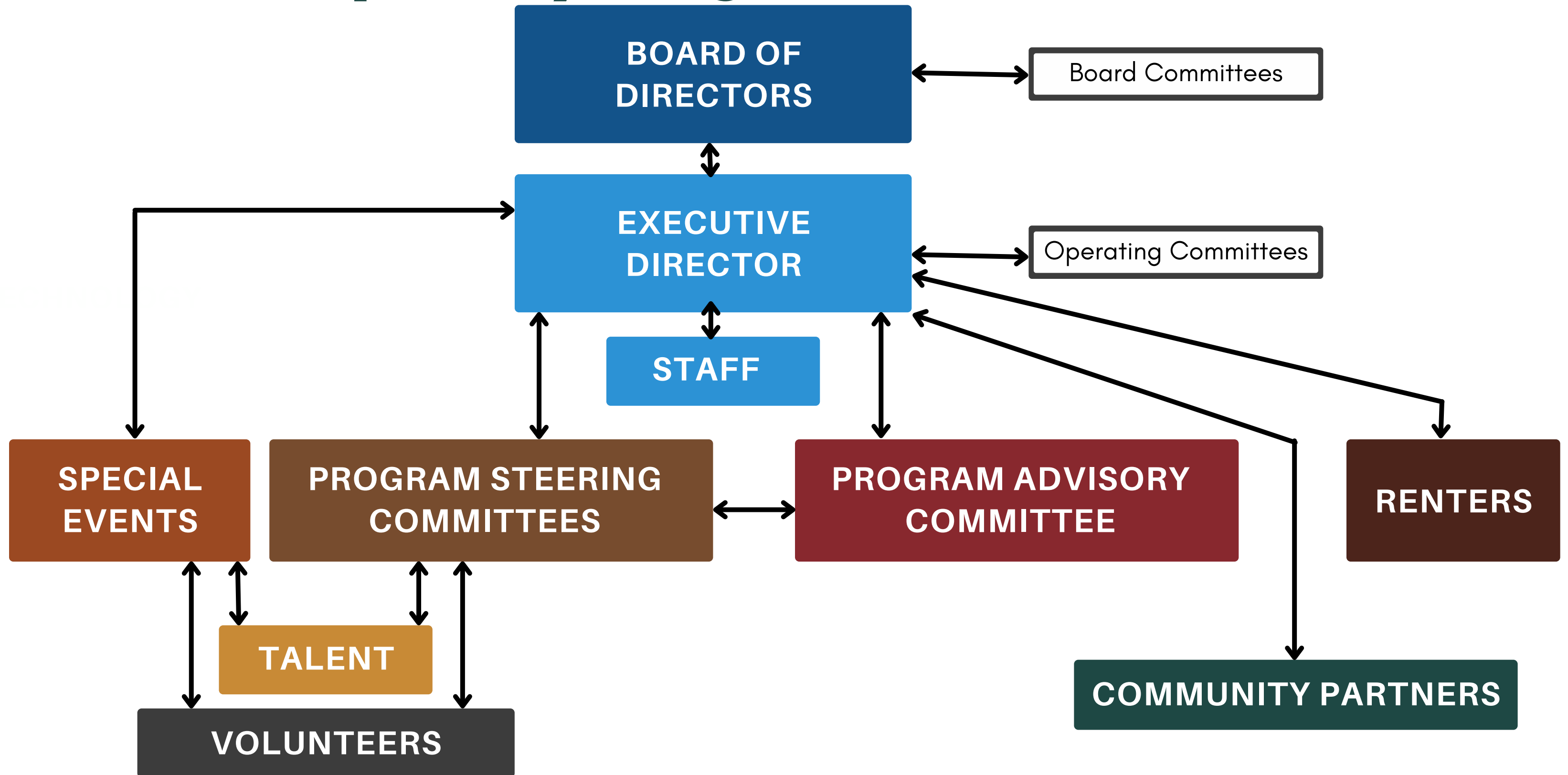
Create A Collaborative Organizational Model

Organize the governance structure of Tapestry Folkdance Center to be a *collaborative arts organization*, with effective and inclusive policies and procedures that outline duties, lines of communication, and decision-making practices for Board, Staff and Volunteers.

Traditional Nonprofit Organizational Structure

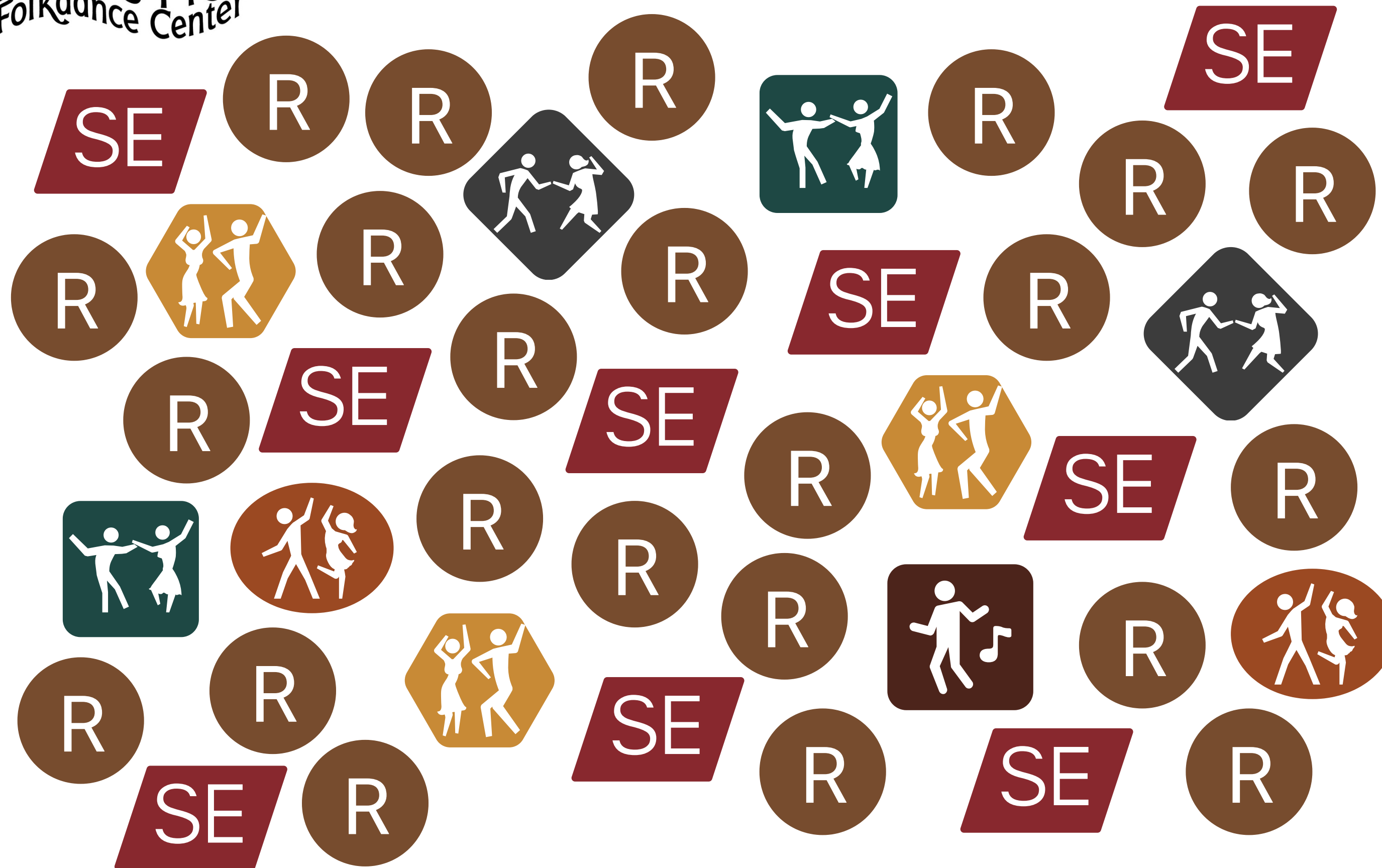


2021+ Tapestry Organizational Model





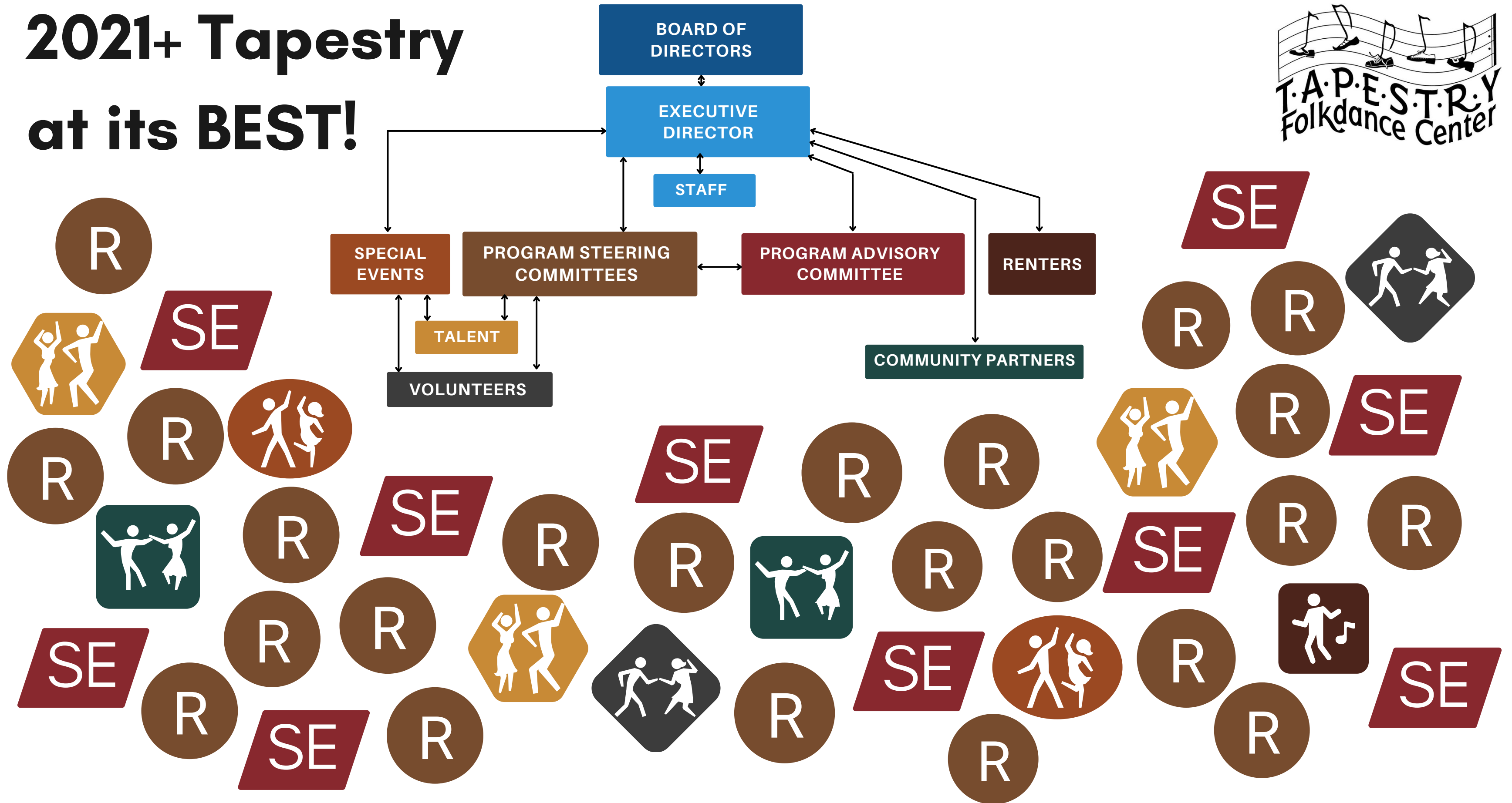
Pre/Post Covid Activities



9 programs
23 renters
9 special events
Budget:
\$250,000

EXECUTIVE DIRECTOR:
35 hrs/wk
FINANCE ASSOCIATE:
15 hrs/wk
MARKETING ASSOCIATE:
15 hrs/wk
TECH ASSOCIATE:
10 hrs/wk

2021+ Tapestry at its BEST!



CLOSING STATEMENT

Tapestry has a rich and vibrant history. It has gone through multiple life cycle changes. We are excited about our current plans and actions to revitalize this amazing organization.

With GRATITUDE to our community!

