

TASK FORCE ON ORGANIZATIONAL RESTRUCTURING

Report to Capital Ringers Inc.
membership

MAY 31, 2020



ORIGINAL CHARGE FROM BOARD OF DIRECTORS

Restructure the Board of Directors

Determine the need for an Advisory Board

Develop bylaws that support the new structure, are compliant with IRS regulations, and meet the Standards for Excellence

Establish a CRI organizational chart including committees and reporting structure



BOARD OF DIRECTORS STRUCTURE



TASK FORCE FOR ORGANIZATIONAL RESTRUCTURING

WORK GROUP MEMBERSHIP

Work Group Leader: Randy Peterson



Contributors: Anastasia Berrier, David Garrett, Judy Moore



Task Force Advisor: Dave Breen



Observer: John Smeallie

OUR CHARGE FROM THE BOARD OF DIRECTORS



Number of positions needed



Title of each position



Duties and responsibilities of each position



Nature of each position: regular or ex officio



Voting privileges for each position



Expectations of all board members

METHODOLOGY



Document
design criteria

Weighted
organizational goals



Gather Data

Benchmark against
other non-profits



Select a Design

Maximize goals



Critique

Perform Potential
Problem Analysis and
develop mitigation plan



WEIGHTED ORGANIZATIONAL GOALS

The CRI organization structure should...

Weight	Number	Goal
20	1	Maximize funding from grants, corporate sponsorships and other sources
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1	11	Maximize breadth and diversity of audience reached

100

BENCHMARKED NON-PROFITS

Raleigh Ringers

Camp Rehoboth Chorus

Clear Space Theatre

Southern Delaware Chorale

Frederick Chorale

Possum Point Players

A FINAL CONSIDERATION:

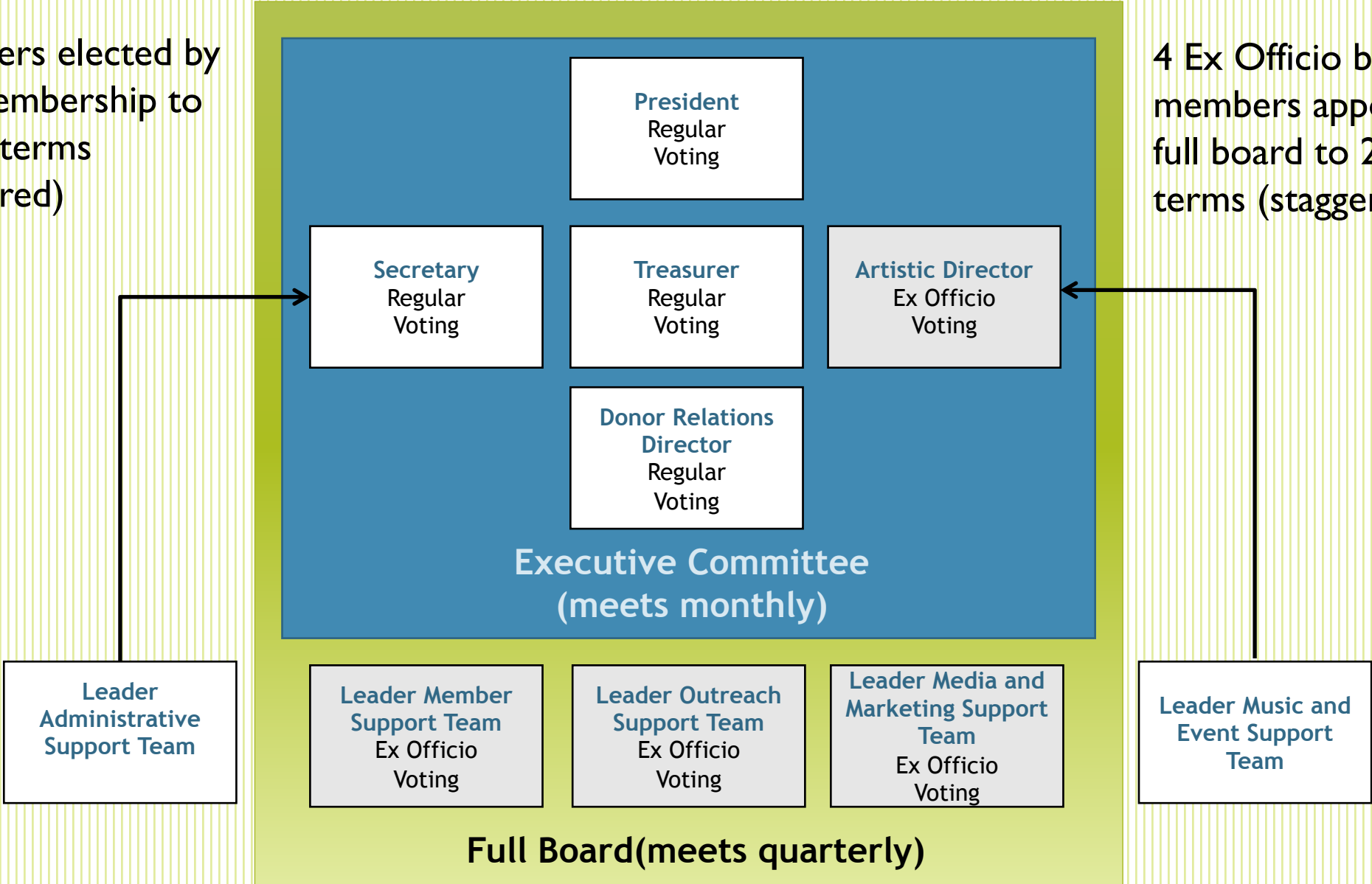
Conservation of ILP (internal
leadership positions)




PROPOSED BOARD STRUCTURE

4 Officers elected by
CRI membership to
2-year terms
(staggered)

4 Ex Officio board
members appointed by
full board to 2-year
terms (staggered)



A close-up photograph of several brass bells and leather straps, likely part of a ceremonial or traditional outfit. The bells are polished and reflect light, while the leather straps are dark and feature metal rivets. The background is dark and out of focus.

MAJOR CHANGES FROM CURRENT BOARD STRUCTURE

Added position of Donor Relations
Director to list of officers

Swapped out three At Large Directors for
three Support Team Leaders

Created board reporting relationships for
two remaining Support Teams

Expanded Executive Committee role

DIRECTOR OF DONOR RELATIONS

Duties

- Grant application and administration
- Corporate sponsorships
- Capital campaign management

Expectations

- Significantly increase donor contributions
- Build strong relationships with foundations and companies



IMPACT ON WEIGHTED GOALS

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ORGANIZATION AND COMMITTEES



TASK FORCE FOR ORGANIZATIONAL RESTRUCTURING

WORK GROUP STRUCTURE

Leader	Judy Peterson
Advisor	Rita Kopp
Contributors	Anastasia Berrier, Linda Weamer, Judy Moore, John Smeallie
Observer	Lee Ann Walling



WORK GROUP CHARGE #4

CR/BAY2BAY ORIENTATION, JANUARY 2020

Purpose of this Workgroup: (Charge 4) Establish a CRI organizational chart including committees and reporting structure.



WORK GROUP CHARGE #5

Charge 5:

- Define each committee's purpose
- Define leaders' responsibilities
- Define committee member responsibilities

Work group detailed responsibilities of support teams and leaders

Member Support Team Leader Position Description



Position Information

*Position Title	Member Support Team Leader
*Purpose of Support Team:	Ensure a welcoming format for support to all members throughout their career with CRI.
Appointed by :	Board of Directors President in consultation with Board of Directors
*Reports To: Job Title and Name	Board of Directors President
*Length of Appointment	Two-year term, renewable as defined in CRI Bylaws
Status in Organization Structure:	Ex-Officio Voting Member of Board of Directors

+ Position Description Information

*Support Team Leader: Key Responsibilities (these are the same for all team leaders)	<ol style="list-style-type: none">1. Execute operational decisions by the BOD as appropriate2. Provide leadership and guidance to support team members3. Represent Member support team on the BOD4. Execute financial responsibilities specific to team
Member Support Team Leader: Key Functional Responsibilities: (responsibilities specific to this team leader)	<ol style="list-style-type: none">1. Recruitment2. Volunteer Coordination3. Social Events4. Internal Communications5. Professional Development
*Qualifications Please indicate which qualifications are required vs preferred	<ol style="list-style-type: none">1. Organizational skills. - scheduling, meeting and reporting *2. Be able to communicate electronically with ease. *3. Coordinate with other Support Teams to share vital connections. *4. Oversee and follow through on completion of specific assignments. *5. Have an inclusive attitude and honor all contributions.6. Hear ideas and consider new ways of accomplishing tasks. <p>*Required</p>



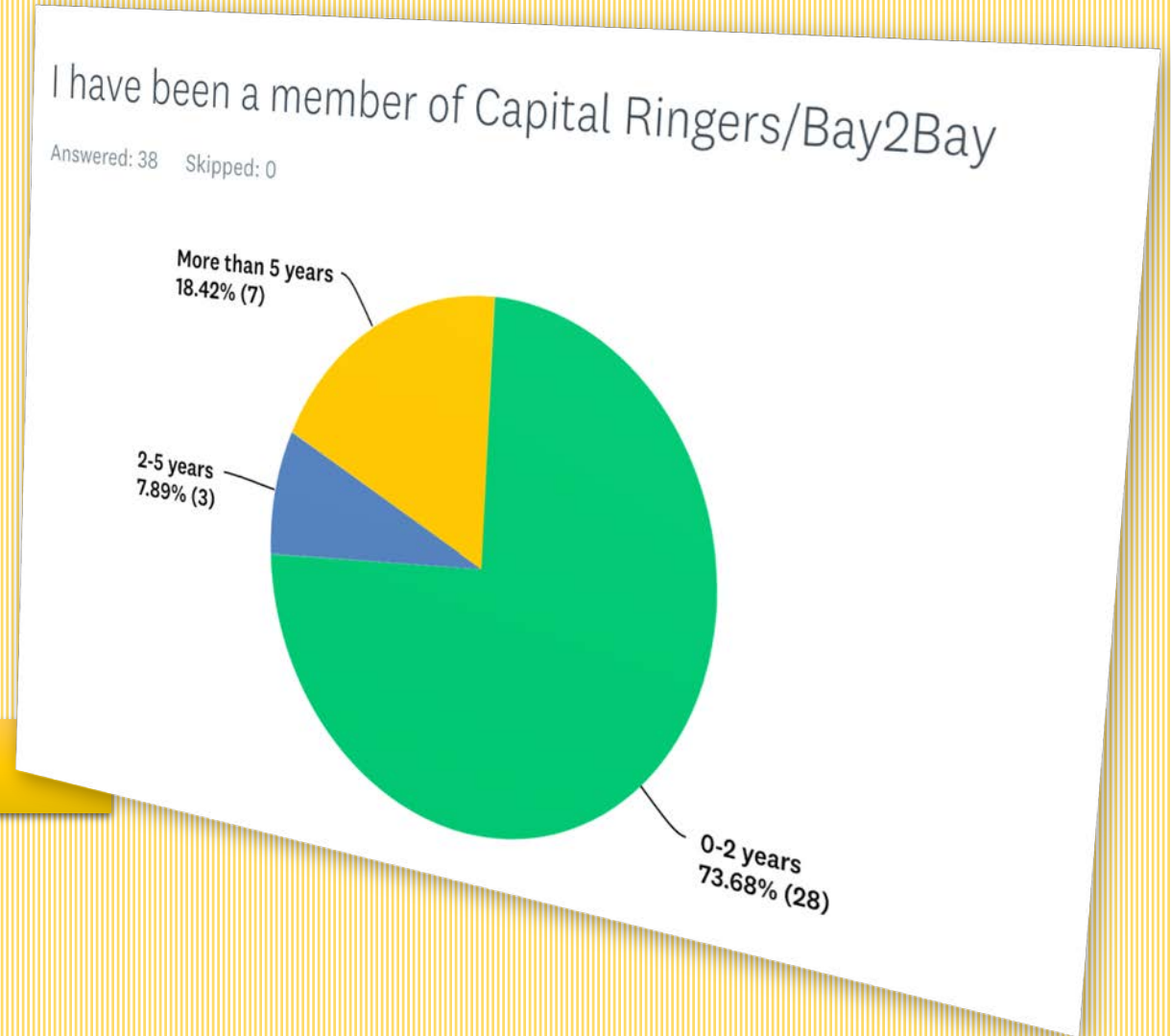
WORK GROUP STRATEGY

Brainstorming

Evaluate Information from:

- Survey
- Current CRI Documents
- DANA Summary
- Other Organizations

Don't fix what's not broken!



MEETING ORGANIZATIONAL GOALS

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Goals with lighter shading are addressed with new support team structure.

SIGNIFICANT LEARNINGS

CR/BAY2BAY ORIENTATION, JANUARY 2020

Structure vs. Function

Committee vs. Task

Support Team vs.
Committee



CRI SUPPORT TEAMS



ADMINISTRATIVE SUPPORT TEAM

Administrative Support

Leader reports to secretary

*Advance the effective
functioning of CRI through
attention to organizational,
logistical, and management
elements*

Recordkeeping

Membership records, roster, inventory

Scheduling

CRI calendar accessible to all members

CRI Central
Database

Documentation (CR history, contacts, bylaws,
correspondence, insurance policies, trailer records, etc.)

Member Support

Ex Officio Board Member

Ensure a welcoming format for support to all members throughout their career with CRI.

Recruitment

Orientation and Onboarding

Volunteer
Coordination

Volunteer database,
volunteer training

Social

Social activities, food

Internal
Communications

Member newsletter, CRI Member Facebook page

Professional
Development

Mentoring/tutoring, Zoom classes, performance protocol

OUTREACH SUPPORT TEAM



Senior centers, assisted living,
skilled nursing, nontraditional,
partnerships, collaborations

PreK-12, Higher education,
churches, adults

Age and ethnic diversity

Outreach Support
Ex Officio Board Member

*Develop and maintain
community and educational
relationships.*

Community
Outreach

Education
Outreach

Diversity
Outreach

MEDIA & MARKETING SUPPORT TEAM

Blog, videos, upcoming events, photos,
general info, email signup, members' page

Facebook (including ads), YouTube, Instagram, Twitter

Constant Contact, surveys

Programs, posters/flyers, media releases,
word of mouth, community appearances

Branding, merchandise, targeted brochures

**Media and Marketing
Support**
Ex Officio Board Member

*Promote CRI Brand and its events,
maintaining external communication
with the public through a variety of
methods*

Website

Social Media

Communications

Publicity

Marketing

Music and Event Support

Leader reports to AD

Oversee all aspects of CRI events from design to implementation

Special Events

Venue
Coordination

Production and
Stagecraft

MUSIC & EVENTS SUPPORT TEAM

Festivals

Venue selection, venue scheduling, setup, house managers, ticket sales

Music library, theme, uniforms/costumes, equipment, technical design, technical productions, stage management, props



CLOSING HIGHLIGHTS, NEXT STEPS



ADVISORY COUNCIL

Why / What / Who / When / How



TASK FORCE FOR ORGANIZATIONAL RESTRUCTURING

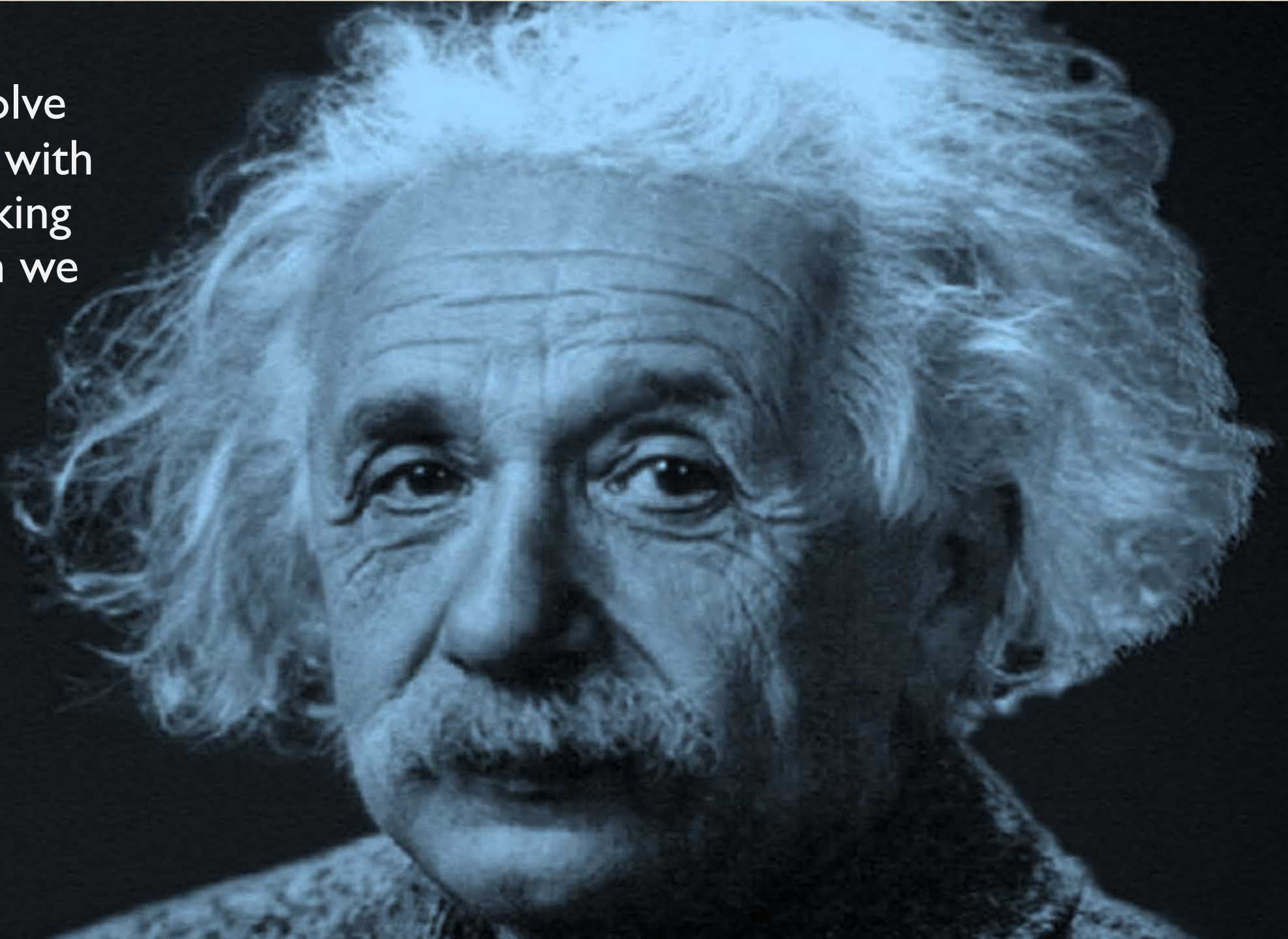
TASK FORCE TEAM

Facilitators	Rita Kopp and Dave Breen
Contributors	Linda Weamer, Dave Garrett, Judy Moore, Lee Ann Walling, John Smeallie, Judy Peterson, Randy Peterson, Anastasia Berrier



'We cannot solve
our problems with
the same thinking
we used when we
created them.'

**Albert
Einstein**





ADVISORY COUNCIL – WHY?

Effectively supplement the board

- Needed/Missing expertise or knowledge
- Fulfilling roles outside CRI - business based
- Independent sounding board for directors
- Special projects (planning to completion)
- Fundraising for a specific project
- Unofficial advocate for the organization
- Honorary role
- Interim Board Director

ADVISORY COUNCIL – WHAT?

Legal

Training

Construction

Accounting

Health Care (COVID-19)

Donor Relations

Community Relations

Multi-Media

Marketing

Publicity

Project Management

Human Resources

Event Management

Negotiations



ADVISORY COUNCIL – WHO?

Outside Leaders

- Missing competency leaders
- Like organization leaders
- Like position leaders

Inside Leaders

- Respected general members
(not currently in leadership role)
- Future CRI leaders

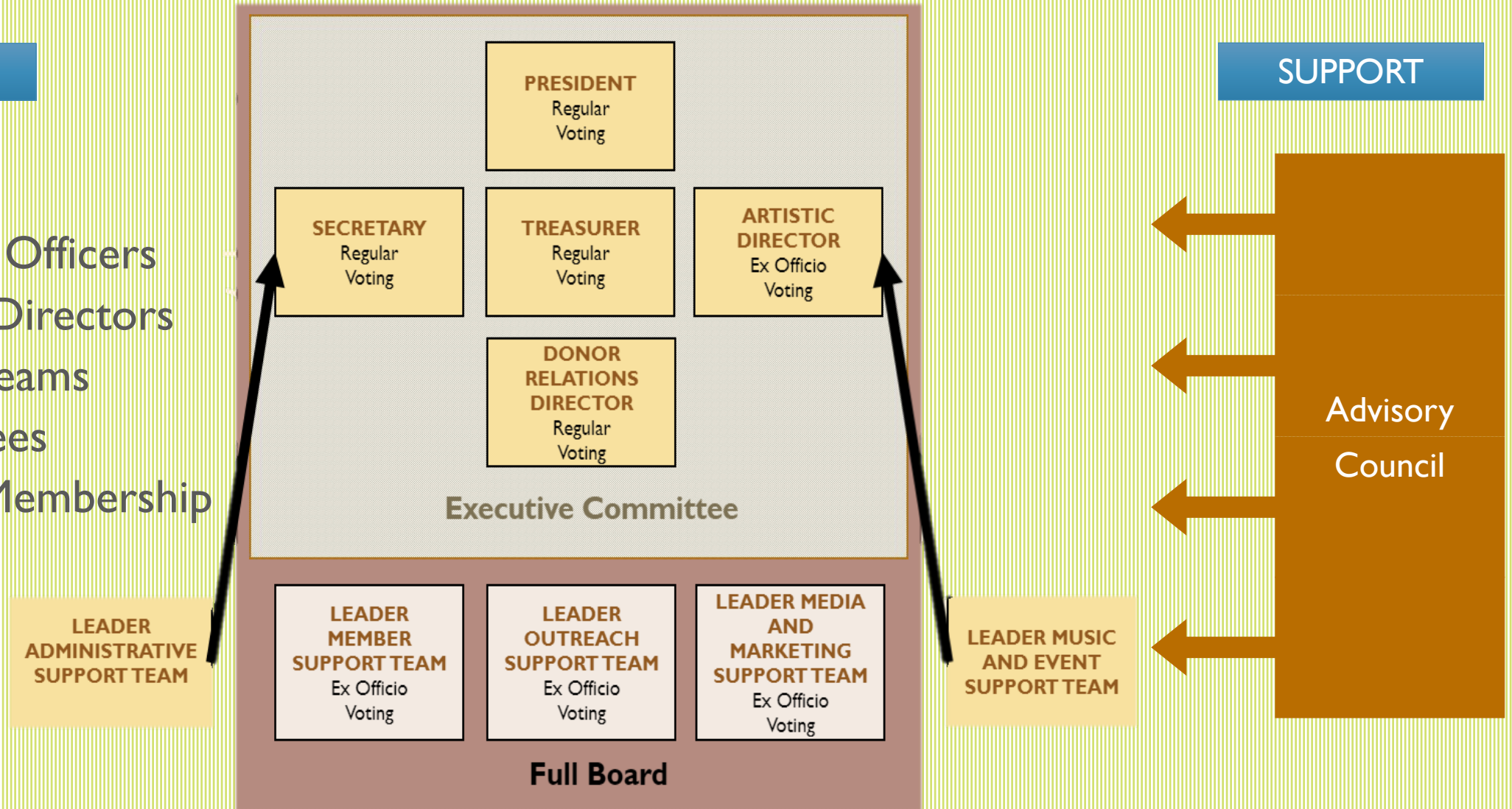


ADVISORY COUNCIL – WHEN?

NEEDS

Level(s)

- Executive Officers
- Board of Directors
- Support Teams
- Committees
- General Membership



ADVISORY COUNCIL – HOW?

Transition

Board of Directors support (2020/2021)

Transformation

Major projects

General Operations

Sustainability

1st - 4th Quarters
Transition

5th - 8th Quarters
Transformation

9th - 12th Quarters
General Operations

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The goals shaded in gold are addressed by the creation of an Advisory Council.

ADVISORY COUNCIL

Why / What / Who / When / How



TASK FORCE FOR ORGANIZATIONAL RESTRUCTURING

Capital Ringers Inc. Bylaws



TASK FORCE FOR ORGANIZATIONAL RESTRUCTURING

BYLAWS WORK GROUP

LEADER	John Smeallie
CONTRIBUTORS	Anastasia Berrier David Garrett Judy Peterson Randy Peterson
ADVISOR	Dave Breen
OBSERVER	Judy Moore
Bonus Resource	Rita Kopp



AGENDA

OUR PURPOSE TODAY

1



What were we asked to do?

2



How did we go about doing it?

3



What is our proposal to you?

4



Why do we think it is a good proposal?



WHAT WERE WE ASKED TO DO?

CHARGE FROM THE BOARD OF DIRECTORS

Develop bylaws that

- Support the new structure(s)
- Are compliant with IRS regulations
- And meet the Standards for Excellence

INVITATION TO CRI MEMBERS

Draft revised CRI bylaws

- Using a format like the draft on file from DANA
- Incorporating the nonprofit Standards for Excellence wording

A close-up photograph of several brass bells, likely part of a carillon or similar musical instrument. The bells are arranged in a row, with the focus on the one in the foreground. They are attached to dark leather straps with metal rivets. The background is dark and out of focus, showing more of the instrument's structure.

HOW DID WE DO IT?

OUR STRATEGY

Search

Internal and external

Find

SWOT Analysis, Benchmarking interviews,
Member survey, Other Organizations' bylaws

Combine

Other work groups – Synthesis and Synchronization

Refine

HOW DID WE DO IT?

METHODOLOGY

- ✓ Identify optimum bylaw structure and content
- ✓ Develop working draft
- ✓ Road test for durability

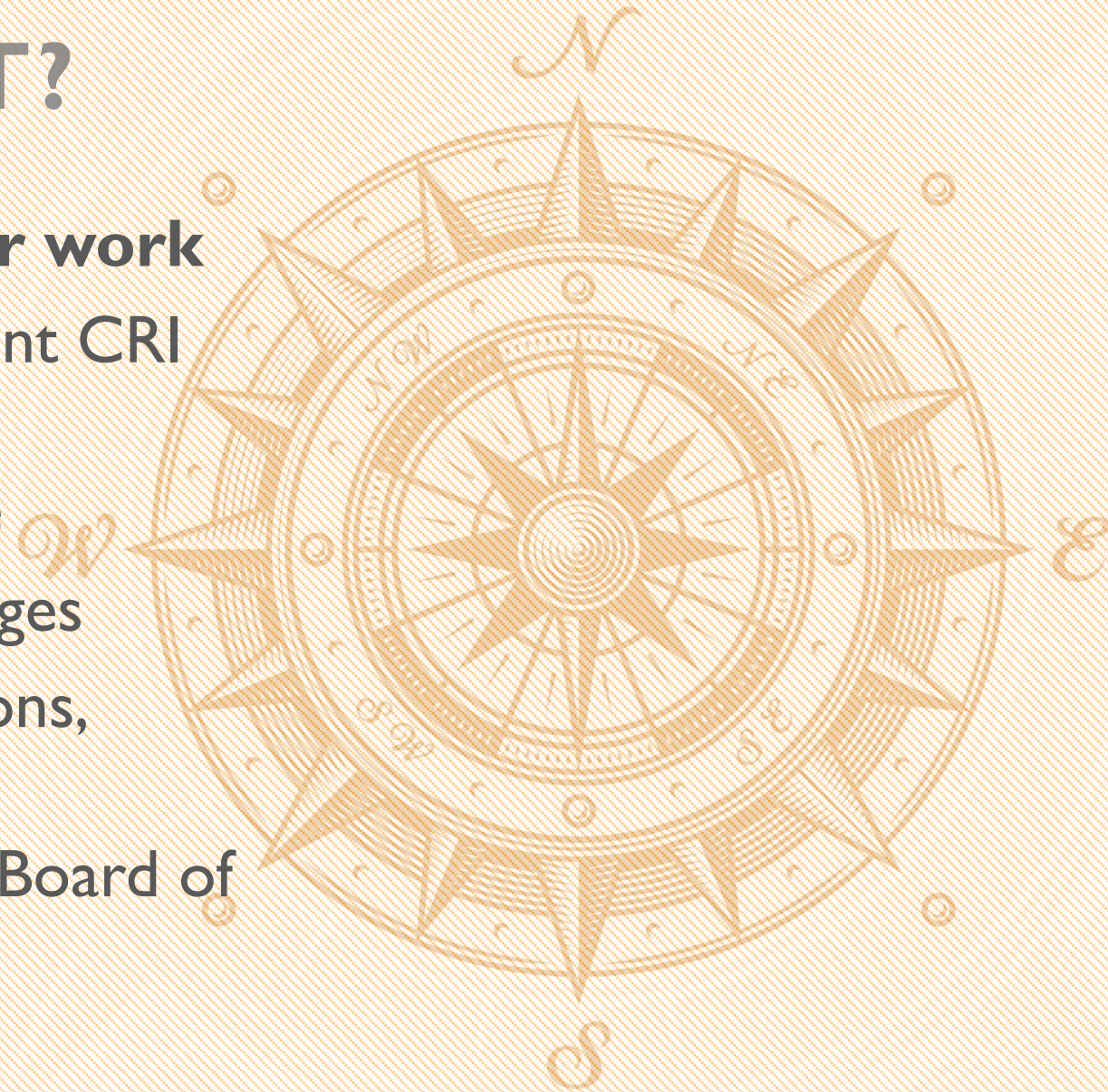


TEAMWORK

HOW DID WE DO IT?

Overarching Principles guiding our work

- Maintain essential elements of current CRI Bylaws
- Avoid change for the sake of change
- Be clear about reasons for any changes
- Provide clear organizational definitions, regulations, and controls
- Avoid over-specificity and allow for Board of Directors flexibility



WHAT IS OUR PROPOSAL?

Every good story has three essential elements, and bylaws are no different:

Beginning

Middle

End



THE BEGINNING OF THE STORY

1. **Name, Purpose, Mission and Values**
2. **Principal office of the Corporation**
3. **Membership**
 - Membership categories
 - Dues structure
 - Rights and privileges associated with membership
 - Membership responsibilities and duties
 - Termination policies
 - Committee participation



THE MIDDLE OF THE STORY

4. Board of Directors

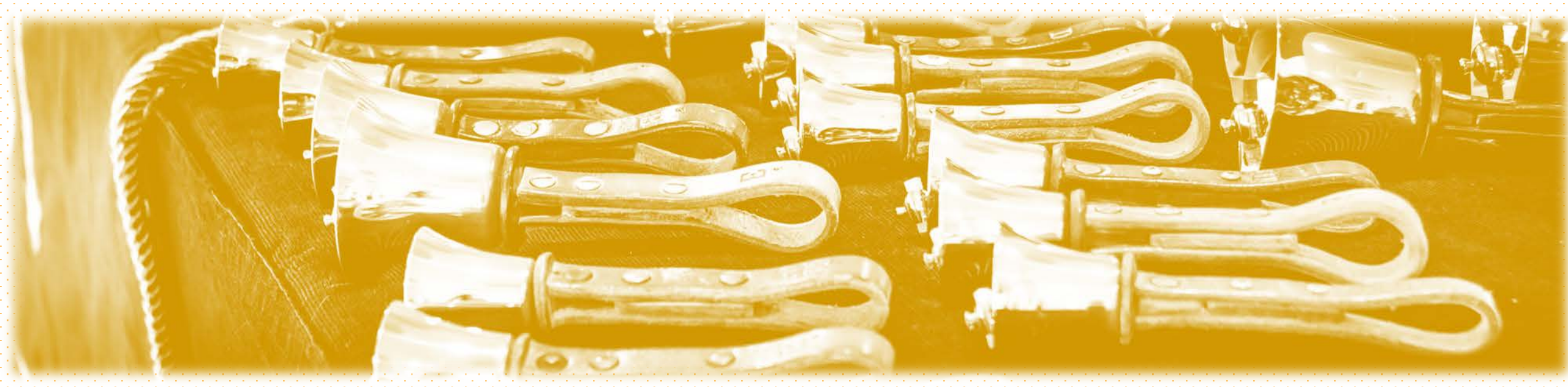
5. Officers of the Board

ITEMS OF PARTICULAR INTEREST:

Different Role for Executive Committee

Election and Appointment of Directors

Filling Officer Vacancies on Board of Directors



6. Meetings

7. Committees and Support Teams

- Executive Committee
- Nominating Committee
- Finance Committee

8. Advisory Council

9. Appointed Officers and Staff (Artistic Director)

THE MIDDLE OF THE STORY



THE END OF THE STORY

- 10. Conflict of interest
- 11. Indemnification
- 12. Exoneration
- 13. Impropriety
- 14. Insurance
- 15. Compensation
- 16. Corporate records
- 17. Signature authority
- 18. Fiscal year
- 19. Amendments
- 20. Non-discrimination
- 21. Dissolution



‘Now the magic happens!’

WHY DO WE THINK IT'S A GOOD PROPOSAL?

Purposes served by bylaws

- Operational Clarity
- Organizational Validity
- Functionality
- Sustainability

Current Capital Ringers bylaws

Standards for Excellence

Standards for Excellence

- Mission, Strategy, and Evaluation
- Leadership: Board, Staff, and Volunteers
- Legal Compliance and Ethics
- Finance and Operations
- Resource Development
- Public Awareness, Engagement, and Advocacy



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*We believe
all goals
are
addressed
by revised
bylaws.*

DISCUSSION

