

# WHO'S MINDING THE STORE? FIDUCIARY RESPONSIBILITY

- ▶ Tom Wilkinson Jr.
- ▶ Executive Director
- ▶ Brazos Valley Council of Governments
- ▶ Bryan, Texas



# KEYS TO MONTHLY FINANCIAL STATEMENT



- Software
- Monthly Managers Meeting
- Monthly CFO Meeting



# POLICIES AND FOLLOWING THEM



- Stay off the front page of the newspaper
- Working with Auditors
- Monitoring by funding agencies



# KEEPING THE BOARD INFORMED



- Be brief
- What do they want to know?



# AFFILIATED ENTITIES



- COG as unit of Government
- Use of non-profits and why



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# Alamo Area Council of Governments

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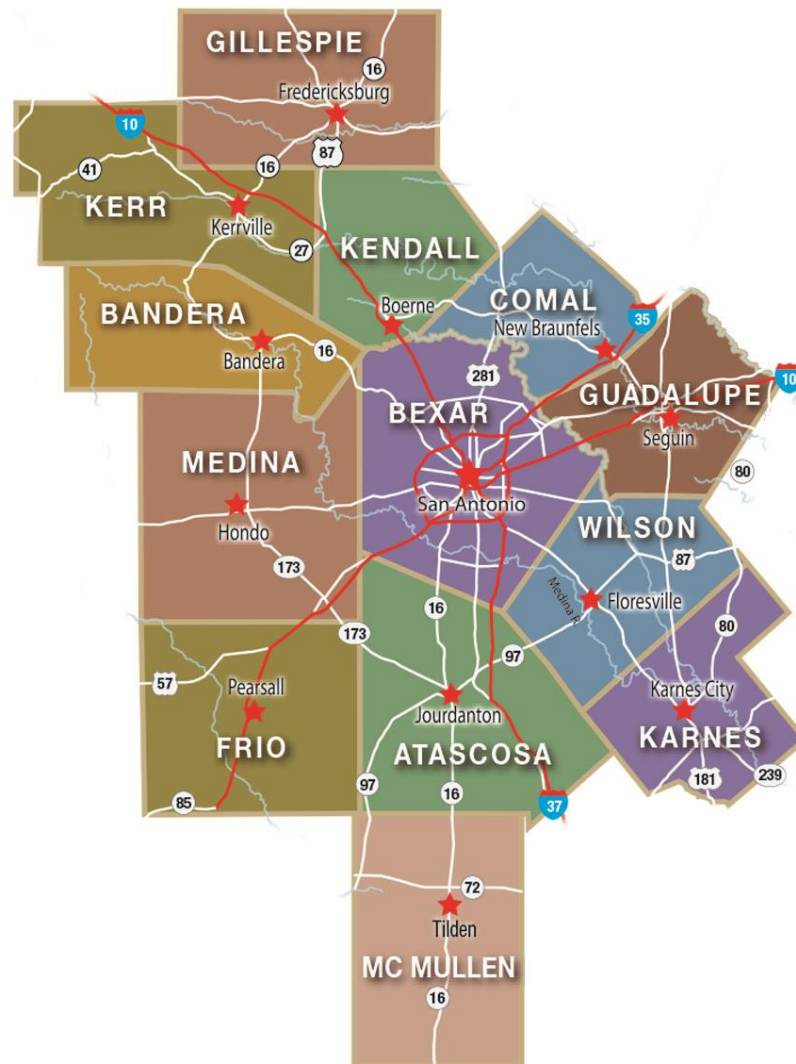
*presented by*

**Diane Rath**  
Executive Director

# WHO ARE WE?

- AACOG's 2015 Budget totals **\$ 39,304,235.**
- 2015 AACOG Staff: **300\***
- 13 counties, 61 cities, 12,582 square miles
- Population – **2,500,000**
- Organized in 1968
- 3 prior Executive Directors

# AACOG Region





# Overview of AACOG Programs

- Area Agencies on Aging (AAA) – Alamo and Bexar AAAs serve seniors, the disabled, and their caregivers.
- Alamo Local Authority (ALA) – assists individuals with developmental disabilities.
- Alamo Regional Transit (ART) – provides public transit for the 12 rural counties.
- Regional Data Center –A technical and planning service bureau providing Geographic information systems (GIS) applications and mapping, demographic analysis, Internet-based mapping development, and database development.
- Housing and Energy Conservation – helps low-income people, particularly the elderly and handicapped, overcome the high cost of energy through the installation of energy conservation measures at no cost to the applicant.
- Regional Services – Designated as an Economic Development District by the Economic Development Administration

# Overview of AACOG Programs

- Resource Recovery – Promotes meaningful solutions to reduce solid waste disposal.
- Natural Resources – monitors local air quality and promotes meaningful solutions to reduce pollution.
- Public Safety – assists localities with securing state funding & implementing public safety.
  - Criminal Justice
  - Homeland Security
  - Regional 9-1-1
  - Regional Law Enforcement Academy

NEWS

## **AACOG ousts 2 embattled execs**

**Report on AACOG scandal released**

*Investigation finds wrongdoing by top managers*

## **Banks refuse to do business with AACOG**

NEWS

**Kevin Wolff says AACOG's bad rap is affecting business**

**Alamo Area Council of Governments announces big changes in leadership**

**AACOG attempts to fix problems**

**AACOG reveals fears of disbanding; narrows executive director search**

*New leader expected to be hired at end of October*

# RESULTS OF INVESTIGATIONS

- Board Members were NOT INFORMED
- No financial impact – clean audits
- Significant public distrust
- Extremely poor staff morale
- No cohesion among senior agency leadership

# CULTURE

- Fear – Silos – Divisive – Competitive – No Cooperation
- Reputation with Funders – Good Service but deadlines meaningless, reports always late and require correction and revision
- Policies – old, outdated, or nonexistent
- Long-term employees - have never worked anywhere else, no certifications, not current skills

# STRENGTHS

- Great Board – Supportive
- My Direction: CLEAN IT UP
- Committed staff
- Good program performance

# ACTIONS TO DATE

- Staff – Get the right people on the bus!
- Increase talent and skills
- Policies – HR, HIPAA, Finance, Cash Management, Credit Cards
- Budget and Financial Reporting – FY 16 NOW
- Management tools – Program and Financial
- Reassess programs and services we provide
- Accountability and Consistency
- Morale Boosters and Team Building!!!

# WHERE ARE WE NOW?

- Senior Directors – 2/4 resigned
- Directors – 1 terminated, 1 layoff, two NEW
- General Counsel
- Emphasis on Certifications and Skills
- Introduced Management Tools – Program and Financial
- Policies – HR, Financial, HIPAA so far!
- Reassess what programs we do
- 2 eliminated – HAP and CCDF



# Keep life in balance!

