

Final Report to SAWDC
From: Ingbretsen Consulting LLC
To: Mark Mattke
Date: April 19, 2006

I. Mission/Vision

Mission:

Lead a dynamic, demand driven workforce system

Vision:

Innovate workforce solutions for the Spokane Region

II. An action plan of specific initiatives with identifiable outcomes that will support the mission and vision

Strategies: (and tactics)

- 1. Public Relations (Co-chairs: Hugh Severs, Liz Collier)**
 - a.** Ensure business is the primary customer of the Workforce Development System. Workforce development services will be provided to satisfy the needs of business customers and add value to jobseekers who are the direct beneficiaries of a “business focused” workforce development system
 - Form a “Business Relations Team” by 11/03/06
 - Communicate the 501 3c designation to demonstrate the new opportunities and direction of the SAWDC (This item on hold per executive committee)
 - Conduct a survey of the Spokane business community to discover how the SAWDC can better serve the community in a demand driven environment by 03/02/06
 - Use the results of the survey to enhance the system by 04/06/06
 - Continue to pulse the business community through “outreach” to ensure satisfaction, making adjustments when required
 - b.** Make the funded systems easier to navigate and services accessible, available and value added to the “product” (prepared and trained workers) for the business customer
 - Form a “Information Navigation Team” by 11/03/05
 - Create an “information matrix” which clearly describes the workforce system in the Spokane Region by 02/02/06

- Through publications and briefings make this information continuously available to the business community and job seekers
- c. Be the Regional voice of workforce information for employers and job seekers
 - Form a “Public Relations Team” by 11/03/05
 - Develop a system/process for having articles printed in and spoken about by the local media regarding workforce issues by 12/01/05
 - Develop an electronic newsletter directed toward both employers and job seekers providing the latest in trends, issues and solutions regarding the workplace in the Spokane Region by 01/05/06

2. Business Clusters (Co-chairs: Craig Dias, Steve Hanson)

- a. Coordinate the “business/industry cluster approach” so workforce development efforts will be closely aligned with current and future economic development with increased emphasis on high-skill, high-wage jobs
 - Form a “Business Cluster Team” by 11/03/05
 - Immediately seek information from Spokane based economist on current and developing/future occupation trends and business clusters
 - Seek input from the Spokane and Valley Chambers and the Economic Development Council on clusters to be evaluated for future “skills panels” by 01/05/06
 - Develop a “template” which can be used as a guide to quickly move the actions/findings of the skills panels by 02/02/06
 - Seek grants for cluster skills panels or specific immediate training needs
- b. Provide incumbent workers information about, and connection with, the better paying jobs that require some post-secondary training and education
 - Using the same approach as used in strategy 4a, target the incumbent workers in the Spokane region informing them of the many possible careers available in the higher skill higher wage careers by 06/01/06

3. Financial (Executive Committee)

- a. Create innovative approaches to more flexibly use existing funds and acquire new funding sources for Council workforce initiatives
 - Form a “Financial Team” of workforce and financial experts by 12/02/05
 - Evaluate present funding and expenditures and make recommendations by 01/05/06
 - Use the 501 3c designation to develop new funding sources and make recommendations by 03/02/06 (This item on hold per executive committee)

4. Youth Council (Co-chairs: Don Howell, Steve Jurich)

- a. Carry out the Workforce Development Council's strategies and tactics as they pertain to youth in the community.
 - Enhance the Youth Council efforts by 11/03/05
 - Create connections between youth agencies, organizations, schools, and the community that result in more effective youth services and efficient coordination of efforts. (ongoing)
- b. Provide young people information about, and connection with, the better paying jobs that require some post-secondary training and education
 - Collaborate with youth agencies, organizations, schools, and the community to connect youth with the necessary resources to prepare for additional education and training by 01/05/06.
 - Develop an “information blitz” that targets youth, conveying targeted career ladders and the benefits of preparing for and seeking apprenticeships and employment in the trades, medical, manufacturing, transportation and other high paying sectors by 03/08/06

5. **One-Stop (Co-chairs: Julie Meyer, Diana Wilhite)**

- a. Relocate, redefine and redesign the WORKSOURCE “one-stop” for the Spokane Region
 - Form a “One-Stop Transition Team” by 12/02/05
 - Have recommendations/action plan to the executive committee by 03/02/06
 - Have the RFP for One Stop operator out to bid no later than 04/06/06
 - Have operator selected by 05/04/06
 - Have transition complete by 08/31/06

Footnotes:

The Spokane Area Workforce Development Council is not in the business of economic development. It does support and in many ways depends on business formation, the Economic Development Council recruiting and retention efforts, the Spokane Regional Chamber of Commerce efforts and other community developers, for “job creation” of both semi-skilled and high wage high skill jobs. It is not the intent of the SAWDC to compete with or duplicate the successful efforts of others; rather it is the intent of the SAWDC to effectively use its funding and intellectual assets to enhance and reinforce the importance of workforce development and making others more successful in their efforts.

Realizing the volunteer nature and busy schedules of the SAWDC, the council members should take a “lead or oversight roll (commitment to complete)” for each strategy team, but to the greatest degree possible, involve the WDC staff, affiliates and other community partners in the execution of the tactics.

As an aid to understanding the working definition of “Workforce Development System” the following is provided.

The “Workforce Development System” means programs that use private and/or public (local, state and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers and/or employers.

The “Workforce Development System” includes but is not limited to:

- Secondary vocational education, including activities funded under the federal Carl D. Perkins Vocational-Technical Education Act of 1998.
- Community and technical college vocational education programs, including activities funded under the federal Carl D. Perkins Vocational-Technical Education Act of 1998.
- Private career schools and private college vocational programs.
- Employer sponsored training.
- Youth, adult, and dislocated worker programs funded by Title I-B of the Workforce Investment Act of 1998 (WIA).
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIA Title II).
- Activities funded under the federal Wagner-Peyser Act (WIA Title III).
- Apprenticeships.
- The One-Stop System [as described in WIA Sec. 121 (b)].
- The state Job Skills Program.
- Timber Retraining Benefits.
- Work-related components of the vocational rehabilitation program (WIA Title IV).
- Services provided by the Department of Services for the Blind.
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services.
- May include other local, state, and federally funded workforce development programs.
- May include other privately funded workforce development programs and initiatives.

III. Rewritten job descriptions for all staff: recommendations on how to reconstitute the SAWDC staff and its functions/actions to best support and accomplish the new mission/vision/strategies going forward

It is recommended that the present staff be reformed into the following three positions

- (1) Workforce Strategy and Planning Director
- (2) Assistant Director, Workforce Development Operations
- (3) Administrative Assistant

A fourth position should also be explored to lead the Youth Council on as close to a full time basis as possible on an “outsource” arrangement using the talents of other organizations in the Spokane Region.

Job descriptions of the 3 positions are as follows.

Workforce Strategy and Planning Director

Nature of Work:

Performs professional and technical work in the development and implementation of strategy and the strategic/tactical planning and administration/development of federal, state and local workforce programs. Provides guidance to the Spokane Area Workforce Development Council and WDC staff enabling them to fulfill the mission and vision, and meet the legal responsibilities under the Workforce Investment Act and other authorities as appropriate. Builds relationships, communicates activities and works to bring community leaders and partners together to accomplish the mission, vision and objectives of the SAWDC. Responsible to City and County elected officials for ensuring compliance to local, state and federal regulations and other stated requirements. This position will provide the right person with the opportunity to apply innovation, energy and enthusiasm in leading the development of an enhanced workforce system for the Spokane workforce development area. This position requires strong leadership skills and will afford the right candidate the opportunity to work with business leaders, local and state government officials and a broad spectrum of educators and trainers.

Supervision:

Reports to the Economic Development Director. Works under general guidelines and assumes full responsibility for actions. Responsible for fulfilling Federal program objectives and coordinating activities with state, city and county officials, the Private Industry Council and program operators. Supervises the work of professional and clerical subordinates in carrying out program objectives. Delegates effectively, and plans, organizes, and evaluates work performed by others. Establishes and maintains harmonious and effective working relationships with a wide variety of individuals and groups. Uses the highest level of interpersonal skills in order to understand, develop, and motivate people at any level.

Examples of Work:

Board Development: Provides the Spokane Area Workforce Development Council (SAWDC) Board with information, guidance and support that leads to effective planning and policy making. Involves the Board appropriately and responsibly, in decisions affecting the Board, the organizations bylaws, and its policies and programs. Provides strategic planning guidance in the development of policies and plans of the Council. Assures Board meetings are scheduled and

planned, and that Board members are informed about issues affecting the organizations programs and overall effectiveness.

Workforce Development Planning and Management: Works with the Board and local elected officials to develop and maintain a strategic planning process that (a) identifies the current and emerging workforce development needs of local employers and job-seekers,(b) advocates for effective public policy and (c) oversees the implementation of programs in the service delivery area, assuring grants, contracts and programs are developed and managed in compliance with laws, rules and the regulations of funding sources. Provide the administrative leadership, guidance, technical assistance, and training to service providers, required to improve their capacity and their quality, in delivering job training services.

Organization and Staff Development: Develops an organization structure and the professional knowledge/talent required to support the mission, vision and goals of the organization. Actively participates in staffing decisions, serves as mentor and role model and demonstrates solid leadership skills.

Business Management: Responsible for the overall development and periodic review with the Board of all administrative policies such as human resources, compensation, accounting, resource allocation, asset management, etc. Provides interpretation and guidance on policies, implements approved policies, procedures, programs and plans. Works with the Board by (a) providing leadership to grants management and budgeting processes, (b) providing timely reports of the organization's total financial position, and (c) developing and maintaining sound fiscal practices and internal controls. Through the budgeting process, allocates the resources necessary for the upkeep of the organizations equipment and facilities.

External Partnerships: Creates and maintains a favorable public image, assuring that the Board and its WDC strategies, initiatives and programs are known in the community, especially to the employers and job-seekers that can benefit from its programs. Seek and develop strategic alliances which can help the SAWDC achieve its mission, vision and objectives. Serve as a spokesperson for the SAWDC; build strong federal, state and local relationships which can enhance the overall effectiveness of the SAWDC.

Work Environment and Mental/Emotional Demands: Frequent interaction and communication with a wide variety of individuals and groups in both one-on-one and group settings. Flexibility needed to adapt to changing priorities. A demanding work environment due to schedule and deadline requirements is a constant. Work interruption is normal. Varied schedules to meet organizational needs; overtime sometimes required. Compliance and performance are critical aspects of the work environment. Fast pace, action oriented, small staff and innovative change best describe the desired work environment. Majority of work

is conducted in an office setting; however, external contacts necessities travel, a valid drivers license, and properly insured automobile.

Additional Work Performed: Attend meetings, workshops, seminars, read and study laws, rules and ordinances, and keep current with trends, practices and regulations affecting the SAWDC, the Workforce Investment Act and other significant legislation. Assume additional responsibilities and perform a wide variety of management and administrative duties necessary to efficiently manage and lead the SAWDC.

Required Knowledge and Abilities:

Working knowledge of the Workforce Investment Act, educational/training requirements for employability, and workforce trends.

Thorough knowledge and skills to perform competently all duties and responsibilities considered essential functions of this job.

Experience in facilitating diverse groups and individuals to reach effective decisions.

Analyze complex problems; reach sound decisions and present information in a clear concise manner.

Use word processing, spread sheets, data bases and presentation software in an effective and efficient manner.

Communicates effectively both orally and in writing.

Minimum Education and Experience:

Graduation from a recognized four-year college or university with a bachelor's degree in Public Administration, Business Administration, Social Sciences, Education Administration, or related fields, AND at least four (4) years management experience, including experience working with Boards, Commissions, and other policy-making officials is required. A master's degree is preferred.

Jack Lynch
Deputy Mayor

Date

New: 10/05

Union/FLSA: EX/salary Range: Census code: 2 EEO code: 1

Assistant Director, Workforce Development Operations

Nature of Work:

Develops, implements, and administers operations and cost management through project budget tracking; development and administration of the budgetary function; provides the Spokane Area Workforce Development (SAWD) management, staff and the council with technical expertise on operations and financial decisions; works to ensure budget and cost controls; works with state and local officials, Council Board members, staff and the Director throughout the budgeting process to coordinate the flow of information amongst concerned parties; designs, implements and makes recommendations related to contract specifications and management, grant administration and management, bid reviews, vendor/customer negotiations and proposals; produces all needed reports and develops full cost models for SAWDC operations. This position will provide the right person with the opportunity to apply innovation, energy and enthusiasm in leading the development of an enhanced workforce system for the Spokane Region. This position requires strong leadership skills and will afford the right candidate the opportunity to work with business leaders, local and state government officials and a broad spectrum of educators and trainers.

Supervision:

Reports to the Workforce Strategy and Planning Director. Works independent of close supervision. Communicates effectively both orally and in writing. Establishes and maintains harmonious and effective working relationships with a wide variety of individuals and groups. Uses the highest level of interpersonal skills in order to understand, develop, and motivate people at any level.

Examples of Work:

Board Development: Provides the SAWDC Board with operations and financial guidance that leads to effective planning and policy making.

Workforce Development Planning and Management: Works with the Director, staff, Board and local elected officials to develop and maintain viable operational and financial planning processes that (a) oversees the implementation of programs in the service delivery area, assuring grants, contracts and programs are developed and managed in compliance with laws, rules and the regulations of funding sources. (b) Provide the administrative leadership, guidance, technical assistance, and training to service providers.

Organization and Staff Development: Actively supports the Director and other staff members in carrying out the mission, vision and strategies of the SAWDC

Business Management: Responsible for the overall development and periodic review with the Director, staff and the Board, of operations and financial management actions and initiatives.

External Partnerships: Creates and maintains a favorable public image, assuring that the Board and its WDC initiative/programs are financially sound and operationally effective. Seeks and develops strategic alliances which can help the SAWDC achieve its mission, vision and objectives and builds strong federal, state and local relationships which can enhance the overall operations and financial effectiveness of the SAWDC.

Additional Work Performed: Attend meetings, workshops, seminars, read and study laws, rules and ordinances, and keep current with trends, practices and regulations affecting the SAWDC, the Workforce Investment Act and other significant legislation. Assume additional responsibilities and perform a wide variety of duties necessary to efficiently assure the operational and financial well-being of the SAWDC.

Work Environment and Mental/Emotional Demands: Frequent interaction and communication with a wide variety of individuals and groups in both one-on-one and group settings. Flexibility needed to adapt to changing priorities. A demanding work environment due to schedule and deadline requirements is a constant. Work interruption is normal. Varied schedules to meet organizational needs; overtime sometimes required. Compliance and performance are critical aspects of the work environment. Fast pace, action oriented, small staff and innovative change best describe the desired work environment. Majority of work is conducted in an office setting; however, some external contacts necessitates travel, a valid drivers license, and properly insured automobile.

Required Knowledge and Abilities:

Working knowledge of the Workforce Investment Act.

Knowledge of the principles of budgetary and accrual accounting.

Knowledge of the principles, methods and practices of public finance.

Knowledge of computerized accounting, financial and payroll systems.

Knowledge of the principles and practices of fund accounting and external auditing practices.

Skill in analyzing and interpreting fiscal and statistical data and operational effectiveness.

Minimum Education and Experience:

Graduation from a recognized four-year college or university with a bachelor's degree in Public Administration, Business Administration, Operations, Accounting, Social Sciences, Education Administration, or related fields, AND three (3) to five (5) years experience in government cost and budgeting

management including two (2) years experience in a supervisory or administrative capacity; or an equivalent combination of training and experience.

Jack Lynch
Deputy Mayor

Date

New: 10/05

Union/FLSA: EX/salary Range: Census code: 2 EEO code: 1

Administrative Assistant

SUMMARY:

Performs a variety of administrative and staff support duties for a specified unit/department, which require a range of skills and knowledge of organizational policies and procedures. Assists and directs visitors, and resolves administrative problems and inquiries; composes, edits, and proofreads correspondence and reports, and prepares a range of administrative documents.

DUTIES AND RESPONSIBILITIES:

1. Coordinates and performs a range of staff and/or operational support activities for the unit; serves as a liaison with other departments and operating units in the resolution of day-to-day administrative and operational problems.
2. Provides administrative/secretarial support for the department/division such as answering telephones, assisting visitors, and resolving and/or referring a range of administrative problems and inquiries.
3. Operates personal computer to compose and edit correspondence and/or memoranda from dictation, verbal direction, or from knowledge of established department/division policies; may prepare, transcribe, compose, type, edit, and distribute agendas and/or minutes of meetings.
4. Schedules and coordinates meetings, events, interviews, appointments, and/or other similar activities for supervisors, which may include coordinating travel and lodging arrangements.
5. Prepares or assists with the preparation of scheduled and/or ad hoc statistical and narrative reports; performs basic information gathering and analysis and/or forecasting, as specifically directed.
6. Assists unit management and staff in problem solving, project planning, and development and execution of stated goals and objectives.
7. Posts, balances, monitors, and reconciles internal department/division monthly ledgers, budgets, and financial reporting system reports; may prepare drafts of budget planning documents; may serve as

- department/division book holder and/or paymaster; may manage petty cash disbursements and reconciliations.
8. Establishes, maintains, and updates files, databases, records, and/or other documents; develops and maintains data, and performs routine analyses and calculations in the processing of data for recurring internal reports.
 9. Sorts, screens, reviews, and distributes incoming and outgoing mail; composes, prepares, or ensures timely responses to a variety of routine written inquiries.
 10. Requisitions supplies, printing, maintenance, and other services.
 11. Performs miscellaneous job-related duties as assigned.

MINIMUM JOB REQUIREMENTS:

High school diploma at least 3 years of experience that is directly related to the duties and responsibilities specified.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

- Ability to gather data, compile information, and prepare reports.
- Ability to analyze and solve problems.
- Ability to gather and analyze statistical data and generate reports.
- Word processing and/or data entry skills.
- Receptionist skills.
- Database management skills.
- Ability to maintain calendars and schedule appointments.
- Knowledge of supplies, equipment, and/or services ordering and inventory control.
- Knowledge of general accounting principles.
- Ability to record and transcribe meeting minutes.
- Ability to organize and coordinate.
- Ability to communicate effectively, both orally and in writing.
- Ability to make administrative/procedural decisions and judgments.
- Ability to create, compose, and edit written materials.

DISTINGUISHING CHARACTERISTICS:

Position requires: (a) performing interoffice administrative coordination, routine bookkeeping transactions, internal tracking of documents and travel arrangements including travel vouchers; (b) creating and maintaining computer databases; (c) using discretion and making administrative judgments based on existing operating guidelines to resolve day to day operating issues; (d) gathering and analyzing statistical data in order to create and prepare routine and ad-hoc reports and correspondence; and (e) utilization of word-processing, spreadsheets and database applications to manipulate and format correspondence/data.

WORKING CONDITIONS AND PHYSICAL EFFORT:

- Work is normally performed in a typical interior/office work environment.
- Very limited physical effort required.
- Very limited exposure to physical risk.

IV. Recruitment efforts of new Strategic Director

Fifty-four candidates responded to the Strategic Director job posting. With the help of the Spokane City HR department, the list was narrowed to twenty-eight.

The next cut took the field to nineteen.

A team of council members then narrowed the field to four. Three candidates were interviewed with one additional individual dropping the last week before the interview due to personal reasons.

The interview team made up of board members and one representative from the City HR department made the final selection which was by a unanimous vote. That individual Mark Mattke is now in place.

V. 501 (c)(3) implementation plan

From: Ingbretsen Consulting LLC
To: Steve Dahlstrom, Chairman of the Spokane Area Workforce Development Council
Date: December 6 2005
Subject: Status on Action #5, Develop an implementation plan for the 501 (c) (3) arm of the WDC.

As a result of a meeting held November 28, 2005, with Steve Dahlstrom, Tom Fritz and Rich Hadley, it was decided to put on hold the efforts of Ingbretsen Consulting LLC to develop an implementation/ business plan for a 501 (c) (3) nonprofit organization. It was agreed that Ingbretsen Consulting will shift efforts to facilitate and work with the teams who are working on the strategies and tactics of the SAWDC.

The main reasons cited for putting the 501 effort on hold were timing and need. With regard to timing it was felt that it would be better to wait until the Director and Assistant Director positions are filled, and preliminary discussions with Spokane County and City officials takes place to discuss the pros and cons of why and how to form the 501. With regard to need it was felt there is not enough compelling information to drive the 501 application process at this time. Additionally, with the WIA legislation still pending, there exist some unknowns.

The following information is provided as a matter of record so when the action to move forward is determined to be in the interest of the SAWDC the effort that has been accomplished to date is not lost.

Many phone calls and one-on-one discussions have been conducted with state and WDC officials. They include the following people:

Ellen O'Brian Saunders, Executive Director, Washington State Workforce Training & Education Coordination Board
360 753 5660
eosanders@wtb.wa.gov

Tim Probst, CEO, Washington Workforce Association
360 693 6362
timprobst@washingtonworkforce.org

Kris Stadelman, CEO/President, WDC of Seattle-King County
206 448 0474
kstad@seakingwdc.org

Patrick Baldoz, Executive Director, Tri-County WDC Council
509 574 1950
patrick.baldoz@co.yakima.wa.us

Lisa Nisenfeld, Executive Director, Southwest Washington WDC
360 567 1070
lnisenfeld@swwwdc.org

The Pros and Cons of the 501(c) 3 Tax-exempt Status

Based on many discussions and additional research completed on the formation of a 501(c) 3 for the SAWDC, the following information is provided.

Benefits of Incorporating as a Non-profit Corporation

Tax Deductible Donations

Probably the largest benefit of obtaining the official 501(c) (3) ruling from the IRS is that the organization can assure donors that contributions, donations and gifts are tax deductible. And, for those organizations desiring to pursue writing grant applications, most foundations and grant-making organizations require that a copy of the IRS letter accompany the grant request. Additionally, some local vendors may also have a policy that they make donations or give discounts only to 501(c) (3) organizations formally recognized by the IRS.

Creates new identity and promotes community image

Independent corporations do have unique community images. There is value to a corporate image. The image communicates stability, presence and a certain degree of credibility. Similar to a "brand", many non-profits have established value as a result of being independent, non-profit corporations. By establishing yourself as an independent non-profit corporation, you may have a stronger voice

and gain local support that the SAWDC organization is unable to in its present structure.

Allows for additional direct grant fundraising.

Although additional money can be accessed by the SAWDC from federal and state resources, additional grant money can be gained from organizations that only provide grants to nonprofit organizations. Also, individuals and corporations have an added incentive to contribute to a 501(c) (3) collaborative group because their donations will be federal tax exempt.

Allows organization to be more flexible in changing organizational structure

Present alignment with the city can result in long negotiations to change personnel structure especially with the non exempt positions.

Can enhance organizations ability to be more innovative

Current WIA dollars come with many rules for use. Additional non federal and non state dollars could be used in more innovative applications.

May increase organizational effectiveness in achieving mission.

A 501 annual report can drive the need to achieve self-imposed goals and objectives

Protects directors and members from liability.

Can provide the organization with some autonomy.

The formation of a 501 © (3) will help the SAWDC to pursue some initiatives that are above and beyond those specifically covered under federal and state mandates.

Concerns with Incorporating as a Non-profit Corporation

Cost

On the down side, preparing a successful application for 501(c) (3) status is very time consuming, and it can be expensive. A new organization that anticipates gross receipts averaging not more than \$10,000 during its first four years has to pay a \$150 application fee to the IRS. Organizations anticipating gross receipts exceeding \$10,000 annually must pay \$500. If an attorney and/or accountant prepare or review the application, they may also charge the group an hourly or flat fee. (Our attorney services were obtained as an in-kind donation.)

Additional Work

Additionally, submitting the application may just be the beginning of the process, because the IRS frequently will respond with requests for more material such as copies of newsletters and other collaborative publications, explanations of corporate operating procedures; further details on proposed activities; copies of any leases or agreements the group has signed; and other matters. Six months

to a year may elapse before the group receives an initial determination of exemption.

Restrictions

A 501(c) (3) status brings restrictions as well as benefits. Books and records detailing all activities, both financial and non-financial, must be kept. Reports and financial statements must be provided annually to the IRS, and the group will be required to provide copies of that information to anyone else who requests it. There are also limitations on the amount and type of lobbying that may be conducted by the group.

Buy-in from City and County officials

An effort with justification will need to be undertaken to provide input and solicit feed back from city and county officials if the SAWDC decides to become a pure 501(c) (3) organization. This will require several one-on-one and group meetings, consuming both time and effort.

Requires on-going management that must adhere to rules of governance.

Requires developing Staff and Board working capacity.

May require an additional paid staff person to be most effective.

May increase organizational complexity especially during transition.

Proposed Business Plan Outline for the 501(c) 3

Essentially, this business plan is a combination of a marketing plan, strategic plan, operational/management plan and a financial plan. There are a wide variety of formats for a business plan. The particular format and amount of content included in a plan depends on the complexity of the organization. The enclosed outline is designed to help those who will use the business plan to make a decision, e.g., an investor, funder, management, staff, Board of Directors, etc. The plan will contain terms such as “statement of financial position” a “statement of financial activities” possible “clients and donors” the federal and state government as “funder” and a list of “programs and services” which will be provided by the SAWDC 501(c) 3 organization.

Overall, the contents of a business plan are directed to:

1. Describe the SAWDC organization including its primary features, advantages and benefits.
2. What the organization wants to do with the 501(c) 3 designation (raise funds for training, public awareness, etc.).
3. Justification that the plans are credible (e.g., results of research that indicate the need for what the organization wants to do).

4. Marketing plans, including research results about how the organization will be marketed (e.g., who the customers will be, any specific groups (or targets) of customers, why the customers need the venture (benefits they seek from the venture), how they will use the venture, what they will be willing to pay, how the venture will be advertised and promoted, etc.)
5. Staffing plans, including what expertise will be needed to build or enhance the organizations staff to support the 501(c) 3 and provide the required/desired operations on an ongoing basis.
6. Management plans, including how the organization will be organized, coordinated and led
7. Financial plans, including costs to build the organization costs to operate the venture, expected revenue, budgets for each of the first several years into the future, when the organization might break-even (begin making more money overall than it has cost), etc.
8. Appendices (there are a wide variety of materials included in appendices, e.g., description of the overall organization, how the organization fits into other community organizational efforts, its current staff, etc.)

Development of the business plan will help to clarify the organization's plans and ensure that key leaders are all "on the same script". Far more important than the written plan document, is the planning process itself.

I have included ten responsibilities for nonprofit boards to help SAWDC staff and council members think through what will be required to make the 501(c) 3 a success.

Ten Basic Responsibilities of Nonprofit Boards

1. Determine the organization's mission and purpose. It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served.
2. Select the chief executive. Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.
3. Provide proper financial oversight. The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
4. Ensure adequate resources. One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission.
5. Ensure legal and ethical integrity and maintain accountability. The board is ultimately responsible for ensuring adherence to legal standards and ethical norms.
6. Ensure effective organizational planning. Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
7. Recruit and orient new board members and assess board performance. All boards have a responsibility to articulate prerequisites for candidates,

- orient new members, and periodically and comprehensively evaluate its own performance.
8. Enhance the organization's public standing. The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.
 9. Determine, monitor, and strengthen the organization's programs and services. The board's responsibility is to determine which programs are consistent with the organization's mission and to monitor their effectiveness.
 10. Support the chief executive and assess his or her performance. The board should ensure that the chief executive has the moral and professional support and the expertise he or she needs to further the goals of the organization.