



# TASK FORCE ON ORGANIZATIONAL RESTRUCTURING

FINAL REPORT | JULY 2020



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IGNITING HEARTS AND MINDS THROUGH THE POWER OF MUSIC

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## The Task Force on Organizational Restructuring

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All links within this document will direct the reader to this page on The Capital Ringers' website:

<https://www.capitalringers.org/cri-organizational-changes/>

# The Capital Ringers



**Founder and Artistic Director Linda Simms discusses the organization's reset during the COVID-19 shutdown.**

**When** I met with several local Dover ringers in the spring of 2004, my vision was to establish a community group that would bring the joy and diversity of handbells and handchimes to audiences. Having worked as a musician and music educator for so many years, I had witnessed the power of music and knew how it could impact lives in a meaningful way. I pitched that vision to these ringers, we rehearsed at the church where I was serving (using their handbells and equipment), and applied for our tax-exempt status.

We modeled our board and organization after what was familiar to us . . . churches and a few other community handbell ensembles.

Then, everything started to change in 2018, when I presented the idea for CRI to move from Dover to Lewes, and we doubled in size. We were also able to bring Bay2Bay Ringers back!

Because of the growth, it became clear to me that we needed to look at the structure of the organization to see what could be done to improve and to allow us to continue to grow. Enter the Delaware Alliance for Nonprofit Advancement (DANA) in January and February 2020 when Tony Ferlenda, DANA consultant, led most of our current members through some rigorous training that prompted great discussion and debates — and a new mission statement: IGNITING HEARTS AND MINDS THROUGH THE POWER OF MUSIC.

As several of us began to plan how to implement Tony's recommendations for CRI, Covid-19 arrived. In spite of the challenges that the pandemic has brought, a CRI Task Force, consisting of 10 individuals, led by Rita Kopp and Dave Breen, offered to meet frequently and regularly during this challenging time to accomplish the first phase of rebuilding CRI.

I hope you will share my enthusiasm for what our Task Force has accomplished in hundreds of hours of meetings and discussion.

# TASK FORCE CHARGE



*The Task Force accumulated approximately 1,065 hours of meetings, research, interviews, presentation preparation, and other activities.*

On March 29, 2020, the Capital Ringers Inc. (CRI) Board of Directors approved a motion “to form a task force to draft a proposal to restructure CRI’s board.” This effort had been discussed since Fall 2019, and the DANA (Delaware Alliance for Nonprofit Advancement) training moved CRI in this direction. The Board committed to update the organization’s structure to better support CRI’s mission, to streamline day-to-day operations, and to clarify roles and responsibilities.

Information on organizational restructuring was gained through member participation in meetings, seminars and training sessions; through member research; and from DANA. As a result of analyzing this information, CRI listed in its March 2, 2020 grant application to the Delaware Division of the Arts specific organizational changes which CRI pledged to accomplish.

## Subsequently, the CRI Board set the following tasks for the organization:

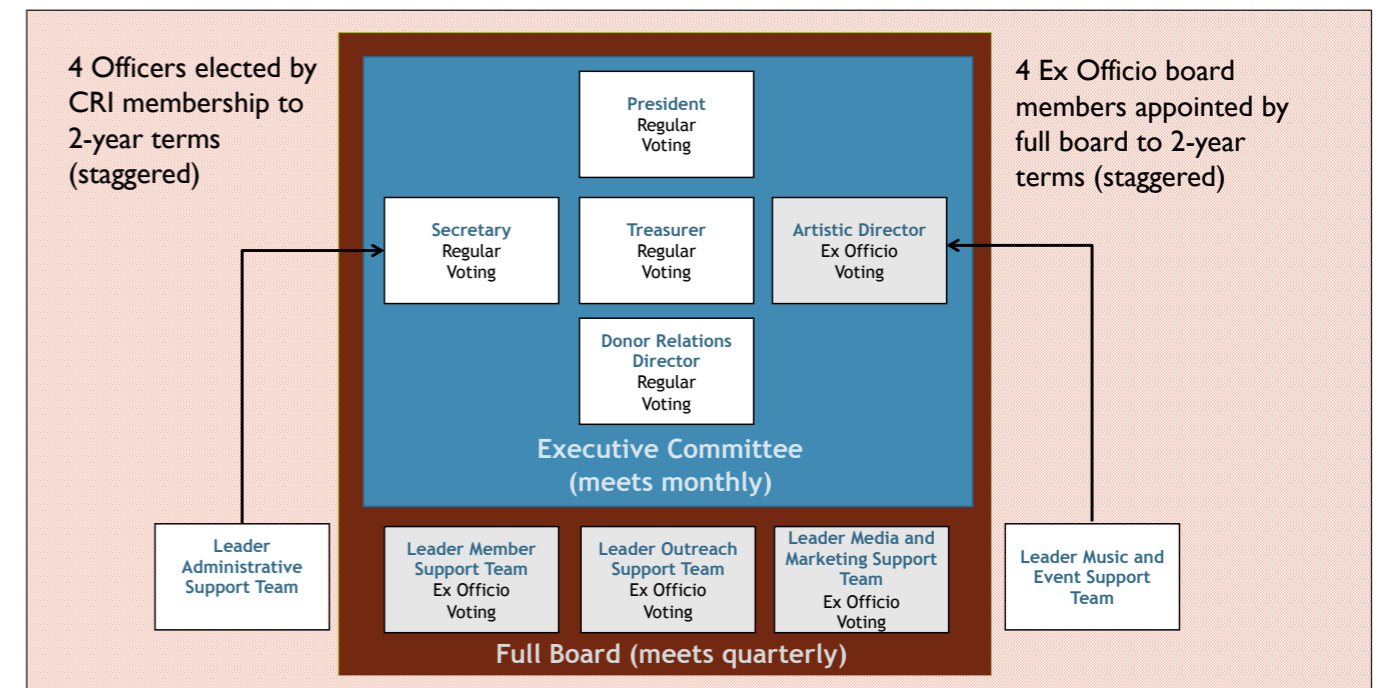
1. Restructure the CRI Board of Directors;
2. Determine the need for a CRI Advisory Board and, if needed, articulate rationale for it and how such a board would interface with the rest of the organization and the community;
3. Develop by-laws that support the new structure(s), are compliant with IRS regulations, and meet the Standards for Excellence; and
4. Establish a CRI organizational chart including committees and reporting structure.

After conducting a survey of Capital Ringers Inc. members, the Task Force added a fifth task—to define CRI committees, their purpose, and leadership and member responsibilities. Of the 41 persons who received the online survey, 39 completed it.

The Task Force on Organizational Restructuring established four subcommittees: Board of Directors Structure, Bylaws, Organization and Committees, and Advisory Board.

From the end of March through the mid-June, the Task Force met virtually almost every day of the week. The group accumulated roughly 1,065 hours in meetings, research, survey analysis, and presentation preparation.

# BOARD OF DIRECTORS



The new Capital Ringers Board of Directors structure, approved by membership on June 28, 2020.

## Board structure geared toward long-term sustainability of CRI

A principal Task Force goal was delivering a board of directors structure that would evolve Capital Ringers Inc. from a founder-centric to a board-centric organization sustainable into the future—after the founder and artistic director had retired. The charge to the Task Force included defining:

- The number of positions needed;
- The title of each position;
- The duties and responsibilities of each position;
- The nature of each position-regular or ex officio;
- Voting privileges for each position; and
- Expectations of all board members;

The Board of Directors Structure Subcommittee chose not to “reinvent the wheel,” but to benchmark CRI against an established list of

organizations. The subcommittee chose six organizations to interview at length: Raleigh Ringers, Frederick (Md.) Chorale, Camp Rehoboth Chorus, Clear Space Theatre, Southern Delaware Chorale and Possum Point Players.

Zeroing in on the Raleigh Ringers and the Frederick Chorale, this subcommittee proposed a hybrid of these two groups’ board structure. The subcommittee also took care to avoid the proliferation of internal leadership positions, to avoid overcommitting and burning out volunteers in a relatively small organization.

For that reason, the recommended structure does not include a vice president. It does include a new position, Director of Donor Relations, to focus on corporate fundraising, capital campaigns and sponsorships. At the retreat sessions with DANA, improving fund-

raising capacity was weighted as Capital Ringers Inc.'s number-one goal.

The recommended structure also includes, as ex officio voting members, leaders of three of the five support teams that are discussed on pages 7-8 of this report: Media and Marketing, Membership, and Outreach.

In an effort to minimize meeting requirements and burnout, these three support team leaders only are required to attend board meetings quarterly. The regular board members constitute the Executive Committee: President, Secretary,

Treasurer, and Director of Donor Relations. They will meet monthly.

The two other support team leaders—Administrative Support and Music and Events Support—will report to the Board Secretary and Artistic Director, respectively.

The regular board members are elected to two-year terms. All recommendations are reflected in the revised organizational bylaws that were adopted by the membership on June 28, 2020.

### Related document

[Presentation on benchmarking \(PDF\)](#)

By the Board of Directors Structure subcommittee

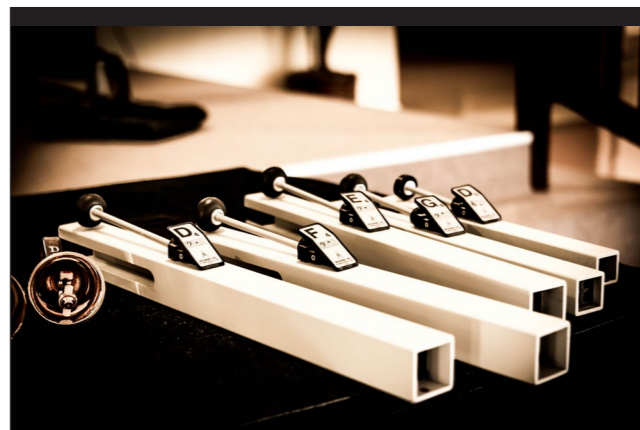
# ORGANIZATIONAL STRUCTURE

Reviewing the Capital Ringers Inc.'s committee structure, committee purpose, and leader and member responsibilities was not part of the original charge to the Task Force. However, it became clear during Task Force discussions and the CRI member survey that committees were an area of interest and concern.

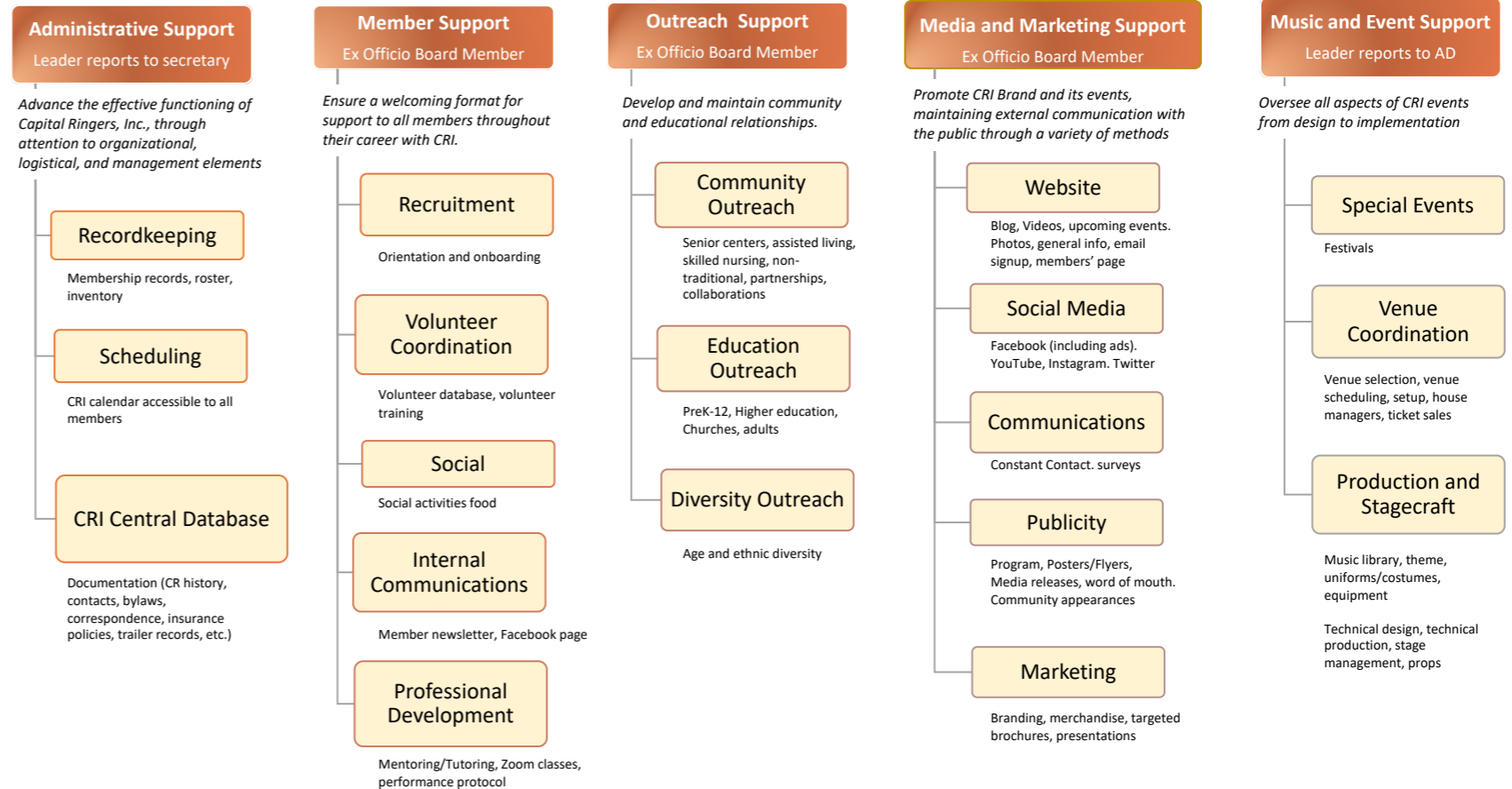
During brainstorming and review of the CRI committee guidelines, which provided an excellent foundation, the subcommittee working on this task identified three significant learnings:

- **Structure vs. function.** Most of the concern around committees centered on committee function, not structure. The CRI committee guidelines offered a comprehensive list of tasks that needed to be accomplished. This realization led to the subcommittee's second learning.
- **Committee vs. Task.** Many of the "committees" that were listed appeared to be tasks which can be handled by one or two persons, and did not require a committee.

*The new support team structure consolidates what was a collection of committees and single tasks into an overarching, more rational structure.*



## CRI Support Teams



- **Support Team vs. Committee.** The subcommittee asked itself what CRI needs to function. The answer: Teams of volunteers to provide different areas of support throughout the operations. This thinking led to the use of the term “support team” and a break from the word “committee.”

The five support teams shown on pages 6-7 will be the doers who make CRI function. Each team, under its leader, will have the flexibility to design the team and delegate responsibilities to accomplish their tasks.

Three of the support team leaders will be ex officio members of the Board of Directors. Those support teams are Member Support, Media and Marketing Support, and Outreach Support.

The Administrative Support team leader will report to the CRI Board Secretary. The Music and Events Support team leader will report to the Artistic Director.

Note: There is no support team related to financial management or fundraising, including grants. These critical functions will be handled by a board-level finance committee and the new Director of Donor Relations.

## ADVISORY COUNCIL

The Task Force discussed the concept of an advisory council to supplement the knowledge, expertise and workload of CRI’s Board of Directors and membership.

How would an advisory council effectively supplement the board? The subcommittee addressing this issue offered several suggestions:

- Needed and/or missing expertise and knowledge;
- Fulfilling necessary roles outside the scope of CRI, such as legal or accounting expertise;
- An independent sounding board for the Board of Directors;
- Special projects, planning to completion;
- Fundraising for a specific project;

- Serving as an unofficial advocate for the organization;
- Serving in an honorary role; and
- Serving as an interim Board director.

When would the advisory council be sought as a resource? Whenever the Board realizes that the organization’s volunteer resources are insufficient or members’ bandwidth is stretched too thin.

Section 8 of the new CRI bylaws gives the Board of Directors the authority to create an Advisory Council on an ad hoc or standing basis.

*The primary role of the Advisory Council is to provide the Executive Committee, the Board, the Support Team leaders, the committees, and/or general membership with key information and to make independent recommendations to them on certain matters.*

## BYLAWS

The new Capital Ringers Inc. bylaws are the glue that holds all the organizational changes together. They also conform to IRS regulations regarding tax-exempt organizations and meet the Delaware Alliance for Nonprofit Advancement (DANA) Standards of Excellence.

The Bylaws subcommittee reviewed the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis conducted during the DANA retreats in January and February 2020. They also looked at other similar organizations’ bylaws and reviewed the benchmarking interviews compiled by the Board of Directors Structure subcommittee.

The new bylaws, which were adopted June 28, 2020, maintain essential elements of the previous CRI bylaws. They provide clear organizational definitions, regulations and controls. They also avoid being over-specific and allow

flexibility for the Board of Directors. For example, the bylaws no longer require Capital Ringers members to serve on two committees.

The new bylaws also address omissions that were problematic in the former bylaws, such as filling board officer vacancies. Also, they no longer require a regular revision of bylaws, but allow for amendments as necessary. They also address issues such as conflict of interest, active participation of members, and continuing board self-assessment.

The Task Force believes the new bylaws address all the weighted organizational goals that were established at the beginning of its work.



*The new bylaws address all of the weighted organizational goals considered by the Task Force.*

The [new, adopted bylaws](#) can be viewed on our website. The [weighted organizational goals](#) also are on our website.

# The Capital Ringers

