



Atlanta Workforce Development Agency (AWDA)
Local Workforce Investment Board (LWIB)
Meeting Minutes: Wednesday, February 18, 2015
11:30 A.M.
Conference Room 125

- Board Members Present:** Shean Atkins, Atlanta Housing Authority
Cassandra Lee Austin, Delta Airlines (Vice-Chair)
Tabatha Burks, Georgia Department of Labor (on behalf of)
Harold Craig, Atlanta Technical College (on behalf of Dr. Alvetta Peterman)
Blenda DeBerry, Profast Development Group (Secretary)
Nancy A. Flake Johnson, Urban League of Greater Atlanta, Inc.
Mona Kelly, The Coca-Cola Company
Dr. Eloisa Klementich, Invest Atlanta
Amy Lancaster, MACC (on behalf of Katie Kirkpatrick)
Annie Matthews, Atlanta Job Corps
Dr. Michael Maze, Atlanta Public Schools
Theora Powell, Georgia Vocational Rehabilitation Agency
Michael Romesburg, CVS Caremark (Youth Council Chair)
Elmir Stancil, GDEcD
- AWDA Presenters:** Michael Sterling, Interim Executive Director
Tammy Lipsey, Deputy Director
Karen Simmons, Finance Director
Jeremie Peterkin, City of Atlanta, Department of Finance, Consultant
Phillip Olaleye, Director of Performance Management
Lillie Madali, Deputy Director of Performance Management
- AWDA and City Staff Present:** Phyllis Bryant, Chief of Staff to Executive Director Michael Sterling
Pamela Ferrell, Finance Deputy Director
Lorraine Rentz, Director of PR and Marketing
Kristina Garcia-Bunuel, Policy Analyst
Sirlathra Joiner, DIT
- Call to Order:** Shean Atkins (11:51 am)
- Adoption of the Agenda:** Properly moved, seconded and adopted.
- Adoption of Minutes
February 18, 2015:** Properly moved, seconded, and adopted.

Executive Director Report:

Mr. Sterling presented the agency's motto, mission, and pillars upon which the mission is built and the ways in which the agency will measure success:

Mission: The Atlanta Workforce Development Agency (AWDA) serves as the workforce system for the City of Atlanta. The agency will provide job seekers with resources to attain sustainable employment and collaborate with business leaders for the recruitment and development of their labor needs.

Pillars: To employ a disciplined, dynamic, dedicated, and well-trained team of workforce professionals.

To achieve excellence in customer service.

To secure long-term financial success and fiscal integrity.

To maintain a data-driven and performance based system of service.

To create a network of collaboration between public, private, non-profit and education stakeholders.

Motto: Committed to customer service. Dedicated to results.

To employ a disciplined, dynamic, dedicated, and well-trained team of workforce professionals.

Measurements

Showing up to work eager to serve every day on time.

Dressing professionally every day.

Participating in continuing education and training at least twice a calendar year.

Evaluating employee success based on meeting specific goals and targets.

Promoting teamwork and collaboration among staff.

To achieve excellence in customer service.

Measurements

Serving every customer that walks through the door with courtesy and respect.

Exhibiting professional behavior and recommending ineligible customers to other service providers accordingly.

Expanding services and improving outreach into hard-to-serve communities and neighborhoods.

Displaying courtesy at all times for all customers.

Providing accurate and usable information for customers and managing customer expectations appropriately.

Providing individual employment plans that help customers visualize how they will achieve their goals.

Holding customers accountable by following up regularly to ensure that customers have the support they need to achieve their education or employment plans.

To secure long-term financial success and fiscal integrity.

Measurements

Developing an annual operating budget and submitting it in a timely manner for Workforce Investment Board and the Chief Local Elected Official's (Mayor of the City of Atlanta) approval, with final submission to the Georgia Department of Economic Development, Workforce Division.

Establishing procurement and purchasing policies and procedures that are in compliance with federal, state and local guidelines.

Effectively communicating directives within the agency

Holding staff at all levels accountable for adherence to the appropriate processes for acquisition of goods and services.

Ensuring that expenditures for good and services are in compliance with laws and regulations relative to the expenditure type.

Considering whether purchases are necessary, reasonable and allocable to the specific funding source prior to expenditure approval.

Developing an annual Cost Allocation Plan (CAP) and executing in conjunction with development of the annual operating budget.

Developing the CAP in accordance with federal guidelines and completing it on-time, annually.

Allocating costs on a "benefits received" basis.

Prioritizing funding for programs that meet and exceed performance standards.

To create a network of collaboration between public, private, non-profit and education stakeholders.

Measurements

Partnering with the other five local workforce investment boards (LWIBs) in the Atlanta region to share strategies and develop a regional framework.

Outsourcing services to partners who are best-in-class in specified service areas.

Connecting with public education and private sector partners to build a talent pipeline development system.

Partnering with the U.S. Conference of Mayors Workforce Development Council and other urban workforce areas.

Developing career pathways that are linked to targeted industry sectors.

Board member Shean Atkins asked if the measurements described will be able to be measured by the agency's existing software. Executive Director Sterling stated that although the agency does not have such capability now, a CRM package is being procured.

Operations Overview:

Deputy Director of Operations Lillie Madali presented an update of the agency's project dashboard. The AWDA is pursuing a list of 23 projects to help the Agency become a best-in-class workforce development service provider. These 23 projects fall in six categories: customer service, operational efficiencies, interagency relationships, strategic planning, marketing and customer outreach, and financial management. All projects have a deadline for completion by July 1, 2015.

The 23 AWDA rehabilitation projects are all implementation mode. To meet their deadlines, they are coordinating frequently with their working groups.

Bi-weekly dashboard report.

Project owner will submit a dashboard to the management team. The report will highlight progress against scheduled implementation action items, upcoming deadlines, and any challenges or decisions needed. The overall Agency-wide Project dashboard will be presented at the Senior Staff meeting on Tuesdays.

Monthly meeting with project sponsor.
Project owner will meet with the executive director to discuss progress reports, take stock of project status.
Monthly reporting back to the agency.
All project owners will briefly present their progress as submitted in the dashboard during the staff meeting on a monthly basis.
Midterm stocktake.
A high-level report to the AWDB during their meeting in February and May.
Another report will go to the Mayor regarding progress on projects.

Finance Overview:

Finance Director Karen Simons and Management Consultant presented an overview of the agency's finances.

Accomplishments

The agency was operating in violation of established cost principles and standards for financial management systems. The following measures were implemented to ensure compliance with Federal, State and City guidelines:
Established an agency-wide operating budget. Establishing monthly and quarterly reports to compare outlays with budgeted amounts for each funding source. Whenever appropriate, financial information is related to performance and cost data.
Established and implemented an effective cost allocation plan. Giving assurance that written procedures are in place to determine that costs are necessary, reasonable, allocable and allowable costs in accordance with the provisions of the applicable Federal cost principles and the terms and conditions of the award. Grants are reconciled and utilized on a first-in first-out basis ensuring more timely financial status reporting and recovery of revenue due to the City.
Currently establishing a centralized records management and retention location that accommodates storage and easy retrieval of pertinent financial, administrative, and programmatic documentation. Will ensure that all financial transactions are properly supported by source documentation.

Challenges

Locating source documentation from past years to substantiate disbursement requests from vendors and A-133 Auditors (questioned costs).
Satisfying older agency debts from a grants management perspective (matching year of appropriation of funding to untimely payments). In some cases, outstanding fees date as far back as 2009.
Follow-through and enforcement of the organization's change process as it relates to financial protocols, approval processes, purchasing/procurement guidelines, and organizational culture and attitudes.
Navigating the procurement process.

Performance Management:

Performance Management Director Phillip Olaleye presented an overview of performance metrics to date.

Weekly Operations Dashboard

A dashboard that compiles manually-collected data from career counselors around customers serviced and overall case management activity.

Updated on a weekly basis and segmented by case manager, program, type of service assigned, and a number of case management priority areas (i.e., ITAs, assessments, job referrals, follow-ups).

Presented to senior management on a weekly basis to discuss trends, identify issue areas, and form data-driven recommendations

Highlights included:

In 2014, 154 customers were assigned to occupational training. As of March 5, 2015, we have already assigned 125 customers to training

Manual data collection process began January 1, 2015

Total customers serviced in 2014: 5,587; unique individuals serviced: 3,069

Roughly 1/3 of individuals avail of core services (1,009); the rest are intensive in nature (2,060)

Increased number of out-of-school youth serviced from 8.5% (2014 Maher & Maher Report) to 17%

Weekly Internal Data Audit

A weekly internal audit in response to challenge areas addressed in the 2014 GA Economic Development Workforce Division Performance Review.

This audit examines quality and completeness of ITAs, assessments, follow-ups (active and post-exit), and supportive services.

Action Item

Eligible Training Provider:

Director of Operations presented an application for a new Eligible Training Provider (ETP).

New Hope Enterprises

Background:

President Obama cited the healthcare partnership with the Atlanta BeltLine Workforce Partnership in the signing of the Workforce Innovation and Opportunity Act

New Hope is a partner with the Atlanta BeltLine

New Hope serves men and women who are unemployed or underemployed

Key Services:

New Hope trains men and women for entry-level positions in healthcare, specifically for Grady Hospital

New Hope partners with the American Red Cross to train candidates

About the Certified Nursing Assistant Program:

10 weeks, 35 classroom hours weekly

No high school diploma required

About the Microsoft Office Specialist (MOS) Costs:

10-12 weeks, 35 hours weekly

No high school diploma required

Properly moved, seconded, and adopted.

The meeting was adjourned by Sean Atkins (1:56 pm).