Organizational Manual

This Organizational Manual governs the operations of the Alexandria Harmonizers, Inc. and the Alexandria, Virginia Chapter of SPEBSQSA, Inc., as approved by the boards of both corporations. It is the intent of the boards that the two corporations coordinate operations as a single entity under the coordinated governance of both boards and within the direction of this manual. To the greatest extent possible, the provisions of this manual shall govern both corporations, jointly referred to as the “Alexandria Harmonizers”. Where necessary, specific provisions applying only to the Alexandria Harmonizers, Inc. will refer to “AH, Inc.” and specific provisions applying only to the Alexandria, Virginia Chapter of SPEBSQSA, Inc. will refer to “the BHS chapter”.

This manual addresses only the operational activities of the Alexandria Harmonizers. The boards and officers of the BHS chapter and AH, Inc. have separate corporate responsibilities set out in their respective corporate documents and bylaws, and for the BHS chapter, the rules of SPEBSQSA, Inc. Some of the boards’ responsibilities are delegated to Operational Positions below; the boards and officers retain the responsibility to oversee those delegated responsibilities.

Dated: October 31, 2015

Membership

Membership in the BHS chapter will be governed by the rules of SPEBSQSA, Inc. d/b/a the Barbershop Harmony Society (hereinafter, “BHS”). Membership is subject to those rules and further qualification based on annual standards set by the Membership Director in consultation with the Music Director. The BHS chapter may establish more than one category of membership. Membership in any category will be certified only upon payment of fees for that category.

Chapter meetings of the BHS chapter will be scheduled and conducted by the BHS chapter President in accordance with the requirements of the BHS rules.

Budgeting and Finances

The two corporations are responsible for developing separate budgets and accounting separately for corporate accounts. These functions will be performed by separate corporate Finance Directors (described below), operating under the supervision of their respective corporate boards and Treasurers. However, the two Finance Directors will also work collaboratively to develop the annual budgets in a way that ensures unified operations of the Alexandria Harmonizers, and the proposed budgets will be reviewed together in an annual joint board meeting.

Operational Positions

The operations of the Alexandria Harmonizers will be conducted by volunteers occupying the
following operational positions (with the exception of functions under Music Director, which may include paid positions), under the supervision of the BHS chapter board or the AH, Inc. board as appropriate. While the boards will supervise operations and retain the authority to step in if necessary, all day-to-day decisions regarding Alexandria Harmonizers operations are fully delegated to the persons occupying these positions. The responsibilities of each of these operational positions include annual budgeting for the functions performed. In addition to financial budgeting, the annual planning should include a brief outline of the activities that will require significant volunteer support during the year, and an estimate, if possible, of the number of volunteers required for each activity. The person occupying each of these operational positions may also recruit a team of volunteers to assist in performing these functions, on a continuing or ad hoc basis. The work of the other operational positions will be coordinated by the Executive Director.

The selection of each of the persons occupying these positions will made by the AH, Inc. board, with the exception of the BHS chapter Financial Director, the Membership Director, and the Contest Director, who will be selected by the BHS chapter board. The selection of the Music Director will be made by the AH, Inc. board in consultation with the BHS chapter board.

**Executive Director**

The Executive Director will coordinate the work performed by each of the other operational positions. The principal responsibility of this position is to coordinate the work of those with connected or intersecting responsibilities, and ensure adequate communications among operational positions. A significant portion of this work will be to ensure adequate communication and coordination between the Music Director and other operational positions. The Executive Director will also encourage members of the operations team to take advantage of leadership training opportunities.

In addition, the Executive Director will ensure that necessary actions are being completed on time, and report to the boards if problems develop with completing the Alexandria Harmonizers' goals, or if additional assistance is necessary to assure efficient and effective operations. The Executive Director is expected upon request to attend the board meetings of both AH, Inc. and the BHS chapter board, and to be prepared to discuss any issues regarding Alexandria Harmonizers operations.

**Membership Director**

The fundamental responsibility of the Membership Director is the recruitment, qualification and retention of new members of the Alexandria Harmonizers.

In addition, the Membership Director is responsible for a wide array of activities associated with maintaining the connection between members and the Alexandria Harmonizers and BHS. These include:

- scheduling auditions and presenting applications for prospective members to the BHS chapter
board;

– providing new members with materials necessary for their introduction to the Alexandria Harmonizers and BHS, including this manual, the BHS manual, the bylaws of both the BHS chapter and AH, Inc., and, in coordination with the Communications Director, access to internal Harmonizer communications;

– assisting BHS chapter members with all aspects of BHS membership;

– maintaining a program to nurture and retain BHS chapter members;

– promoting BHS educational opportunities for members;

– coordinating internal scholarships for members in consultation with the Music Director;

– acquiring Alexandria Harmonizers merchandise and making it available for sale to members;

– appointing a Sunshine Director to monitor personal milestones in the lives of chapter members and arrange for cards, messages, and other appropriate actions on behalf of the chapter, and to recognize accomplishments by chapter members and quartets; and

– appointing a Social Director to oversee the management of various BHS member social activities, including hospitality rooms at BHS events, awards events, hosting visiting BHS chapter members and coaches, and provision of refreshments at rehearsals.

Contest Director

The Contest Director is responsible for the numerous administrative functions associated with the Alexandria Harmonizers' participation in BHS contests. These functions govern all non-artistic activities surrounding BHS contest participation, including:

– coordinating the Alexandria Harmonizers' participation with BHS and the BHS District;

– arranging rehearsal space, meeting rooms and accommodations at contest venues;

– coordinating the preparation for chapter members of materials related to contests and conventions;

– coordinating registration by chapter members, purchases of block seats, hospitality suites and hideaway rooms;

– coordinating travel and transportation of risers, props and other equipment as necessary; and

– ensuring the Alexandria Harmonizers' compliance with all BHS requirements for contest participation.
Finance Directors

There will be two Finance Directors: one responsible for maintaining the budget and accounts of the BHS chapter; and one responsible for maintaining the budget and accounts of AH, Inc. The two positions must work closely together to provide separate, but coordinated, management of the finances of the BHS chapter and AH, Inc. Although spending should be coordinated, and often the mission of one or the other entity will include support for the other, the accounting must be kept separate and minimal direct cross-subsidization is anticipated. The annual budgets of the two corporations will be approved separately by the respective boards, but will be reviewed annually in a joint board meeting. The specific responsibilities of the Finance Directors include, for their respective organizations:

– maintaining accurate accounts of all financial transactions;
– preparing a proposed annual budget for the Alexandria Harmonizers, based on input from the other operational directors and subject to approval by the board;
– ensuring proper controls over bank accounts, check signing authority and use of restricted funds;
– in coordination with the Development Director, acknowledging receipt of charitable contributions;
– implementing all necessary financial transactions with BHS;
– obtaining insurance for Alexandria Harmonizers officers and directors;
– preparing and filing annual information returns;
– filing and paying monthly/quarterly sales tax;
– obtaining an annual audit review of Alexandria Harmonizers accounts;
– submitting the annual corporate reports to the Commonwealth of Virginia, except as such reports are already the responsibility of the BHS Chapter Secretary; and
– maintaining current registration of the registered agents, except as such registration is already the responsibility of the BHS Chapter Secretary.

In addition, the BHS Finance Director is responsible for all transactions with respect to the Alexandria Harmonizers Legacy Endowment Fund.

Director of Shows

The Director of Shows is responsible for the numerous administrative functions associated with the production of Alexandria Harmonizers shows. While it is anticipated that the Director will
delegate production of individual shows to individual show producers, all of these functions fall within the responsibility of the Director of Shows, including:

– scheduling all Alexandria Harmonizers public performances;

– marketing Alexandria Harmonizers performances in coordination with the Communications Director;

– selling and contracting for paid performances or “package shows”;

– producing all Alexandria Harmonizers public performances;

– recruiting chorus members to participate in shows, in coordination with the Music Director;

– overseeing all activities surrounding Alexandria Harmonizers-produced shows, including marketing, ticketing and all operations exclusive of artistic decisions and direction; and

– in consultation with the Music Director, ensuring that appropriate uniforms are selected for each show.

**Development Director**

The Development Director is responsible for overseeing all fundraising activities for the Alexandria Harmonizers. The Development Director is not solely responsible for fundraising for the Alexandria Harmonizers – that responsibility falls to the boards of the BHS chapter and AH, Inc. and a number of other Alexandria Harmonizers volunteers – however, the Development Director is responsible for planning and coordinating all fundraising efforts, including:

– maintaining relationships with major donors and potential donors, in coordination with the Finance Directors;

– tracking the identities and involvement of Alexandria Harmonizers patrons, in conjunction with the database of public contacts maintained by the Operations Director;

– soliciting donations from major donors, patrons and the public;

– selling tangible goods for fundraising purposes;

– maintaining relationships with Alexandria community institutions and city government, with the assistance of the Communications Director; and

– identifying and soliciting appropriate grants from BHS, government agencies, corporations and foundations.

**Operations Director**
The Operations Director is responsible for a broad range of necessary logistic and operational activities to ensure smooth running of rehearsals, performances and equipment. The Operations Director is in charge of all Alexandria Harmonizers property, including uniforms purchased with the Uniform Trust Fund, which at all times remain the property of the Alexandria Harmonizers. The Operations Director may wish to delegate some of these activities to a Technology Director having specialized expertise. The activities overseen by the Operations Director include:

– preparing for rehearsals in accordance with the requirements of the Music Director, including reservation, preparation and clean-up of rehearsal space;

– serving as ongoing liaison with Alexandria city government and others regarding the availability and cost of rehearsal space;

– maintaining the calendar of meetings, rehearsals, performances and contests;

– procuring, maintaining, and arranging rental of Alexandria Harmonizers property;

– obtaining and maintaining adequate space for storage of Alexandria Harmonizers property;

– establishing and enforcing rules for the distribution and return of Alexandria Harmonizers-owned uniforms, and recovering the cost of lost or damaged uniforms;

– ensuring the transport of necessary equipment, props and extra uniforms to shows;

– maintaining the Alexandria Harmonizers website and granting administrative access as needed;

– establishing an electronic database for Harmonizers’ public contacts, and coordinating with the Development Director and the Communications Director in populating and maintaining that database;

– maintaining an internal online email and filing system;

– maintaining the Alexandria Harmonizers audio equipment; and

– arranging for the recording of Alexandria Harmonizers music for sale.

**Communications Director**

The Communications Director is responsible for coordinating all internal and external communications on behalf of the Alexandria Harmonizers. These communications include the following activities:

– administering internal communications with the board members, the Members of the BHS chapter (in coordination with the Membership Director) and the Friends in Harmony;
– conducting any business meetings during Alexandria Harmonizers rehearsals;

– branding, developing a promotional plan, and conducting public relations on behalf of the Alexandria Harmonizers;

– directing external communications with media outlets and the public through traditional and social media, coordinated with the Development Director;

– supervising the content of the Alexandria Harmonizers website;

– preparing and distributing a joint annual report for the BHS chapter and AH, Inc.;

– reviewing all publications developed by the operations team;

– arranging for recording of Alexandria Harmonizers performances and posting them on the internet as appropriate;

– issuing the Award of Harmony and any scholarships provided by the Alexandria Harmonizers to the public (with the exception of youth awards); and

– identifying and implementing appropriate community service activities by the Alexandria Harmonizers.

**Education Director**

The Education Director administers the Alexandria Harmonizers' educational programs, including educational outreach to youth, the community, and the public. These include:

– producing music festivals;

– organizing master classes;

– preparing any appropriate music education associated with Alexandria Harmonizers shows;

– arranging educational appearances by the Alexandria Harmonizers (in coordination with the Director of Shows);

– issuing youth scholarships, including the Jack Shields Scholarship;

– training Alexandria Harmonizers who come into contact with minors through the youth programs, in compliance with BHS standards; and

– promoting Alexandria Harmonizers activities and performances to youth.

**Archivist/Historian**
The Archivist/Historian is responsible for all archived records of the Alexandria Harmonizers, including:

– maintaining the general history of the organization, including leadership history;

– keeping files of past financial, correspondence, and musical materials and ensuring compliance with the Document Retention Policy; and

– coordinating with the Operations Director to ensure the maintenance of appropriate storage capacity for the records.

**Music Director**

The Music Director is responsible for maintaining artistic quality and making all artistic decisions regarding the performances of the Alexandria Harmonizers. The Music Director must be a member of the Alexandria Harmonizers, or a BHS Associate. The Music Director is paid by AH, Inc., and the board of AH, Inc. determines the annual fee to be paid. The Music Director may request the assistance of other paid contractors, as well as volunteers, in the performance of these duties; such additional paid contractors will also be contracted by the AH, Inc. board and paid as determined by the board on an annual basis. The Music Director may choose to appoint a volunteer to serve as Administrative Assistant and coordinate the many functions overseen by the Music Director. The responsibilities of the Music Director include:

– appointing, developing and supervising assistant directors, section leaders, visual leaders, chorus managers, and other musical leadership;

– selecting music to be performed or recorded by the Alexandria Harmonizers;

– maintaining performance standards;

– choreographing, monitoring and assessing visual presentation;

– offering music education necessary to maintain vocal quality;

– planning and conducting rehearsals and shows;

– overseeing the creation, composition and performance quality of Alexandria Harmonizers sub-groups;

– supporting and developing quartets and ensuring opportunities for informal quartetting for members;

– selecting any new Alexandria Harmonizers uniforms and, in coordination with the Director of Shows, identifying uniforms for each public performance;

– ensuring the execution of a process to qualify singers for any contests the Alexandria
Harmonizers participate in;

– coordinating all aspects of musical performance involved with any joint endeavors between the Alexandria Harmonizers and other musical groups; and

– selecting a volunteer to serve as Music Librarian, to maintain the music library, obtain copyright clearances and ensure singers have all necessary music and learning materials.

**Volunteer Activities Director**

The Volunteer Activities Director recruits and retains volunteer support for the Alexandria Harmonizers. The specific responsibilities of the Volunteer Activities Director include:

– recruiting, acknowledging and retaining volunteers from among friends and family of the Alexandria Harmonizers, and the interested public;

– coordinating with the Executive Director and other operational positions to assess the Alexandria Harmonizers' needs for volunteer support on an annual basis, and as additional needs may arise;

– submitting an annual plan for volunteer support to the boards, and amending that plan if necessary during the course of the year;

– communicating with volunteers the full range of opportunities to support the Alexandria Harmonizers, and the needs for each volunteer activity as it arises; and

– ensuring that volunteers provide the promised assistance to the Alexandria Harmonizers.

**BHS Chapter President**

In addition to the responsibilities set out in the BHS chapter Bylaws and other corporate documents, the BHS Chapter President is responsible for certain operational activities of the Alexandria Harmonizers. These include:

– maintaining relations with other parts of the BHS, including other Barbershop chapters, the Mid-Atlantic District (M-AD), and the BHS Headquarters staff; and

– planning and executing the annual Presidents’ Banquet, traditionally held in the January following the President’s year of service. Responsibilities associated with the Banquet include:
  – soliciting nominations for Chapter Awards for officers and chapter members
  – executing a board vote to select the awardees
  – coordinating the planning of the banquet
  – presiding at the Banquet and presenting Chapter Awards
BHS Chapter Secretary

In addition to the responsibilities set out in the BHS chapter Bylaws and other corporate documents, the BHS Chapter Secretary is responsible for certain operational activities of the Alexandria Harmonizers. These include:

– maintaining accurate membership records and reporting changes, transfer approvals, and new member applications to BHS Headquarters;

– maintaining chapter legal files and ensuring appropriate reports are filed with BHS Headquarters and the Commonwealth of Virginia; and

– maintaining access to current information on BHS policies and programs, including but not limited to membership, insurance, licensing, and BHS initiatives and programs.