



Sons In Retirement Inc. Special State Board Meeting



La Quinta Inn & Suites
1524 Colony Rd. Ripon, CA 95366

Saturday, February 11, 2017 at 9:00 am

State Board Members

President: Jerry Strain
Vice President: Derek Southern
Secretary: Ron Flagel
Assistant Secretary: Dick DeVoe
Treasurer: Karl Ryden
Assistant Treasurer: Jimmie Johnson
Chief Admin Officer: Dean Steichen
Director, Region 1: James Braziel

Director, Region 2: Jerry Morrow
Director, Region 3: Vic Mershon
Director, Region 4: Ed Suden
Director, Region 5: Vacant
Director, Region 6: Ed Benson
Director, Region 7: Pat Misener
Director, Region 8: B. Allan Baxter
Director, Region 9: Mark Stuart
Director, Region 10: James Filippo

Invited Participants

Past Presidents: All
State Advisor, Parliamentarian: Dwight Sale
Bowling: Jerry Sabo
Golf: Bill Wilhelm

G & M committee:
Ed Benson
Mark Stuart
Dick DeVoe

Agenda

- 9:00 Call to Order Jerry Strain
Verification of Quorum (9 of 17) Ron Flagel
Blessing and Pledge of Allegiance to Flag TBD
- 9:10 President's Remarks..... Jerry Strain
Agenda Changes (if any) Jerry Strain
- 9:30 Organization Task Force Ed Benson, Mark Stuart, Dick DeVoe
- 12:00 Lunch (40 Min.)
- 12:40 Organization Task Force (Cont.) Ed Benson, Mark Stuart, Dick DeVoe
- 1:50 RAMP Chair on Roster Ed Benson
- 2:00 Summary Jerry Strain
- 2:15 Adjournment Jerry Strain

Appendix A & B: Organization Task Force Recommendations:

See Attached

APPENDIX A

Preliminary Recommendations from the Organization Task Force

January 6, 2017

Project Team

Ed Benson, Team Leader

Dick DeVoe

Mark Stuart

Jerry Morrow

I. Findings – The #1 and #2 Problems

The Organization Task Force believes that there are a number of serious problems facing SIR. We suspect that if we asked the question, “What is the #1 problem facing Sir?” we would be told it is our four to five percent year after year membership decline.

However, we believe that the #1 problem is unresponsive and/or apathetic leadership, and that the membership decline is the **result** of the #1 problem. We have offered training, support and coaching to the branches; however, the leaders of branches that are high candidate for failure can't or won't do what they have been trained and encouraged to do.

A second and related problem is getting the “right” guys to volunteer for leadership roles. We have a number of members who were leaders in many types of careers. However, many branches do not have a culture of “volunteerism” where these members will readily step up.

The volunteerism problem is now so great that many branches can't even fill the basic Officer and RAMP positions needed to survive long term. That deficiency near the end of 2016 impacted deleteriously the training of new Officers and RAMP leaders, because many of those seats for training either went unfilled or the training itself had to be canceled. The problem with volunteerism has now become critical at the State Officer level as well. As of today, ten Area Governor positions (35%) and one Regional Director position are unfilled. 2017!

So- we are now faced with a group of leaders who have not been uniformly trained and prepared for leadership roles, many of whom were selected as the “last man standing” and who have taken the jobs on because they are good guys who want to help out because they appreciate what SIR has done for them and others. And, we wonder why many of our branches have a culture of lethargy and apathy when it comes to volunteering, implementing RAMP and bringing in guests who can then become members.

Other Significant Problems

The Organization Task Force has thoroughly examined the design of SIR's current organization, and it has come to the consensus that *it is seriously impeding organizational success*. Our conclusions are based on the following observations.

- *Current areas and regions are wildly unbalanced regarding the number of branches served.* Areas are responsible for a low of two and a high of seven branches with a median number of branches served at 5. Regions have a low of nine branches and a high of 19 branches. The differences between these counts cannot be easily explained by the geography covered.
- *The current organization has not stemmed SIR organization losses.* We continue to lose members at the annual rate of four to five percent. Neither does it adequately focus SIR on the approved strategic directions of recruiting, retention, improved leadership, publicity and training and development while meeting our administrative and financial requirements. For your reference, the approved implementation plan is included in Appendix 1.
- *The process of Branches nominating candidates for Area Governors is both unworkable and broken.* For years, we have experienced significant difficulty attracting good leaders to fill Area Governor positions. In recent years there have been at least four Area Governor positions unfilled each year. There have been and currently are some incumbent RD's and AG's in their positions only because there is no one else to fill the job. Currently, there are ten Area Governor positions and one Region Director position that are unfilled – an untenable situation that has become even more difficult to remedy than in past years.
- *The number of Regional Director (10) and Area Governor (26) positions for currently only 126 branches is unwieldy and inefficient,* with poor communications to/from branches often being a significant drawback. This factor, coupled with missing State Officer positions and ineffectual leadership, could be considered a “perfect storm.”
- *It is almost impossible to get a consistent program introduced and supported using the current organization.* 2016 was no exception – branch officer, AG, and RAMP training was very disappointing due to unfilled spots, cancellation of training sessions, inadequate number and skills of leaders and the inability to schedule the sessions.

Bottom line – The only benefit we see with the current organization design is that it is familiar. However, familiarity is far outweighed by the many identified problems that will remain and/or increase if organizational change is not implemented.

II. Proposal

For these reasons, we are recommending the following actions:

1. Make leadership selection and culture change regarding volunteerism be among the top priorities of branches, Area Governors, Regional Directors, and the State Board.

This emphasis began in 2016 State Training. The Nominating Committee Training Guide focuses on proper recruitment/selection of Branch Officers and Committee Chairmen, as well as for succession planning. Volunteerism is covered in the Member Relations Training Guide under New Member Orientation. All the Training Guides have a section on “SIR Leader Valued Behaviors & Self-Assessment” that are expected by members from their leaders. In addition, there are a set of SIR Member Valued Behaviors. They stress friendliness, participation, volunteerism and bringing guests.

2. Develop a new policy for identifying, recruiting, and selecting successor Area Governors. The policy of Branches nominating candidates for Area Governors has proven to be ineffective in so many circumstances that a new, more effective policy must be adopted which increases State SIR responsibility. Full reliance on BEC’s and Big Sirs/Little Sirs in the nomination and election process is a principal reason for so many unfilled positions for 2017.

3. Expand the role of the State Nominating Committee to include succession planning by developing succession candidate lists for State Board, Regional Director, and Area Governor positions.

Currently there is no focus on succession planning for State Board positions except that of President, and that position is only for the next year with the Vice President as heir-apparent. The lack of focus on succession planning for RDs and AGs is of critical concern. By assigning the State Nominating Committee an important monitoring role, succession planning for AGs and RDs will become an integral part of AG/RD responsibilities.

4. Approve a State Board Member position description for use by the State Nominating Committee in recruitment of candidates. (See Appendix 2- State Board Member Position Description)

5. Have the State Board meet more frequently (at least every other month – either in person or electronically) to focus on implementing our strategic plan and overcoming the issues facing the organization.

6. Create 19 geographically clustered Areas, each headed by an Area Governor.

The median number of branches an Area Governor would serve would initially be seven, but with projected branch losses/mergers over the next three years this median could drop to six or even five. Appendix 3 provides a tabular listing of the 19 new areas (numbered 50 through 68 to avoid confusion). It also includes the branch's previous Region, Area as well as our projection of estimate branch losses by January 2020.

7. Revise the Area Governor position in order to make the recommended organization work effectively and efficiently. Appendix 4 contains the new Area

Governor Position Description. Additions are in bold font and deletions are struck through.

- *Discontinue spending inordinate time now devoted to visiting each branch several times a year to present service awards and/or meet with branch BEC's on a routine basis. An AG in the future should not spend hours on the road, in BEC meetings, and at branch luncheons as a routine and to present age-related awards (Senior SIR, Super Senior Sir, or Century Sir). A visit to a branch BEC should have a definitive plan to support and/or assist the branch in making improvements, with time noted on the BEC agenda. Communications otherwise can be done electronically, by phone, and/or in periodic Area meetings. (See also Recommendation 13 regarding service award presentations)*
- *Recruit an Area Support Team comprised of members who have knowledge in each of the officer, RAMP and Nominating Committee roles, and are willing to assist other branches in the area. They will assist the AG with training, problem-solving, and RAMP implementation and follow-up. These area support members are expected to be significantly easier to identify and recruit than candidates for the AG position, and they likely could become AG candidates in the future.*
- *Establish that all Area Governors be invited to attend State Board meetings. This change recognizes the positions for what they are, State Officers, thereby elevating their stature significantly in the eyes of State Board members, State Committee Chairmen, Branch leaders, and the AG's themselves. It will also significantly improve leader communications.*
- *Receive additional training to effectively perform their new focus and expanded span of control.*
- *Focus efforts on branches that are thoroughly committed to succeeding and are taking efforts to do so. Those branches not committing to success will continue to be monitored and given the opportunity to attend training, but there will be no extraordinary efforts to save them from merger or closure. (See also Recommendations 14 and 15)*
- *Immediately meet with branches that are identified as merger/closure candidates in the next three years, and have them elect which alternative they prefer. (See also Recommendation 14 and 15)*

8. *Cluster the 19 new Areas into five Regions with three or four AGs reporting to each RD, and with each RD being a State Board member. Eliminate the ten Regional Director positions as now constituted. Appendix 5 contains the new Region Director Position Description. Additions are in bold font and deletions are struck through.*

We considered several organizational alternatives prior to settling on this recommendation:

- Eliminating the Regional Director level, because Area Governors should be competent to oversee their Area without an additional supervisory level. However, we concluded that having 19 areas report to the President was impractical.
- Clustering the new Areas into two, three, or four Regions with varying numbers of AG's reporting to the RD's depending on the number of Regions. Each of those alternatives- with changes to the RD and AG positions' duties is considered workable but not optimal given our unfilled AG positions and lack of current candidates to fill them.
- Clustering the new Areas into four groups and having the Area Governors elect a "Senior Area Governor" to represent each group at the State Board. This alternative has the advantage of eliminating a supervisory level; however it may be too great a departure from the current organization to be workable.

It was concluded that the five-Region concept is preferred at this time. With the changes being recommended in the RD and AG positions and in other parts of this report, the span of control for each RD (three or four) is a reasonable compromise over the other alternatives.

The RD will no longer be the "watchdog" over his AG direct reports, nor will he be expected to visit branches to present service, HLM, or other awards. He will have active participation on the State Board and will have a key role in recruiting, training, and mentoring his Area Governors. His AGs will be fully responsible for supporting, assisting, and monitoring their assigned branches, with little need for supervisory involvement of the RDs.

9. *Revise the makeup and number of State Board Members from 16 to 13.*

- *Retain the State Board positions of President, Vice President, Secretary, Treasurer, and Chief Administrative Officer.*
- *Reduce the Regional Directors from 10 to 5, in line with Recommendation 8.*
- *Add the Chairmen of the State Golf Committee, Growth & Membership Committee, and Training & Development Committee, due to the significance of these positions to SIR's strategic direction and future.*
- *Remove the Assistant Secretary and Assistant Treasurer positions.*

10. *Revise the reporting relationships of State Committee Chairmen and State Officers as follows:*

- *Have the Standing Committee Chairmen with the exclusion of Golf, Growth and Membership, Training and Development, Nominating and INFOSYS- report to the Vice President. Continue to have the Vice President named as Ex Officio to each of the committees reporting to him.*
- *Have Committees appointed by the President report to the Vice President, unless the President decides otherwise.*
- *Have the Golf, Growth & Membership, Training & Development and INFOSYS Committees report to the President, due to their strategic importance.*

11. *Eliminate the routine review of Form 15 Expense Claim Vouchers for AGs and RDs from the Vice President.*

The Vice President position is too important to continue this practice. With last year's requirement that RDs approve AG's expenses, and the approval of Recommendation 9 that has Standing Committee and other State Chairmen reporting to the Vice President, this

change significantly increases his workload and the need to transfer that time-consuming duty from the position.

12. *Transfer the presentation of Honorary Life Member (HLM) awards from the President or his designee to Branch Big Sirs.*

The President now presents forty to fifty HLM awards throughout SIRinc annually, which is a significant work load that takes away from his other very important responsibilities. The Branch HLM award is specifically designed for branch members who have given “exceptional and extraordinary service” and...should only concern SIR Branch service”.

The award starts with Branch leaders initially deciding the candidate was the most worthy at the time; it must be recommended by 2/3 vote of the BEC before it even begins its approval process, ending finally with the President. By making this change, the award is presented at the Branch level where it was solely earned in the first place.

This change loses none of the award’s high recognition value. If a President, for whatever reason, wishes to present a particular HLM award, he would continue to retain that option. This is not to say that the President should refrain from visiting branches. We believe that such visitations should deal with branch performance as opposed to making an award.

13. *Transfer presentation of Super Senior Sir and Century Sir service awards for attaining ages 95 and 100 from Area Governors and Regional Directors to Branch Big Sirs.*

Currently, the Senior Sir award is presented to a member attaining age 90 by the Big Sir. All age-related service awards should be the responsibility of the Big Sir, not of an Area Governor or Regional Director. This simple change frees up time of AG’s and RD’s who would otherwise have to make multiple trips annually meeting this requirement.

14. *Adopt a new branch merger policy or practice as follows:*

Encourage any branch projected to close within three years to merge with another branch in the same locale sooner rather than later. Traditionally, SIR has tried to keep branches open until literally “the last dog has died.” Experience now has shown that such branches hanging on year after year are merely letting their members grow older and less active, which can result in weakening the healthy branch in a merger.

15. *Identify high-survival-risk branches and request their BEC’s to annually select one of three options below, to be voted on by their BECs and presented to their members:*

Option 1. Continue to operate and commit to accomplish the following:

- Elect a Big Sir with strong leadership capability
- Fill all RAMP positions and train all RAMP Chairmen
- Insure the luncheon venue is attractive, the food meets a reasonable price/value judgment and the speaker is consistently of interest to the membership
- Reorient the branch Nominating Committee to a Succession Committee
- Increase activities and spouse/partner participation
- Readily request and accept assistance
- Submit forms and reports on time

Option 2. Continue to operate, but committing to Option 1 conditions is impossible or impractical for whatever reasons. In this option, the branch and the AG agree that:

- The branch cannot survive long term;
- The branch wishes to continue in SIR as long as it is able;
- The AG and other State Officers/Committees will no longer devote time or resources to “save” the branch, but will continue to invite branch leaders to annual training and the annual meeting;
- The branch will submit forms and reports on time, including paying its quarterly assessment,

Option 3. Recognize the futility of survival and decide to close or merge with another branch as soon as reasonably possible.

16. Establish a permanent team under the Growth & Membership Chairman responsible for new Branch start-ups, working with Area Governors and Regional Directors of the locales selected.

SIRinc. currently has no part of its organization devoted to Branch start-ups, yet State leaders recognize that there are locales within SIR’s geography that are strong candidates.

17. Change the date of State Officers taking office from January 1 to September 1.

Currently, all State Officers including the President, Area Governors and Regional Directors are elected by the end of August. However, there is a three month “lame duck” period to January 1. With this change, these positions can take office three months beforehand and prior to the Branch Officer-Elects who begin their terms on January 1.

18. Develop an approved phased implementation plan with approval of this proposal, including immediate implementation wherever and whenever possible to do so. Said implementation plan to focus at a minimum on:

- Timing
- Staffing
- Projected revenue and expenses
- Bylaws and Rule changes

This concludes our proposal. We await further discussion of our Task Force recommendations.

Respectfully submitted,

The Organization Task Force

Ed Benson, Team Leader
 Dick DeVoe
 Mark Stuart
 Jerry Morrow

Appendix 1.

Project 2016 Implementation Plan – 2016/2017

July 21, 2016

The following strategic initiatives will be implemented over the next 18 to 24 months. Many are dependent on recruiting Sir volunteers to fill new and/or expanded roles. Should his recruiting lag, the implementation period will be extended.

Train Our Branch RAMP Chairmen, and Implement RAMP In All Branches

- Staff all RAMP Chairman positions in each branch unless a waiver is obtained from the Region Director. In the case of small branches, RAMP Chairmen may need to take multiple roles.
- Develop template job descriptions for each RAMP position
- Provide specialized RAMP training for each RAMP Chairman in State and Area training sessions
- Provide scripted RAMP leader's guides and materials for Area Governors, Big Sirs and other subject matter experts to tailor and use in training branch RAMP committees
- Staff the Growth and Membership Committee with Area Governors and RAMP subject matter experts who will collect and communicate best practices, improve the RAMP Tool Kit and provide advice and counsel to Sir leaders
- Staff both SIR Training and Web-based Training committees with course developers

Improve the Name Recognition and Public Image of SIR

- Staff the Publicity and Image Chairman position in each branch
- Create a publicity data base for each branch with local contact information for publications, radio and television
- Build a relationship with key personnel in communications companies in the branch recruiting market
- Provide professional press release and advertising templates for branches to modify and use in their local recruiting markets
- Determine how social media can be used to promote SIR and its branches
- Create posters for branch use in such locations as golf courses, bowling alleys and neighborhood bulletin boards

Strengthen the Area Governor Position

- Prepare the AG's for the role of trainer, coach and mentor to their assigned branches
- In so far as possible, re-balance AG branch load to five to seven branches considering geography and driving times

Refocus the Region Director Position

- Train the RD's to support the training, coaching and mentoring responsibilities of the AG's
- Review the possible re-balancing of regions once the AG branch load is completed

Invest in Technology

- Develop and implement a web-based, on-demand SIR training center
- Invest in on-line meeting technology to make meetings more efficient and less costly

Improve SIR Internal and External Recruiting

- Develop and communicate a leader and team member recruiting process consistent with the SIR culture and branch situation
- Revise the charter of the branch nominating committees to include succession planning for future leaders
- Communicate the SIR member valued behaviors of friendliness, participation, volunteering and bringing guests to all members, applicants and guests
- Make sirinc.org more attractive and compelling to prospective guests
- Produce a SIR video that explains and illustrates SIR to prospective members
- Develop a template guest package for branch modification and use
- De-emphasize "retirement" in SIR recruiting literature

Appendix 2.

State Board Member Position Description

Purpose:

To advise, govern, oversee policy and direction, and assist with the leadership and general promotion of SIRinc to support the organization's mission, strategy and operating plans

Major Areas of Responsibility

- Provide organizational leadership
- Assist in the formulation and oversight of policies and procedures
- Monitor financial management, including adoption and oversight of the annual budget
- Provide oversight to program planning and evaluation
- Review organizational and program reports
- Promote the organization
- Review and take action on key concerns of the organization

**Members of the State Board share these responsibilities while acting in the interest of SIRinc. Each member is expected to make recommendations based on his or her experience and vantage point within the organization.*

Expectations of board members

- Attend and participate in meetings on a regular basis.
- Participate on a standing committee(s) and serve on ad-hoc committees as assigned or necessary.
- Remain alert and bring concerns involving the organization that should be addressed by the State Board.
- Become familiar with finances, budget, and financial/resource needs.
- Understand the policies and procedures of SIRinc.

Estimated Time Needed to Perform the Position

- Ten hours for each Board Meeting and the State Annual Meeting
- Six hours monthly on State board issues assigned or of particular interest.
- Ten hours annually for all other one-time responsibilities of the position.

Appendix 3

Tabular Listing of Nineteen Areas

| Curr Brch | Location | Mbrs | From Reg | From Area | New Area Number | Estimated 2020 Branch Losses |
|------------------|---------------------|-------------|-----------------|------------------|------------------------|--|
| 84 | Chico | 119 | 1 | 12 | 50 | |
| 110 | Chico | 195 | 1 | 12 | 50 | |
| 154 | Mount Shasta | 73 | 1 | 26 | 50 | |
| 52 | Paradise | 67 | 1 | 12 | 50 | |
| 135 | Paradise | 78 | 1 | 12 | 50 | |
| 139 | Red Bluff | 60 | 1 | 26 | 50 | |
| 129 | Redding | 162 | 1 | 26 | 50 | |
| | | 754 | 7 | | | 6 Br. Merge Paradise |
| 37 | Auburn | 157 | 9 | 33 | 51 | |
| 79 | Auburn | 200 | 9 | 33 | 51 | |
| 170 | Auburn | 150 | 9 | 33 | 51 | |
| 55 | Grass Valley (Prov) | 30 | 9 | 33 | 51 | |
| 124 | Grass Valley | 91 | 9 | 33 | 51 | |
| 11 | Penn Valley | 102 | 9 | 33 | 51 | |
| 45 | Yuba City | 290 | 9 | 15 | 51 | |
| 109 | Yuba City | 65 | 8 | 15 | 51 | |
| | | 1085 | 8 | | | 6 Br. Merge Grass Val & Yuba City |
| 14 | Carmichael | 46 | 3 | 9 | 52 | |
| 23 | Carmichael | 148 | 3 | 9 | 52 | |
| 33 | Carmichael | 94 | 3 | 9 | 52 | |
| 102 | Carmichael | 170 | 3 | 9 | 52 | |
| 127 | Carmichael | 57 | 3 | 9 | 52 | |
| 13 | Lincoln | 62 | 9 | 15 | 52 | |
| 98 | Roseville | 266 | 9 | 15 | 52 | |
| | | 843 | 7 | | | 4 or 5 Br. Merge 2 in Carm and maybe Lincoln |
| 156 | Elk Grove | 31 | 3 | 31 | 53 | |
| 112 | Rancho Cordova | 84 | 3 | 31 | 53 | |
| 150 | Rancho Cordova | 82 | 3 | 31 | 53 | |
| 50 | Sacramento | 78 | 3 | 3 | 53 | |
| 69 | Sacramento | 150 | 3 | 3 | 53 | |
| 93 | Sacramento | 145 | 3 | 3 | 53 | |
| 107 | Sacramento | 108 | 3 | 3 | 53 | |
| 117 | Sacramento | 76 | 3 | 3 | 53 | |
| | | 754 | 8 | | | 7, maybe 5 Br. Merge Elk G. and maybe 2 in Sac |

| | | | | | | |
|-----|--------------------|-----|----|----|----|---------------------------------|
| 152 | Arnold | 80 | 2 | 27 | 54 | |
| 96 | Jackson | 152 | 2 | 27 | 54 | |
| 15 | Pioneer | 151 | 2 | 27 | 54 | |
| 77 | Sonora | 106 | 2 | 27 | 54 | |
| 136 | Sonora | 209 | 2 | 27 | 54 | |
| 172 | Sonora | 167 | 2 | 27 | 54 | |
| | | 865 | 6 | | | No loss anticipated |
| 49 | Folsom | 208 | 3 | 31 | 55 | |
| 95 | Folsom | 79 | 3 | 31 | 55 | |
| 120 | Garden Valley | 64 | 2 | 19 | 55 | |
| 70 | Placerville | 42 | 2 | 19 | 55 | |
| 137 | Placerville | 37 | 2 | 19 | 55 | |
| 113 | Pollock Pines | 92 | 2 | 19 | 55 | |
| 160 | So Lake Tahoe | 102 | 2 | 19 | 55 | |
| | | 624 | 7 | | | 4 Br. Merge Placerville |
| 106 | Fairfield | 128 | 4 | 18 | 56 | |
| 65 | Napa | 58 | 4 | 17 | 56 | |
| 105 | Napa | 70 | 4 | 17 | 56 | |
| 149 | Napa | 236 | 4 | 17 | 56 | |
| 66 | Sonoma | 86 | 10 | 25 | 56 | |
| 99 | Vacaville | 90 | 4 | 18 | 56 | |
| 88 | Vallejo | 100 | 4 | 18 | 56 | |
| | | 768 | 7 | | | 6 Br. Merge one in Napa |
| | Petaluma | 87 | 10 | 25 | 57 | |
| | Petaluma | 113 | 10 | 25 | 57 | |
| 7 | San Rafael | 91 | 10 | 6 | 57 | |
| 22 | San Rafael | 100 | 10 | 6 | 57 | |
| 47 | San Rafael | 103 | 10 | 6 | 57 | |
| 68 | San Rafael | 115 | 10 | 6 | 57 | |
| 134 | San Rafael | 179 | 10 | 6 | 57 | |
| | | 788 | 7 | | | No loss anticipated |
| 133 | Hidden Valley Lake | 50 | 4 | 32 | 58 | |
| 168 | Lakeport | 86 | 4 | 32 | 58 | |
| 157 | Healdsburg | 72 | 10 | 13 | 58 | |
| 176 | Windsor | 78 | 10 | 13 | 58 | |
| | | 286 | 4 | | | 4 maybe 3 Br. Lose Hdn Val Lake |
| 147 | Rohnert Park | 54 | 10 | 25 | 59 | |
| 17 | Santa Rosa | 96 | 10 | 13 | 59 | |
| 53 | Santa Rosa | 95 | 10 | 13 | 59 | |
| 76 | Santa Rosa | 49 | 10 | 13 | 59 | |
| 92 | Santa Rosa | 135 | 10 | 13 | 59 | |
| | Sebastopol | 32 | 10 | 13 | 59 | |

| | | | | | | |
|-----|------------------------|------|---|----|----|---|
| | | 461 | 6 | | | 4 maybe 3 Br. Lose Sebast, merge Rho Pk plus 1 in Santa Rosa |
| 21 | San Jose Alma | 122 | 7 | 20 | 60 | |
| 74 | San Jose Alma | 48 | 7 | 5 | 60 | |
| 94 | San Jose Alma | 99 | 7 | 5 | 60 | |
| 38 | San Jose Cribari | 129 | 7 | 20 | 60 | |
| 114 | San Jose Cribari | 155 | 7 | 20 | 60 | |
| 62 | Santa Clara | 67 | 7 | 20 | 60 | |
| | | 620 | 6 | | | 5 Br. Merge 1 in S J |
| 51 | Los Altos Hills | 108 | 5 | 16 | 61 | |
| 5 | Mountain View | 61 | 5 | 16 | 61 | |
| 32 | San Jose Meridian | 108 | 7 | 20 | 61 | |
| 39 | San Jose Meridian | 65 | 7 | 5 | 61 | |
| 54 | San Jose Meridian | 65 | 7 | 5 | 61 | |
| 125 | San Jose Meridian | 180 | 7 | 5 | 61 | |
| 141 | San Jose Meridian | 82 | 7 | 5 | 61 | |
| | | 669 | 7 | | | 6 or 5 Br. Merge Mt View, maybe 1 in S J |
| 35 | Palo Alto | 376 | 5 | 16 | 62 | |
| 1 | San Mateo | 150 | 5 | 1 | 62 | |
| 16 | San Mateo | 79 | 5 | 1 | 62 | |
| 118 | San Mateo | 92 | 5 | 1 | 62 | |
| 142 | San Mateo | 133 | 5 | 1 | 62 | |
| 4 | South San Francisco | 155 | 5 | 1 | 62 | |
| 91 | South San Francisco | 69 | 5 | 1 | 62 | |
| | | 1054 | 7 | | | 6 or 5 Br. Maybe 1 each in SM and So SF |
| 104 | Aptos | 88 | 7 | 10 | 63 | |
| 85 | Freedom | 93 | 7 | 10 | 63 | |
| 119 | Gilroy | 87 | 7 | 21 | 63 | |
| 131 | Hollister | 97 | 7 | 21 | 63 | |
| 28 | Monterey | 71 | 7 | 21 | 63 | |
| 89 | Salinas | 105 | 7 | 21 | 63 | |
| 20 | Santa Cruz | 122 | 7 | 10 | 63 | |
| 36 | Santa Cruz | 119 | 7 | 10 | 63 | |
| | | 782 | 8 | | | No loss anticipated |
| 6 | Castro Valley | 44 | 6 | 8 | 64 | |
| 73 | El Sobrante | 98 | 6 | 8 | 64 | |

| | | | | | | |
|-----|---------------|------|---|----|----|---|
| 59 | Newark | 155 | 6 | 8 | 64 | |
| 26 | Oakland | 116 | 6 | 8 | 64 | |
| 2 | Richmond | 96 | 6 | 8 | 64 | |
| | | 509 | 5 | | | 4 Br. Merge Castro Val |
| 19 | Clayton | 129 | 6 | 2 | 65 | |
| 8 | Concord | 340 | 6 | 2 | 65 | |
| 171 | Moraga | 155 | 6 | 2 | 65 | |
| 174 | Moraga | 137 | 6 | 2 | 65 | |
| 81 | Walnut Creek | 140 | 6 | 2 | 65 | |
| 116 | Walnut Creek | 235 | 6 | 2 | 65 | |
| 146 | Walnut Creek | 286 | 6 | 2 | 65 | |
| | | 1422 | 7 | | | No loss anticipated |
| 108 | Brentwood | 63 | 6 | 24 | 66 | |
| 161 | Discovery Bay | 143 | 6 | 24 | 66 | |
| 101 | Livermore | 150 | 6 | 24 | 66 | |
| 121 | Livermore | 72 | 6 | 24 | 66 | |
| 155 | Livermore | 67 | 6 | 24 | 66 | |
| 34 | San Ramon | 169 | 6 | 24 | 66 | |
| 128 | San Ramon | 275 | 6 | 24 | 66 | |
| | | 939 | 7 | | | 6 maybe 5 Br. Lose Brent, merge 1 Livermr |
| 145 | Acampo | 168 | 8 | 22 | 67 | |
| 143 | Denair | 197 | 8 | 22 | 67 | |
| 164 | Manteca | 61 | 8 | 22 | 67 | |
| 103 | Modesto | 224 | 8 | 22 | 67 | |
| 144 | Modesto | 187 | 8 | 22 | 67 | |
| 46 | Stockton | 104 | 8 | 22 | 67 | |
| 87 | Stockton | 74 | 8 | 22 | 67 | |
| | | 1015 | 7 | | | No loss anticipated |
| 163 | Bakersfield | 160 | 8 | 29 | 68 | |
| 159 | Fresno | 202 | 8 | 29 | 68 | |
| 169 | Fresno | 134 | 8 | 29 | 68 | |
| 175 | Fresno | 77 | 8 | 29 | 68 | |
| 179 | Fresno | 96 | 8 | 29 | 68 | |
| | | 669 | 5 | | | Maybe 4 Br. Merge 1 in Fresno |

Appendix 4.

POSITION DESCRIPTION AREA GOVERNOR

Position Purpose:

Under the leadership of the Regional Director, the Area Governor **supports and** assists the branches in his Area to maintain membership, member satisfaction and attendance goals through observing, training, coaching and mentoring.

Primary Responsibilities:

- Work closely with the officers of his branches to improve their performance, to **help resolve issues of importance**, and to **set/meet** goals using RAMP training and the RAMP Tool Kit
- Attend the SIR Annual meeting and encourage branches to also attend
- Participate in the State Branch Training **as needed**, and **ensure the** conduct of branch-specific training for officers and RAMP chairmen **in his Area**. ~~as both a leader and adviser~~
- Visit each branch at least once a year to observe the BEC meeting and the luncheon and offer constructive advice
- Review Forms 27, 28, branch BEC minutes and branch bulletins monthly to determine any trends or issues that need to be addressed. **Communicate his ideas/suggestions to his Big Sirs or other branch officers as appropriate.**
- Conduct periodic Area-wide meetings to build the area leadership team, communicate and introduce best practices
- **Communicate and collaborate regularly with his Regional Director on issues of interest within his Area. When requested**, submit a quarterly Area Status Report to the Regional Director
- ~~Conduct an election meeting with the Big & Little Sirs in August to elect an Area Governor for the coming year~~ **Identify, build relationships and recruit qualified Area Governor candidates and submit them for approval by the Area Big Sirs.**
- Appoint Area Chairman for any Area-wide activity **and an Area Support Coordinator to assist the AG with Area-related needs**
- Perform other duties as needed to assist the Regional Director and branches with their success.
- Understand the Bylaws, Standing Rules and SIR Leaders Guide applicable to area and branch operations, and ~~determine if~~ ensure branches are operating in accordance with them

Appendix 5.

JOB DESCRIPTION REGIONAL DIRECTOR

Position Purpose:

Under the leadership of the State President the Regional Director assists the Areas and branches in his Region to maintain membership, member satisfaction and attendance goals through observing, training, coaching and mentoring, and serves as a ~~Director~~ **Board Member** of SIRinc.

The Region Director is selected by the President, and is approved by both the Area Governors in his region as well as the State Board.

Primary Responsibilities:

- Work collaboratively with the President, other Officers, State committee chairmen and Area Governors in his ~~regions~~ **region** to ensure SIR Inc. and the region is effectively led.
- **As a Board Member, participate in the development and execution of the SIRinc. vision, mission, long term and annual plans and goals for the organization. Review State financial, membership, other operational results and recommends changes/improvements as needed.** ~~Provide personal and professional expertise to the development and approval of the long term and annual plans and goals to ensure personal ownership and that SIR Inc. and the region remains viable, focused and effective~~
- ~~Periodically monitor (and if necessary, revise) long term and operating plans and goals to ensure they are effectively implemented within SIR as well as the Region, Areas and Branches~~
- ~~Periodically assess State Board, region, area and branch performance to ensure the responsibilities are effectively being met~~
- ~~Work closely with the Coach and mentor Area Governors to improve their performance and meet~~ **in meeting** area and branch goals using RAMP training and the RAMP Tool Kit
- Participate in the planning and the execution of the SIR Annual meeting ~~and encourage region branches attendance~~
- Participate in the State, Area and Branch Training as needed. Ensure that Area and Branch training within his region is being performed to his satisfaction. ~~coach and mentor Area Governors and assist in conducting area and branch specific training as both a leader and adviser~~
- ~~Visit each branch at least once a year to observe the BEC meeting and the luncheon, and offer constructive advice~~ Visit branches in his region as needed, in collaboration with his Area Governors.

- ~~Review State financial results, Forms 27, 28, branch BEC minutes and branch bulletins monthly to determine any trends or issues that need to be addressed, and discuss findings with the appropriate individuals~~
- Conduct periodic Region meetings to build the region leadership team, communicate and introduce best practices
- **As requested**, submit a quarterly Region Status Reports to the State President
- ~~Conduct an election meeting with the Area Governors in August to elect a Regional Director for the coming year~~ **Assist Area Governors with their role to identify, build relationships and recruit qualified Area Governor candidates and submit them for approval by the Area Big Sirs.**
- Appoint Region Chairman for any Region-wide committee or activity
- Perform other duties as needed to assist the President
- Understand the Bylaws, Standing Rules and SIR Leaders Guide applicable to the State, region and areas, and **ensure** ~~determine~~ if the organizations are operating in accordance with them

APPENDIX B

Dear Fellow State Board Members,

The Organization Task Force Committee at the request of the State President has discussed with each of you the recommendations listed in the report you were provided and tried to answer during a phone conversation any questions and concerns you might have. As a result of these conversations, there appears to be a consensus that the recommendations should be approved. At our Tuesday State Board Meeting we will step through each recommendation and discuss any one in more detail if you would like. Since we believe we have covered all the recommendations through earlier conversations, we do not anticipate that the approval process will take a lot of time. However, if you now have concerns after possibly rereading the report that you have not expressed, please call me (Mark) at 916 218-2287 as soon as possible.

Based on the suggestions that some of you provided during our phone conversations, we have made three minor changes to the original report;

- that the State Bowling Chairman should also be elevated to Board Membership and report to the State President. Bowling is a major activity in many branches and The Task Force committee agrees that there is likely a large opportunity to use the Bowling activity as a source for new membership.
- regarding the determination of the “presenter” for HLM awards input was provide that suggest that the Branch Big Sir and the Area Governor (AG) should be the parties to jointly determine the presenter as the AG has a broader perspective of SIR and the award than most Big Sirs.
- based on comments it is recommend that a failing branch close not merge with another branch thus eliminating conflict about “where do we meet, who will be the officers, what will be our meeting day, etc.” This eliminates any major issue for the branches accepting members from the closed branch.

I look forward to seeing you on Tuesday when we can work together to address these important issues facing the organization.

Sincerely,

Mark Stuart, Task Force Member
Region 9 Director