

EXAMINATION OF ORGANIZATIONAL STRUCTURE
Prepared by the SVWDB Organization Strategic Planning Team and
Lori Strumpf, Strumpf Associates: Center for Strategic Change
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Organization Strategic Planning Team Members

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INTRODUCTION

The SVWDB, Inc. assigned a Team to examine its structure and functions for several reasons:

- To ensure alignment with the new strategic plan,
- To expand its reach with both jobseekers and businesses,
- To explore how to diversify resources to expand capacity,
- To become the ‘go to’ leader regarding workforce development issues and advocacy around workforce issues in the region and the state.

The current SVWDB, Inc. structure has a board designed to serve two functions, 1) oversight of WIOA programs, operations, and system-wide governance, and 2) traditional not for profit board functions that include fiduciary responsibilities for the not for profit and resource development.

The Organization Strategic Planning Team is proposing redesigning the board of the current 501c3. The current 38+ board of the 501c3 would become the unincorporated board that meets the WIOA regulations. The 501c3 board would become a smaller board, possibly no more than 13, focused on resource expansion and development and execution of the policies and strategies set by the SVWDB. The team has investigated this structure by examining two other WDBs in VA that operate this way. In addition, an attorney with federal workforce program experience reviewed this recommendation. His written opinion states that there is no reason, by federal law, preventing the organization from proceeding forward in this manner. The attorney’s opinion is available for any SVWDB or CEO Consortium member to review.

The attorney’s conclusion, “There is no impediment to changing the BOD structure for the SVWDB if that is the wish of the LWDB and the LEOs. All the changes outlined above are procedural and have been performed by other highly effective local workforce development areas. It is very important to be clear going in which decisions rest with the SVWDB/Executive Committee (primarily operational) and which ones go to the full LWDB (primarily strategic). The partnership agreement is the place to clarify the respective roles and responsibilities for the LEOs, the LWDB and the SVWDB.”

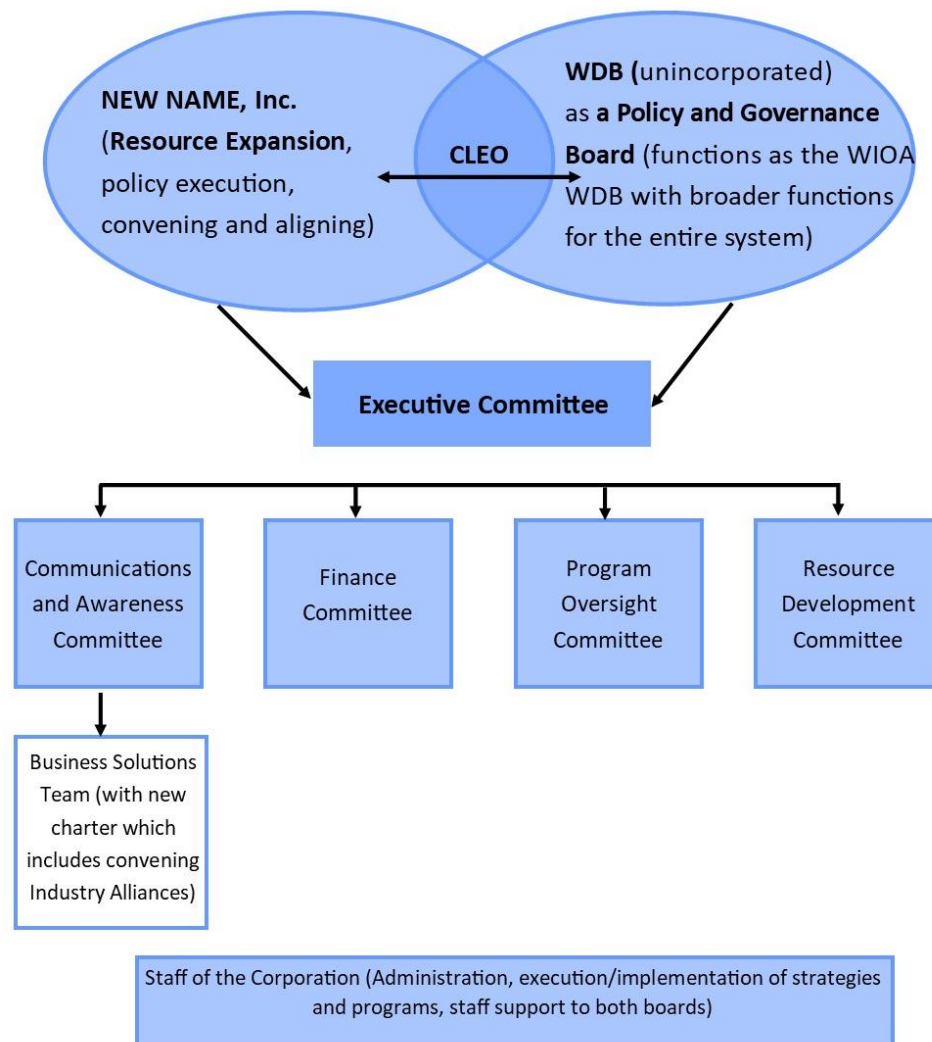
The primary reason for the proposed reorganization is to sustain expansion and growth of the workforce system. The smaller board of the corporation will be primarily focused on resource development. The incorporated board (New Name, Inc) serves as the operating entity; the other, an unincorporated board (SVWDB) serves as the policy-setting entity that directs such policy that the operating entity executes. The policy entity, the unincorporated board, becomes the board that meets the requirements of a workforce board under WIOA. Together, the two boards facilitate the roles, functions, and strategic initiatives the organization needs to execute on behalf of the workforce system. This structure fosters an environment of checks and balances between the operational and policy functions of the organization. Because this would be a new organizing structure and approach, the Executive Committee of the SVWDB should examine it regularly to determine its efficiency and effectiveness. Establishing this new approach would continue to be an organic process: if it is determined that the organizational structure does not work, the possibility always remains that the incorporated entity expand the board again to meet the WIOA mandated requirements.

PROPOSED STRUCTURE

Functions envisioned for the regional workforce system as specified in the new strategic plan:

- Workforce system policy setting,
- Resource development for capacity building, and
- Positioning workforce development in the region for awareness, relevancy, and sustainability.

The new approach separates **policy setting** from the Corporation and is a **function of the unincorporated SVWDB**. The **Corporation focuses on resource expansion and development**. Both contribute to building awareness, relevancy, and sustainability. **The committees are joint**, with representation from both boards as required. The Chief Local Elected Official (Chair) sits on both boards as the local elected officials are assigned the accountability and liability under WIOA. They assign the Corporation as the fiscal agent for the WIOA funds; however, they retain the liability.



PROPOSED COMMITTEE DESCRIPTIONS

EXECUTIVE COMMITTEE

The Executive Committee reviews all action items from the other committees and recommends action to both Boards. The Executive Committee may act on behalf of the Board between full Board meetings, typically when action is imperative, and circumstances make assembling the full Board impractical. Any such actions shall be reported and subject to the ratification of the Board at its next regular or special meeting. The purpose of the Executive Committee is to direct and manage the activities of the organization that require board oversight.

In addition, the Executive Committee oversees development of the budget; ensures accurate tracking, monitoring, and accountability for funds; reviews major grants and associated terms.

The duties of the committee are:

1. Organizes committees and assigns responsibilities.
2. Provides fiscal and administrative oversight.
3. Provides oversight of full board actions to carry out the Strategic Plan and Operational Plan.
4. Arbitrator for determining when a conflict of interest exists.
5. Oversees the marketing and branding efforts of the organization.
6. Establishes evaluation criteria and conducts a performance appraisal of the Chief Executive.
7. Sets compensation levels for the Chief Executive.
8. Oversees the financial stability of the organization.
9. Reviews and monitors allocation of resources to carry out the organization's key functions.
10. Reviews fiscal expenditures.
11. Evaluates the implementation of new program components for the purpose of quality assurance.
12. Examines system and process changes required and brought forth by the Chief Executive.
13. Initiates discussion around workforce issues that require advocacy at the local, state, or national level.
14. Identifies and recruits new board members for recommendation to the CEO Consortium.
15. Maintains and updates by-laws as required.

FINANCE COMMITTEE

The Finance Committee ensures that the staff exhibits sound fiscal management of the organization's funds. The committee provides oversight of the budget and grants and is tasked with certifying financial statements included in required reports. The duties of the committee are:

1. Reviews the budget of the organization on an annual basis.
2. Reviews operational budgets to ensure adequate support of program design and goals.
3. Oversees the annual audit, including:
 - Select an independent firm to conduct an annual audit.
 - Provide oversight to the auditor.
 - Review the annual audit.
 - Recommend approval or modification of the audit to the Executive Committee.
4. Institutes procedures for keeping track of all financial information.
5. Ensures the practice of internal rules to control how financial data is generated, recorded, and reported.
6. Establishes reserve funds, lines of credit, and short and long-term investments.
7. Ensures that the annual conflict of interest declaration is signed by each board member.

PROGRAM OVERSIGHT COMMITTEE

The purpose of this committee is to provide information and assist with operational and other issues relating to the workforce delivery system. This committee assists with operational and other issues relating to the provision of services to individuals with disabilities and other segments of the population. The committee may include representatives of the one-stop partners. The operations of the one-stop centers will also be a focus of the Committee. The duties of the committee are:

1. Leads on the development, implementation, and oversight of programs, policies, and services.
2. Examines if strategies proposed in the system's strategic plan are being implemented as related to program operations.
3. Examines existing programs and services and makes recommendations for changes.
4. Provides program oversight, reviews participant and fiscal data, and monitoring (internal and external).
5. Evaluates all program goals, performance measures, and quality.
6. Monitors the extent to which the WIOA Career Centers and programs meet quality standards.
7. Oversees the implementation of new program components.
8. Reviews policies governing programs and services to be adopted by the WDB.
9. Reviews and recommends WIOA training providers.

RESOURCE DEVELOPMENT COMMITTEE

This committee oversees and directs resource development activity. The committee forecasts financial needs on an annual basis aligned with the strategic plan. This committee is not solely responsible for raising money; however, it leads the board's fundraising effort. The committee works with staff to establish a fundraising plan. This plan may include annual events, end-of-the-year requests, and other activities. The committee works with staff on their fundraising efforts and sometimes takes the lead in specific activities. The committee also ensures the proper acknowledgement of donors. The duties of the committee are:

1. Help with the development of new sources of funds to carry out the work of the corporation, including working with the Chief Executive to create and implement development strategies that engage donors, foundations, and funding sources to support the budget and ensure the on-going financial vitality of the organization.
2. Work with the Chief Executive and senior staff to oversee the implementation of the development strategy to include individual, corporate, foundation, government grants, etc.
3. Provide leadership and engage fellow board members to take an active role in fundraising initiatives.
4. Collaborate with the Finance Committee and staff to develop fundraising activities to support the overall financial strategy.
5. Develop and implement stewardship programs aimed at cultivating long-term relationships with donors and communities.
6. Monitor and report regularly on the progress of the development program and activities.
7. Monitor all donor information; provide and present statistical analysis to board to diversify and increase donor base.
8. Members serve as a liaison to prospective donors and advocates for the functions of the organization.
9. Provide strategic input to staff on special events.
10. Serve as stewards of all grant funds brought into the organization.

COMMUNICATION AND AWARENESS COMMITTEE

This committee supports an overall comprehensive communications and outreach strategy. The committee partners with staff to oversee a consistent and active communication strategy to all stakeholders for the purposes of program messaging, fundraising, awareness, and branding. The committee is responsible for crafting, updating, and overseeing the strategic communications plan to maintain the integrity of the brand when promoting the organization's mission; and developing the organization's marketing message to become more broadly recognized through various online media channels, exhibits, and collateral. The committee provides oversight and expertise to the Business Solutions Teams. The duties of the committee are:

1. Contributes expertise to assist staff in establishing organizational marketing, branding and communication plans and initiatives.
2. Builds on current brand and develops creative outreach programs that will drive new partners, businesses, and job seekers.
3. Advises staff on strategies and development for various marketing communications channels and web presences including, electronic/social media (e.g., Facebook, Twitter, LinkedIn, etc.), newsletter, public relations, website, and printed collateral.
4. Maintains and builds relationships with key industry partners and members of the press in conjunction with staff efforts.
5. Identifies key speaking engagements for staff and community to help market and brand the center and key workforce initiatives.
6. Foster strategic alliances with organizational leaders in education, economic development, community, and business.

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