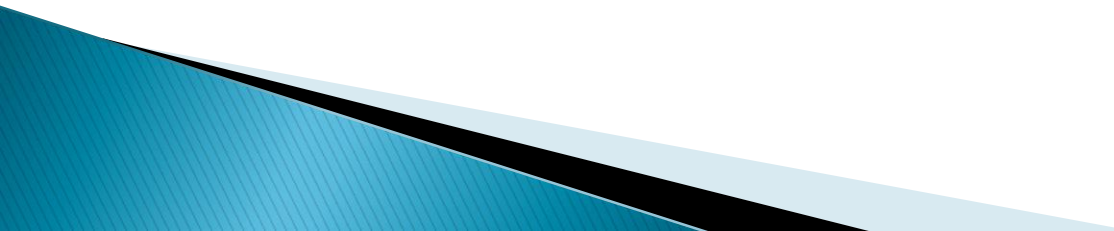


Successfully Transitioning from a Government Agency to a Non-Profit

Workforce Boards in the non-profit world –
“workforce without a net”

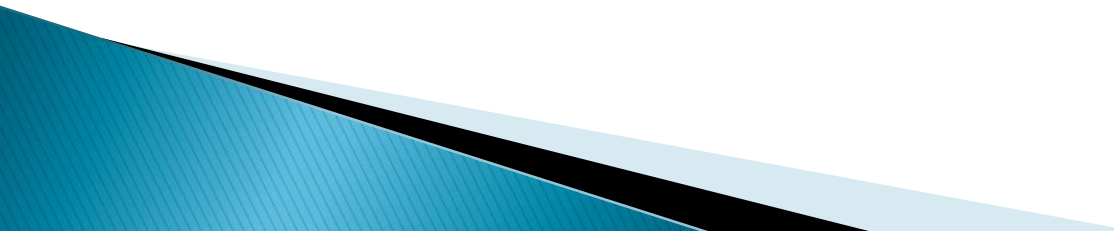
WORKFORCE**SOLUTIONS**
G R E A T E R D A L L A S

1983 – City of Dallas Private Industry Council and Dallas County Private Industry Council

- ▶ Brief history – two very low performing boards with limited resources in the same geographic footprint –
 - ▶ Dallas county – 871 sq. miles
 - ▶ Some public sector board members actually served on both boards!
 - ▶ Two independent staffs – only six workforce centers
- 

1991 – Merger

Before it was in fashion!

- ▶ Both boards were experiencing serious performance difficulty!
 - ▶ County Board – remained as an advisory board to the County Employment and Training Department
 - ▶ City Board had been privatized since 1987 with dismal results – lawsuits, investigations and media scrutiny!
 - ▶ One Chief Elected Official with a Vision!
- 

1995 – HB 1863

Texas' Landmark Legislation for Workforce Programming

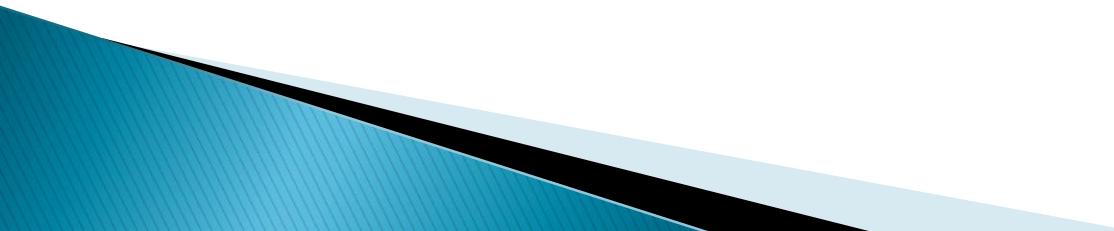
- ▶ Local Control
- ▶ Small/more efficient government
- ▶ Emphasis on work and individual responsibility

Texas Employment Commission (Wagner–Peyser/UI)
transformed into the

Texas Workforce Commission

devolved management of over 25 programs to the
locals—more programs than most other states —
including TANF Employment and Training
(Choices), Workforce Investment Act, other
workforce development programs, and child care.

Operating without a NET?

- ▶ The Agreements – Partnership and CEO
 - ▶ Retooling the Board
 - ▶ Retooling the elected and community relationships
 - ▶ Branding – not just a logo
 - ▶ Staffing – entrepreneurs?
 - ▶ Infrastructure – who's name is on the lease?
 - ▶ “Inventing the Bottom Line”
 - ▶ Risk Management – procurement/contracting
- 

When the environment is right – what next?

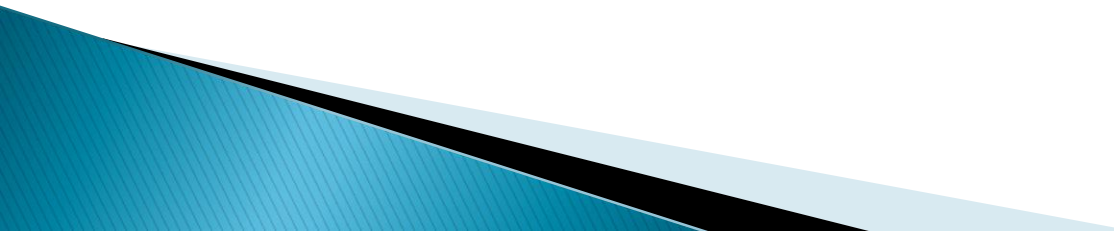
Leadership – elected and appointed
Financial resources for transition
Adopt a governance structure
Personnel management
Staffing – slightly different skills
Advisors – private attorney, lease-
insurance-retirement brokers and
other non-profit specialists

Independence Comes at A Price!



- ▶ Personnel – benefits, retirement, continuity
- ▶ Payroll
- ▶ Tax filings

Always a Work in Progress

- ▶ Audits
 - ▶ Complaints
 - ▶ Media
 - ▶ On-line identity and management
- 

The Payoff

Efficient

Nimble

Employer Driven

High Performing

Non-political

Responsive

And isn't that what we want to be?

WORKFORCE**SOLUTIONS**
G R E A T E R D A L L A S