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Atlanta City Council | Community Development / Human Services  
**WorkSource Atlanta**  
**Summary Report**

December 10, 2019  
Katerina Taylor, Executive Director

# WSA Guiding Principles

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How WSA helps create a workforce environment based in opportunity and equity.

To **Employ** a disciplined, dedicated and well trained team of Workforce Professionals

To **Achieve** excellence in customer services

To **Secure** long term financial success and fiscal integrity

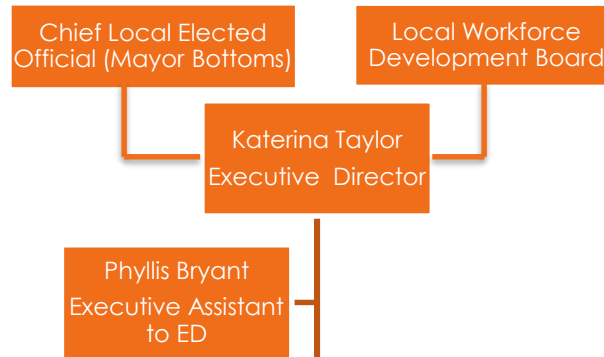
To **Maintain** a data driven performance based system of service

To **Create** a network of collaboration between public, private, non profit education stakeholders

# WSA Board of Directors

Board Member Name	Organization Representing
Chris Ahrenkiel	Selig Enterprises
Diane Allen	Georgia Department of Labor
Charlye Batten	Jackmont Hospitality
Randy Beall	Atlanta & North Georgia Building and Construction Trades Council
Terri Block	Bank of America
Dave Cole	IBM
Leon Goodrum	Goodrum Enterprises Inc
Patricia Horton	Georgia Hospital Association
Nancy Flake Johnson	Urban League of Greater Atlanta
Mike Kenig	Holder Construction
Eloisa Klementich	Invest Atlanta
Amy Lancaster	Metro Atlanta Chamber
Joseph Lillyblad	Georgia Power
Kenny Mullins	IBEW, Local 613
Mary Parker	All N One
Albenny Price	Atlanta Public Schools
Beverly Riddick	UPS
Victoria Seals	Atlanta Technical College
Janelle Williams	Annie E. Casey Foundation
Rashida Winfrey	Mosaic Advisors

# WorkSource Atlanta Org Chart



**Vacant positions include:** Deputy Director And Director of Finance

**ResCare** and **One Stop** are service providers that WSA will monitor as they deliver services to our customers



Team Member	# years w/ CoA	# years w/ WSA	High level job functions
Ruth Alvarez-Moon	13	11	Administrator for State's WIOA VOS system; prepare/distribute WIOA performance reports; training specialist
Phyllis Bryant	9	5	Manage ED's daily schedule; serve as right hand to ED; payroll closeout; assist with Board management
Ralph Dickerson	22	14	IT support/Web admin/graphics/community outreach
Kristina Garcia-Buñuel	17	5	WIOA Board, policy, and EO compliance; legislation
Buffy Gray	12	5	All grant accounting responsibilities for WSA including financial compliance
LaSharn Harris	23	23	Participant work experience payroll, Oracle buyer and receiver, process vendor payments
Tolton Pace	1	1	Grants management; Special projects; Partnerships; Community outreach
Tammy Williams	9	9	Participant work-based training programs (work experience and individual training programs).





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# WorkSource Atlanta Budget and Findings

# Operating Budget

	<b>PY18</b> (must be expended by June 30, 2020)	<b>PY19</b> (must be obligated or expended by June 30, 2020)	<b>One Stop Center</b>	<b>Total Agency Budget</b>
<b>REVENUE</b>				
WIOA Adult	\$ 1,887,766	\$ 1,033,376		\$ 2,921,142
WIOA Dislocated Worker	50,819	1,760,963		\$ 1,811,782
WIOA Youth	667,569	1,284,803		\$ 1,952,372
One Stop Center	-	-	65,148	\$ 65,148
Impact Homelessness	397,180			\$ 397,180
<b>TOTAL REVENUE</b>	<b>\$ 3,003,334</b>	<b>\$ 4,079,142</b>	<b>\$ 65,148</b>	<b>\$ 7,147,624</b>
<b>EXPENSES</b>				
Salaries and Fringe Benefits	\$ 39,749	\$ 1,285,705	\$ -	\$ 1,325,454
Direct WIOA Participant Expense	\$ 823,585	\$ -	\$ -	\$ 823,585
Service Providers	\$ 2,140,000	\$ -	\$ -	\$ 2,140,000
Overhead	\$ -	\$ 555,473	\$ 65,148	\$ 620,621
<b>TOTAL EXPENSES</b>	<b>\$ 3,003,334</b>	<b>\$ 1,841,178</b>	<b>\$ 65,148</b>	<b>\$ 4,909,660</b>
<b>Remaining to be Programmed</b>		\$ 2,237,965	\$ -	\$ 2,237,965

# Operating Budget vs. Q1 Actual

EXPENSES	PY18 (must be expended by June 30, 2020)		PY19 (must be obligated or expended by June 30, 2020)		One Stop Center		Total	
	Budget	Q1 Actual	Budget	Q1 Actual	Budget	Q1 Actual	Budget	Q1 Actual
Salaries and Fringe Benefits	\$39,749	\$362,397	\$1,285,705	\$64,164	\$-	n/a	\$1,325,454	\$426,561
Direct WIOA Participant Expense	\$823,585	\$194,583	\$-	\$0	\$-	n/a	\$823,585	\$194,583
Service Providers	\$2,140,000	\$87,525	\$-	\$0	\$-	n/a	\$2,140,000	\$87,525
Overhead	\$-	\$5,114	\$555,473	\$5,596	\$65,148	n/a	\$620,621	\$10,710
<b>TOTAL EXPENSES</b>	<b>\$3,003,334</b>	<b>\$649,619</b>	<b>\$1,841,178</b>	<b>\$69,760</b>	<b>\$65,148</b>	<b>n/a</b>	<b>\$4,909,660</b>	<b>\$719,379</b>
<b>To Be Obligated</b>			\$2,237,965		\$-	n/a	\$2,237,965	

## Key Takeaways:

- During Q1 no Service Provider related expenses for ResCare are reflected, but will be reflected beginning in Q2. A ramp up period was expected during Q1 for the Service Provider.
- PY19 grant funds were not made available until late in Q1, some PY18 salary and benefit expenses will shift during Q2
- The funding “To Be Obligated” will be obligated via contract extensions or new procurements before June 30, 2020

# PY18 State Monitoring Findings\*

Programmatic Administration	Contracting	Internal Controls	Subrecipient Monitoring	Participant Eligibility	Local Workforce Development Board
Lack of One-Stop certification	Lack of an executed One-Stop Partner MOU	Lack of records retention policy	Lack of subrecipient monitoring procedures	Participant files missing equal opportunity grievance forms	Board did not meet quarterly
State appeals process not included in Eligible Training Provider policy	Required identification of subrecipient needs to be included in contracts	Incorrect cost allocation of employee time	Conduct subrecipient monitoring	Disallowed cost for participant file missing work experience agreement	Board member missed three consecutive meetings
Policy addressing storage of participant medical information needed	Revised profit provision needs to be included in contracts			Lack of proper participant eligibility documentation	<p><b>*OWD issued final monitoring report on 11/8/2019.</b></p>
				Participant files missing low-income status and supportive services documentation	

## Key Takeaways:

- On 12/3, the Board took action on 11 of 16 findings (most have multiple required actions).
- As a result, five findings will close; five will close once staff (including contract) receive OWD-led training on 12/17.
- The remaining six are in process with anticipated close-out no later than March 2020.
- Within five weeks of OWD's issuance of its final monitoring report, 10 of 16 findings will close.



# Findings Dashboard and Action Plan

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An agency dashboard has been created to address each preliminary finding. That dashboard has been reviewed by the Executive Director, Board Treasurer, WSA Team and COA Legal Dept. It has also been provided to the CDHS committee members.

The dashboard includes:

- OWD Finding
- Monitoring Area
- Required Corrective Action
- WSA Steps needed to complete corrective action
- Team Member(s) managing the corrective action
- Deadline and completion dates

WSA submits progress reports to OWD on a bi-weekly basis.



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# WorkSource Atlanta Performance Report and Grant Updates

# WIOA Summary of Primary Indicators for Performance Measures

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WIOA Primary Indicators of Performance. Under WIOA section 116(b)(2)(A) and 20 CFR 677.155, there are six primary indicators of performance. For the first two indicators, there is a modified indicator for the title I Youth program, which is provided below:

## Six Primary Indicators of Performance:

- Employment Rate 2nd Quarter after Exit (Education/Employment for youth)
- Employment Rate 4th Quarter after Exit (Education/Employment for youth)
- Median Earnings in the 2nd Quarter after Exit
- Credential Attainment Rate
- Measurable Skill Gains
- Effectiveness in Serving Employers

# PY17, PY18, PY19 Performance Measures

PY17				PY18				PY19 1Q*			
Measure	Actual	Goal	% of Goal	Measure	Actual	Goal	% of Goal	Measure	Actual	Goal	% of Goal
Adult Q2 Employment Rate	69.7%	70.0%	99.6%	Adult Q2 Employment Rate	66.9%	70.0%	95.6%	Adult Q2 Employment Rate	56.8%	71.0%	80.0%
Adult Q4 Employment Rate	70.8%	74.0%	95.7%	Adult Q4 Employment Rate	67.8%	74.0%	91.7%	Adult Q4 Employment Rate	41.2%	72.0%	57.2%
Adult Median Earnings	\$5,002	\$4,400	113.7%	Adult Median Earnings	\$3,844	\$4,400	87.4%	Adult Median Earnings	\$3,489	\$4,500	77.5%
Adult Credential Attainment	78.4%	53.0%	148.0%	Adult Credential Attainment	52.0%	60.0%	86.6%	Adult Credential Attainment	66.7%	60.0%	111.2%
DW Q2 Employment Rate	64.7%	73.0%	88.6%	DW Q2 Employment Rate	71.4%	68.0%	105.0%	DW Q2 Employment Rate	66.7%	70.0%	95.2%
DW Q4 Employment Rate	71.4%	72.0%	99.2%	DW Q4 Employment Rate	54.3%	70.0%	77.6%	DW Q4 Employment Rate	100.0%	72.0%	138.9%
DW Median Earnings	\$7,727	\$5,600	138.0%	DW Median Earnings	\$8,258	\$5,600	147.5%	DW Median Earnings	\$11,533	\$5,800	198.9%
DW Credential Attainment	100.0%	58.0%	172.4%	DW Credential Attainment	69.6%	65.0%	107.0%	DW Credential Attainment	100.0%	63.0%	158.7%
Youth Q2 Employment Rate	62.8%	67.0%	93.7%	Youth Q2 Employment Rate	58.4%	67.0%	87.2%	Youth Q2 Employment Rate	68.2%	68.0%	100.3%
Youth Q4 Employment Rate	69.0%	66.0%	104.5%	Youth Q4 Employment Rate	64.3%	68.0%	94.5%	Youth Q4 Employment Rate	85.7%	69.0%	124.2%
Youth Credential Attainment	39.1%	60.0%	65.2%	Youth Credential Attainment	15.6%	60.0%	26.1%	Youth Credential Attainment	40.0%	60.5%	66.1%

**Red:** Less than 90% - **Yellow:** 90% and 100% Achieved - **Green:** Greater than 100% Achieved

- Performance Measures are calculated after an individual has exited the program or service. The exit date is determined when a participant has not received any WIOA services for 90 days undocumented services.
- PY18 Youth Credential Attainment – During late PY17 and early PY18 WorkSource Atlanta lacked in Youth staff to conduct follow-up. Follow-up occurs for one year after exit. It is during this time that attainment of credentials (HS Diplomas, GEDs, etc.) is verified.
- PY19 Q1– This data is incomplete. Final data will not fully be available until after mid-January 1, 2020. Now that we are working in partnership with Rescare the numbers in all measures will increase.

\* PY19 Q1 data was attained through the Virtual OneStop (VOS) data system managed by the Technical College System of Georgia, Office of Workforce Development (OWD). The official OWD performance measures report will be available in January, 2020.

# PY18 and PY19 Participants Served

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**Participants Served-** Participants are being served and are classified by WorkSource Atlanta in several ways:

- WIOA Eligible
- Participant Orientation
- Used Resource Center
- Resume Writing Help
- Enrolled in GED Classes

**Total Participants Served – PY18** (July 1, 2018- June 30, 2019) **1058**

Obtained employment – 85

Earned Credential - 57

Work Experience 348 total 196 completed

Occupational Skills Training (ITA) 296 total 141 successfully completed

**Total Participants Served PY19 YTD** (starting July 1, 2019) **638**

Obtained employment – 38

Earned Credential - 13

Work Experience 126 participants 32 successfully completed

# ResCare Update

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Our contract with Res Care has proven beneficial thus far. ResCare began their contract in July 2019. To date they have reviewed and addressed outstanding customer cases

- Of the 394 files non-compliant Adult/Dislocated files we were able to reach 56 of these individuals to come back to submit missing documentation.
- Of the 531 soft exited files, 220 files have been reviewed for employment or certifications, 66 has found employment and will be reviewed for a placement in VOS.
- To date there has been 109 approved Individual Trainings.
- 16 youth eligible, but have seen 175 that were ineligible due to zip code or parents over income.
- Currently have three Adult/DW case managers and have hired two more start dates are Dec 16<sup>th</sup> to be fulling staffed.
- ResCare hires our WIOA customers and currently we have a young lady from our youth program that has been hired as the ResCare receptionist, and also a young man whom has been a long customer of WSA, obtained his college degree using WIOA funds and is now giving back to the community as one of our TDS.



# TechHire Grant Update

Grant period	July 1, 2016 – July 30, 2020
Award Amount	\$4,000,000.00
Amount Expended	\$327,824.38
Remaining Amount	\$3,672,175.62
Participant Target Number	450
Participants enrolled	9

## Updates:

- U. S. Department of Labor, Employment and Training (ETA) conducted a monitoring of the TechHire grant from April 16 – 18, 2019.
- ETA issued their monitoring report with findings to WSA on June 5, 2019.
- WSA submitted a Corrective Action Response (CAR) to the DOL-ETA monitoring report with a revised implementation plan on July 5, 2019.
- As of November 13, DOL-ETA indicated that it could not locate WSA's CAR; On November 14, WSA resent a copy of the original CAR submission.
- WSA is awaiting official response from DOL-ETA regarding its CAR, and correspondence regarding the status of the grant; DOL-ETA recently indicated that it would send a response by **November 25, 2019**. **As of 12/5 no update had been issued.**

# Homeless Grant Update

Grant period	March 1, 2019 – March 30, 2020
Award Amount	<b>\$397,180.00</b>
Amount Expended	<b>\$83,760.44 (as of 11/21/2019)</b>
Remaining Amount	\$313,419.56
Participant Target Number	55
Participants Placed on a WEx* – WEx Location 20	20 Gateway Center
WEx Placements in Process – WEx Locations	– WEx Locations  17 Gateway Center, Veterans Molding Minds, StratiPlan, MD Ross Consulting, The Warrior Alliance
WEx Placements Remaining – Pending WEx Locations	18 Russell Center for Innovation & Entrepreneurship, Atlanta Technical College, Metro Atlanta YMCA, Westside Works, Goodwill
WEx Positions/Industries	Customer Service/Admin, Landscaping, Case Management, Conference/Event Managements, Maintenance, Culinary, Entry/Analysis, Floor Tech, Custodial Tech
WEx Length	Up to 12 weeks
WEx Wage	No less than \$10/hour

\* Work Experience (WEx) is a planned, structured learning experience that takes place in a workplace for a limited period of time. They may be paid or unpaid, as appropriate and consistent with other laws, such as the Fair Labor Standards Act. A WEx may be arranged within the private for-profit sector, the non-profit sector, or the public sector.

# WSA Success Stories

Participant	Status at Enrollment	WSA Program Provided	Completion Type	Completion Date	Participant Current Status
H. Carlson	Under employed	WEx - Print Tech & Shop Administration	Successfully completed training	9/27/2019	Employed by TulipCake Embroidery
G. Daniels	Lacked training & experience in field of interest	WEx - Maintenance Technician	Successfully completed training	9/27/2019	Employed by Park View Apartments
M. Fisher	Homeless	WEx - Security/Resident Assistant	Successfully completed training	9/6/2019	Employed by Veterans Empowerment Organization
G. Hardy	Lacked formal training	WEx - Culinary Arts	Successfully completed training	3/31/2019	Employed by Caroline's Kitchen
G. Hill	Homeless	WEx - Security/Resident Assistant	Successfully completed training	8/30/2019	Employed by Veteran's Empowerment Organization
J. Mitchell	Homeless	WEx - Maintenance Technician	Successfully completed training	10/11/2019	Enrolling in Tech. College to continue education (with assistance from WSA) to increase marketability
L. Streeter	Homeless	WEx - Security/Resident Assistant	Successfully completed training	9/6/2019	Employed by Veterans Employment Organization
E. Watson	Homeless	WEx - Security/Resident Assistant	Successfully completed training	8/30/2019	Employed by Allied Security Firm
K. Wright	Unemployed	WEx - Maintenance Technician	Successfully completed training	9/27/2019	Employed by Kingsley Village Apartments



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# WorkSource Atlanta and Invest Atlanta Integration Plan Update

# Invest Atlanta & WorkSource Atlanta Integration: Value Proposition and Expected Benefits

**Value Proposition:** The integration of Invest Atlanta and WorkSource Atlanta aligns economic and workforce development strategy, programming, implementation, reporting and accountability under a single agency. This alignment will create stronger outcomes for employers, residents and efficiencies for both agencies, advancing the city's overall economic growth and mobility goals.

1

The integrated organization aligns relevant small business and community development programming to create employment pathways for unemployed and underemployed residents.

2

The integration creates career pathways focused on opportunities for unemployed and underemployed residents with a focus on raising wages.

3

The integration creates workforce opportunities for unemployed and underemployed Atlanta residents in development of incentives and programs, undertaken across the agency.

4

The integrated organization will achieve operational efficiencies, consolidate reporting and increase accountability, improving services and outcomes for residents.

5

The integration will align the City's business attraction and retention efforts with workforce training through a single strategy

# Invest Atlanta & WorkSource Atlanta Integration: Work Groups

## Executive Steering

### Communications

*Subcommittee will determine communication/public outreach requirements for the project.*

### Finance/Grants Administration

*Subcommittee will determine financial requirements with respect to financial systems and grants administration.*

### Governance

*Subcommittee will determine governance requirements and roles/responsibilities with respect to the guiding regulations and code*



### Operations

*Subcommittee will determine operational requirements and process integration opportunities*

### Human Resources

*Subcommittee will determine HR requirements with respect to the administrative transfer of employees, processes and HR systems.*

### Legal

*Subcommittee will determine the legal and financial responsibilities of the fiduciary and programmatic entities, Invest Atlanta and WorkSource Atlanta, and produce an Intergovernmental agreement*

Initial focus areas



# Invest Atlanta & WorkSource Atlanta Integration: Planned Operating Model

**WIOA Grant Operating Model:**  
**Fiscal Agent-** City of Atlanta  
**Administrative Entity-** Invest Atlanta



WorkSource Atlanta will join Invest Atlanta as one of three pillars in their mission to increase economic prosperity for all Atlantans.

The City of Atlanta will remain the fiscal agent for the WIOA grant funds and provide fiscal oversight.

# Invest Atlanta & WorkSource Atlanta Integration: Summary of Progress and Key Next Steps

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## Summary of Progress:

- Conducted research and benchmarking on operating models and governance structures
- Defined the planned operating model for the integration
- Began development of the IGA between the City of Atlanta and Invest Atlanta

## Key Next Steps:

- Finalize governance structure and IGA for introduction to City Council and Invest Atlanta Board
- Conduct an employee town hall and one on one discussions
- Complete implementation planning for financial and operational systems and processes



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# WorkSource Atlanta Events and Engagement

# Job Fairs/Career Expos October 8- November 5



**Delta Global  
Services  
Career Fair**  
**December 12<sup>th</sup>,  
10:00am-2:00pm**  
@WSA

818 Pollard BLVD SW  
Atlanta, GA 30315

[JOB FAIR!! Delta Global Services](#)

Click on link above to register for job fair

# Community Engagement

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The WorkSource Team is preparing a Community Engagement Plan. One that will illustrate opportunities to work with strategic partners to increase targeted outreach, education, communication and recruitment.

➤ Atlanta City Council

Meeting with Council Members to understand the needs of their individual districts, addressing their Workforce concerns and ensuring equity guides our strategy.

➤ City of Atlanta's 25 Neighborhood Planning Units

Opportunity to partner engage, communicate, educate and increase participant activity. Send our Career Coach to their communities.

➤ Atl311

Contribute to Atl311 Knowledge Based Articles with WSA content. Opportunity to partner, engage, communicate, educate and increase participant activity. Use our Career Coach to participate in joint community events.

➤ Atlanta Beltline

Speak with Beltline Stakeholders for Workforce Opportunities, engagement and education. Send our Career Coach to Beltline.

➤ Invest Atlanta

Work with Invest Atlanta for business retention, engagement and acquisition to ensure we are addressing workforce needs in compliance.

➤ WorkSource Atlanta, Fulton, Cobb, DeKalb and Atlanta Regional

Have collaborated on 4 – year Metro Atlanta Regional WIOA Workforce plan. In collaboration with our Region 3 WIOA partners this plan will be updated in 2020.