

Workforce Success Leadership Team

Friday, April 12, 2019

8:30 a.m. to 10:30 a.m.

United Way of Denton County, Inc. (1314 Teasley Lane, Denton, TX)

Agenda

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| I. | Welcome & Introductions | 5 min. |
| II. | Bylaws and Charter Committee Update | 30 min. |
| | i. Review and Approve Mission and Vision | |
| | ii. Review and Approve Workgroup Structure | |
| | iii. Review and Approve Charter and Bylaws | |
| III. | Overview of Other Communities' Initiatives | 20 min. |
| IV. | Appointee's Sharing | 30 min. |
| V. | Nominating Committee Update | 5 min. |
| VI. | Backbone Support Updates | 5 min. |
| VII. | New Business | |
| VIII. | Public Comments | |
| IX. | Adjourn | |

Next Meeting Date:

Friday, May 17, 2019 – 8:30 a.m. to 10:30 a.m.

Workforce Success Leadership Team

8:30am Friday, March 22, 2019

United Way of Denton County, 1314 Teasley Lane, Denton, TX 76205

Welcome & Introductions

Mr. David Koontz calls the meeting to order at 8:36am, leading an introduction of new members since the February meeting.

Highlights of February Meeting

Ms. Alicia McElroy reviews the results of February 15's Actor Mapping exercise, previewing some next steps to be taken around this information in future meetings. Such next steps include rearranging the data to reflect which actors have the most contact with ALICE families, or identifying multiple levels of communication (or lack thereof) between various actors.

History of Workforce Success initiatives

Ms. Leah Jordan provides an overview of the history of Collective Impact Leadership Teams in Denton County. The use of collective impact in Denton County originated from the findings of the Citizen's Council on Mental Health, taken in conjunction with the advice of the Meadow's Mental Health Policy Institute. These findings led to the implementation of broad, macro-level systemic change, driven by the decision-makers helping many of the entities providing behavioral health care across the county. A similar team was created around the findings of the Mayor's Housing the Homeless Task Force.

Since their inception, workgroups within these two leadership teams have written grants to bring state and federal resources into Denton County, piloted and sustained programs that have leveraged community strengths to fill acknowledged service gaps, and coordinated mutually reinforcing activities at multiple non-profits and government entities to improve systemic service delivery through shared data measurements.

These teams are distinct from a coalition or a distinct 501(c)3 non-profit, and are instead a policy-making, decision-making body, supported by United Way of Denton County acting as backbone support. Leadership teams are structured to provide strategic plans and objectives, while workgroups reporting to the leadership teams create actions to pursue those plans and objectives.

Healthy discussion ensued, with leadership team members and backbone support both stressing the importance of cross-sector collaboration to funding agencies, and Dr. John Maduko noting the importance of gathering more of the right people to join the room.

Ms. Alicia McElroy provided a history of collaborative workforce-related program development occurring between United Way of Denton County, North Central Texas College, and Cumberland Presbyterian Children's Home, following the Annie E. Casey Foundation's Working Families Success program model that bundles and integrates three separate services to increase programmatic outcomes: Employment Services, Income Support, and Financial Coaching.

Bylaws & Charter Committee Update

Dr. Ling Hwey Jeng summarizes the recommendations of the ad hoc Bylaws & Charter Committee, emphasizing the importance of structure behind the leadership team, and highlighting the six deliverables to be presented for review and potential leadership team approval in April:

- Charter
- Bylaws
- Conflict of Interest Policy
- Code of Ethics

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- Vision
- Mission

Dr. Jeng orients the leadership team on performing a SOAR analysis prior to April 5 to aid the ad hoc committee in developing a draft Vision and Mission statement.

Ms. Alicia McElroy notes that while the committee recommends creating a charter, it will not be filed as a separate 501(c)3 unless the Leadership Team decides down the road that such a step is appropriate. The charter is potentially useful when applying for funding or in establishing the independence of the Leadership Team from its backbone support or any of its members.

Leadership Team Structure

Membership on the Nominating Committee is still open, to be organized in the near future after SOAR analysis.

Backbone Support Updates

Next steps include:

- Presentation of SOAR Analysis results in April
- Presentation of history of workforce-related collective impact initiatives in other communities

Next Meeting

To account for Good Friday, United Way staff recommended moving the April meeting. The Leadership Team verbally agreed to move the April meeting forward one week to April 12.

Meeting adjourns at 10:02am.

If you have something you would like on the agenda for our next meeting, please contact

Alicia McElroy: Alicia@UnitedWayDenton.org or 940-566-5851 x 119

Teddy Yan: Teddy@UnitedWayDenton.org or 940-566-5851 x 106

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Draft WSLT Vision:

All working families in Denton County enjoy financial security through sustainable income and community supports

Draft WSLT Mission:

The mission of the Workforce Success Leadership Team is to create and promote a holistic approach to the workforce that provides every individual and family with the opportunities to succeed and thrive through:

- Coordinating cross-sector integrated service delivery
- Making data-driven, evidence-based, fiscally responsible recommendations
- Promoting access to existing and emerging opportunities to eliminate gaps
- Identifying and growing effective practices
- Increasing earning potential and financial capabilities through innovative approaches

Draft WSLT Workgroup Structure:

Working Families Success	Cross-Sector Communication	Financial Empowerment	Employment & Education
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**DENTON COUNTY WORKFORCE SUCCESS LEADERSHIP TEAM
BYLAWS**

ARTICLE I NAME

The name of the organization shall be the Denton County Workforce Success Leadership Team, "WSLT".

ARTICLE II MISSION/VISION

Vision Statement: All working families in Denton County enjoy financial security through sustainable income and community supports.

Mission Statement: The mission of the Workforce Success Leadership Team is to create and promote a holistic approach to the workforce that provides every individual and family with the opportunities to succeed and thrive through:

- Coordinating cross-sector integrated service delivery
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- Promoting access to existing and emerging opportunities to eliminate gaps
- Identifying and growing effective practices
- Increasing earning potential and financial capabilities through innovative approaches

ARTICLE III ORGANIZATION

Section 3.1: Existence

The period of existence of the Denton County Workforce Success Leadership Team shall be perpetual beginning April 12, 2019.

Section 3.2: Purpose

The purpose of the Denton County Workforce Success Leadership Team (WSLT) is to convene as a policy making team tasked with improving the planning, coordination, oversight, and implementation required to create systems change for workforce/employment initiatives in Denton County.

Section 3.3: Fiscal Agent/Backbone Organization

The name of the agent and address of the WSLT is:

United Way of Denton County Inc.
1314 Teasley Lane
Denton, TX 76205

United Way of Denton County Inc. (UWDC) will serve as the fiscal agent and backbone organization of the WSLT to provide staff, guide vision and strategy, support aligned activities, establish shared measurement practices, build public will, advance policy and mobilize funding. WSLT shall serve under the auspices of UWDC. The fiscal year shall follow UWDC and commence on April 1st and end on March 31st.

ARTICLE IV APPOINTMENTS

Section 4.1: Appointment

Appointment to WSLT is available to eligible entities as set forth below. The membership should represent the geographic, demographic and cultural diversity of Denton County, and to better serve the needs of Denton County.

Section 4.2: WSLT Appointees

The WSLT shall consist of no less than twenty (20) and no more than thirty-four (34) members. Such number may be increased or decreased by amendment to these Bylaws and the WSLT structure.

The WSLT shall be composed of appointees from the following entities.

(1) Denton County Commissioner's Court	(1) Workforce Solutions
(1) City of Denton	(2-3) Social/Public Agencies
(1) City of Lewisville	(1) Society for Human Resource Management
(1-2) Lake Cities and Other Small Cities/Towns	(1-2) Economic Development Departments
(4-8) Employers and Businesses	(1-2) Chambers of Commerce
(1-3) Independent School Districts	(2-4) Financial Institutions
(2-3) Higher Education Institutions	(1-2) United Way of Denton County

Section 4.3: Eligibility

To be eligible a person must be appointed by one of the above-named entities as outlined in **Article IV Section 4.2** and possess strong business, policy, or workforce background.

With regards to appointments:

- Cities/Towns should identify a council member, senior staff, executive, or community member;
- Non-profit organizations should identify an executive or board member;
- Higher education and school districts should identify a senior level representative;
- All others should identify a board member or senior level representative

Appointees are expected to remain actively engaged and report to the appointing agency/organization on an ongoing basis to ensure accurate communication. In the event an appointee is not fulfilling their role, the WSLT will request a new appointee from the appointing agency/organization.

Section 4.4: Terms of Appointment

Initial appointments of the WSLT shall serve a two (2) year term to ensure consistency and maintain a working knowledge of the WSLT. Subsequent appointment terms will be developed by the WSLT consisting of two (2) and three (3) year terms.

Section 4.5: Duties of Appointees

To ensure members are actively engaged, members are expected to attend 75% of the meetings. Physical attendance is expected, however phone or web conference participation may be arranged in lieu of physical attendance in extenuating circumstances.

Section 4.6: Resignation of Appointees

Any member of the WSLT may resign at any time by giving written notice to the Chair at least 30 days in advance and by notifying the appointing authority.

Section 4.7: Vacancies

Vacancies shall be filled by the appointing agency/organization within 30 days of the vacancy and approved during the next regularly scheduled meeting.

ARTICLE V MEETINGS

Section 5.1: General Meetings

Meetings of the WSLT will be held every even-numbered month. Meetings of the WSLT shall be held at the United Way of Denton County Inc. office. All meetings of the WSLT will be open to the public. Meeting agendas and minutes will be made available through the UWDC website.

Section 5.2: Special Meetings

Special meetings of the WSLT may be called by an executive officer.

Section 5.3: Notice of Meetings

Notice of meetings shall be provided at least 3 days prior on the UWDC website, and notification delivered by phone, mail, or email.

Section 5.4: Chairperson/Vice Chairperson

The WSLT shall elect a chair and vice chair to preside over meetings. In the absence of the chair, the vice chair shall preside.

Section 5.5: Secretary

The secretary shall be an elected member of the WSLT and shall be responsible for the written minutes of the WSLT.

Section 5.6: Workgroup Meetings

Workgroup meetings will be held monthly or as needed to conduct the business of the WSLT. Additional meetings may be convened as necessary to meet the goals and objectives of the WSLT.

Section 5.7: Quorum

A simple majority shall be necessary and sufficient to constitute a quorum for the transaction of WSLT business.

Section 5.8: Voting

Each appointee of the WSLT shall be entitled to vote in person or electronically if deemed necessary for the transaction of business. In the event of an electronic vote, members will vote accordingly, and sufficient documentation will be kept and provided at the next official meeting. Only appointees to the WSLT shall have voting rights. Ex-officio members and alternates attending meetings on behalf of an absent appointee may not vote.

Section 5.9: Parliamentary Authority

The meetings of the WSLT shall be governed by the parliamentary rules and usages contained in the current edition of the "Roberts Rules of Order" unless otherwise directed within these bylaws.

ARTICLE VI OFFICERS

Section 6.1: Officers

Officers of the WSLT are eligible for two consecutive one (1) year terms. Elections will be held during the 1st meeting in March. WSLT shall call for a nominating committee to be formed to present a slate of officers annually.

Section 6.2: Chair

The Chair shall preside at all meetings of the WSLT and shall exercise leadership to ensure the goals and objectives of the WSLT are carried out. He/She shall have the powers and duties of supervision and management as it pertains to the office of Chair. The Chair shall serve a one-year term and be elected each year. The duties of the Chair include, but are not limited to the following:

1. Convene and manage meetings;
2. Set the agenda;
3. Represent the WSLT at meetings;
4. Assure compliance with Roberts Rules of Orders

Section 6.3: Vice Chair

The Vice Chair shall assist the Chair in the leadership of the WSLT. The Vice Chair shall serve a one-year term and be elected each year. The duties of the Vice Chair include, but are not limited to the following:

1. Perform all duties of the Chair in the absence of the Chair, and when so shall have all the powers and duties of the Chair.
2. Prepare to succeed to the office of the Chair in the event of the Chair's resignation or vacancy.

Section 6.4: Secretary

The secretary shall be an elected member of the WSLT and shall be responsible for the written minutes of the WSLT, including the authority to be the representative signatory on all board approved documents. The Secretary shall serve a one-year term and be elected each year.

Section 6.5: Past Chair

Upon the end of their term, the Chair of the WSLT becomes the Past Chair and will serve in an advisory capacity to ensure continuity of operations.

Section 6.6: Ex-Officio Members

The WSLT shall appoint ex-officio members as appropriate. Ex-officio members will offer input but will abstain from voting on matters of the WSLT.

Section 6.7: Workgroup/Sub-Committee Chairs

Workgroups/Sub-committees shall provide ongoing reports and recommendations to the WSLT to ensure ongoing communication and leadership as it relates to the overall goals and objectives of the WSLT.

Section 6.8: Compensation of Officers/WSLT Appointees

The officers/appointees shall not receive a salary or compensation.

Section 6.9: Workgroups/Subcommittees

The workgroups/subcommittees of the WSLT are defined by the WSLT as deemed appropriate and necessary to the overall goals and objectives of the WSLT.

ARTICLE VII AMENDMENTS

The Bylaws may be amended by a two-thirds vote of the WSLT members present at any regular or special meeting. Proposals for bylaw amendment shall be submitted to the WSLT at least thirty (30) days prior to consideration.

ARTICLE VIII NON-DISCRIMINATION

The members, officers, directors, committee members, employees and persons served by WSLT shall be selected entirely on a non-discriminatory basis with respect to national origin, race, religion, color, sex, marital status, ancestry, sexual orientation, people with disabilities, age or veterans status.

ARTICLE XI CONFLICT OF INTEREST

Any appointee who benefits financially, directly or indirectly as a result of an action/vote must abstain from the action/vote. A "benefit" shall include the possibility, or appearance, of personal financial gain to the appointee. A benefit occurs when the member or a person in the member's immediate family, and/or a partner or other business associate, and or their employer stand to gain financially from the action/vote.

ARTICLE XII Confidentiality

It is the policy of the WSLT and workgroup members to annually review the conflict of interest and confidentiality form. A copy of this form will be distributed to all WSLT appointees and workgroup members for signature.

WSLT Secretary

Date



**Denton County Workforce Success Leadership Team (WSLT)
Charter**

Context:

In 2018, United Way of Denton County organized a prototype program in partnership with North Central Texas College to explore improving and expanding earning potential among low to moderately-low families through integrated-service delivery. The goal of the prototype program was to improve financial security and educational success among low to moderately-low income families through integrated-service delivery. The process made it clear that holistic, integrated solutions to increase access to educational and employment opportunities and earning potential in Denton County will require adequate funding; accessible and affordable post-secondary education; and collaborative commitments by cross-sector businesses and organizations.

The Denton County Workforce Success Leadership Team seeks to improve the effectiveness of community funding, ensure multi-faceted education and employment options are available, provide a framework for integrated-service delivery, support the implementation of innovative programs and provide the community with a robust picture of the impact of current resources (including gaps in availability) and the need for more resources to support sustainable, surviving wages in Denton County.

Purpose:

The Denton County Workforce Success Leadership Team is tasked to convene as a policy making team to improve the planning, coordination, oversight, and implementation required to create systems change for workforce initiatives in Denton County.

Composition and Roles:

The WSLT shall consist of no less than twenty (20) and no more than thirty-four (34) members. Such number may be increased or decreased by the WSLT.

The WSLT shall be composed of appointees from the following entities.

- | | |
|--|---|
| (1) Denton County Commissioners Court | (1) Workforce Solutions |
| (1) City of Denton | (2-3) Social/Public Agencies |
| (1) City of Lewisville | (1) Society for Human Resource Management |
| (1-2) Lake Cities and Other Small Cities/Towns | (1-2) Economic Development Departments |
| (4-8) Employers and Businesses | (1-2) Chambers of Commerce |
| (1-3) Independent School Districts | (2-4) Financial Institutions |
| (2-3) Higher Education Institutions | (1-2) United Way of Denton County |

Officers:

The WSLT will have a chair, vice chair, secretary, past chair (after 1 year post term) and ex-officio members.

Workgroups/Sub-committees: The WSLT will define workgroups and sub-committees as deemed appropriate and necessary. Workgroups/Sub-committees will meet outside of the regular WSLT meeting schedule and provide reports to the WSLT.

**Denton County Workforce Success Leadership Team (WSLT)
Charter**

Resources and Support:

United Way of Denton County Inc. (UWDC) will serve as the fiscal agent and backbone organization of the WSLT to provide staff, guide vision and strategy, support aligned activities, establish shared measurement practices, build public will, advance policy, and mobilize funding.

Operations:

To ensure members are actively engaged, members are expected to attend 75% of the meetings. Physical attendance is expected, however phone or web conference participation may be arranged in lieu of physical attendance in extenuating circumstances.

Meetings of the WSLT will be held monthly for a period of one (1) year. WSLT members will review the scheduling needs to determine meeting frequency after the initial one (1) year.

Meetings of the WSLT will be held at the United Way of Denton County Inc. office and be open to the public. Meeting agendas and minutes will made available through UWDC website.

The meetings of the WSLT shall be governed by the parliamentary rules and usages contained in the current edition of the “Roberts Rules of Order”.

Deliverables:

1. Selection of the following officers:
 - Chair
 - Vice Chair
 - Secretary
 - Past Chair
2. Development of Bylaws
3. Development of a comprehensive strategic plan addressing workforce issues with outcome measures.

Adopted Date _____

Charter verified by signature of WSLT members.

