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WORKFORCE SOLUTIONS RURAL CAPITAL AREA BOARD OF DIRECTORS REGULAR MEETING

Wednesday, April 17, 2019 STAR Park - Texas State University 3055 Hunter Road – Room 173 San Marcos, Texas 78666

Agenda

Meeting Begins at 12:30 PM (Lunch at 11:45 AM)

- 1) Call to Order/Roll Call/Establish Quorum
- 2) Public Comment Period
- 3) Information Sharing Stephen Frayser, MBA Texas State University, STAR Park
- 4) *Consent Agenda
 - a. Adopt minutes of the February 20, 2019 Regular Meeting
 - b. Consider approval of Board Policy changes
- 5) Board Leadership Transition Paul Fletcher, Chief Executive Officer
- 6) Executive Committee/Chair's Report Margaret Lindsey, Chair
- 7) Business Education Services Committee Report Frank Leonardis, Chair
- 8) Community Awareness Committee Report Camille Clay, Chair
- 9) Governance Finance Committee Report Mark Hiemstra, Chair
- 10) Untapped Populations Committee Report Cassandra Moya, Chair
- 11) Chief Executive Officer's Report Paul Fletcher, Chief Executive Officer
- 12) Performance Reports
 - Child Care Sandy Anderson, Director of Child Care Services
 - Workforce Center Management– Mike Crane, Project Director
- 13) Fiscal Report Janie Kohl, Chief Financial Officer
- 14) Workforce Board Announcements Board at Large (what's happening in your area) Submit your announcements to the Board Secretary prior to the meeting
- 15) New Business
- 16) Consider date, time, and location of next Regular or Special Board Meeting
- 17) Adjourn

***Denotes Action Item**

NOTICE: Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services or persons who need assistance in having English translated into Spanish, should contact Gina Hyde, (512) 244-7966 (or Relay Texas 800-735-2989), at least two days before this meeting so that appropriate arrangements can be made.

The Texas Workforce Commission in partnership with 28 local workforce development boards forms Texas Workforce Solutions Workforce Solutions Rural Capital Area is an Equal Opportunity Employer/Program Auxiliary Aids and Services are available upon request to individuals with disabilities Relay TX: 711 or 1-800-735-2988 (Voice) or 1-800-735-2989 (TDD)



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MEETING HELD ON FEBRUARY 20, 2019 Workforce Center – Round Rock, Texas

Board Meeting Minutes

AGENDA ITEM #1

Call to Order – Margaret Lindsey

Roll Call – Frank Leonardis

Aguilar	Р	Fohn Thomas	Р	Lindsey	Р	Sifuentes	Α
Baskin	Α	Friestman	Α	McKeown	Р	Wauson	Р
Belver	Α	Goode	Р	Mitchell	A	Zdeb	A
Clay	Р	Hiemstra	Р	Moya	Р		
Cruz	Α	Jackson	Α	Munson	Р		
Dillett	A	Johnson	Α	Rehbein	A		
Flores	Р	Leonardis	Р	Robison	Р		

13 members present at roll call. Quorum established.

AGENDA ITEM #2

Public Comment Period

There were no comments from the public.

AGENDA ITEM #3

Information Sharing - Economic Overview & Forecast - Chris Schreck, CAPCOG

Chris Schreck, Director of Regional Planning & Services with the Capital Area Council of Governments presented the following information:

- The Rural Capital Area economy is growing quickly
- The gross regional product has risen from 21 billion in 2007 to 37 billion in 2018
- There were 350,779 jobs added in 2018
- Manufacturing is the fastest growing sector with food prep and service being the fastest growing occupation group
- Transportation and warehousing had the most growth between 2013 and 2018 at 58.5%
- The workforce across the region is extremely varied with Williamson and Caldwell Counties having a median age of 35.8, Hays County at 31.3 and Llano County at 57.1
- Williamson County has the highest percent of college graduates at 40.2% followed by Hays County at 36.6%
- Migration trends to our area were reviewed showing that the majority of people moving here are from California
- Williamson County is projected to have the highest population growth in the future at 38% with Austin and San Antonio having the most development

AGENDA ITEM #4

Consent Agenda – Margaret Lindsey

Consider adopting Minutes from the January 29, 2019 special Board of Directors' meeting.

- \checkmark Motion to approve
- ✓ Seconded
- ✓ Motion approved

AGENDA ITEM #5

Executive Committee Chair's Report – Margaret Lindsey

Ms. Lindsey stated that the Executive Committee met, discussed the following and recommends approval for:

Consider approval of the Board of Directors Child Care Policies

- ✓ Motion to approve
- ✓ Seconded
- \checkmark Motion approved

Consider approval of the Plan Modification

- \checkmark Motion to approve
- ✓ Seconded
- ✓ Motion approved

AGENDA ITEM #6

Executive Director's Report – Paul Fletcher

Paul Fletcher stated that our staff restructure has been completed. 7 new staff started on or about January 2, 2019. Our new staff are Cara DiMattina-Ryan (Chief Strategy Officer), Brian Hernandez (Director of Communications), Eugene Ratliff (Planning and Projects Specialist), Diane Tackett (Contracts Specialist), Angela Stout (Accountant), and Carla Gonzales (Accounting Specialist). Al Lopez is now our Chief Operating Officer, Jenna Akridge is our Chief Contracts Officer, and Gina Hyde is our Executive Office Manager.

Our board retreat was well attended and produced good results. From this event we have formed 4 new committees that will each focus on the priorities that came out of the retreat.

We continue to progress on the audit and have delivered final information to our auditor and she is working on the final report. We need to immediately get our new auditor going on the year that ended 6/30/2018, but a lot of the prep work for that has been done and it should go quickly. TWC is aware of the timeline and they are in agreement that this is acceptable.

We completed our office move in Lockhart to 1711 South Colorado St, Suite G. There will be a ribbon cutting at that office on March 8, 2019, at 10:30 AM. We continue to work with our realtor on space issues in both San Marcos and Round Rock. In San Marcos we need to add 5 Vocational Rehab staff and in order to do that we will either need to relocate or move some staff to other facilities. In Round Rock we are attempting to accommodate 14 Vocational Rehab staff into our existing facility. We are working with TWC on that integration and have a good plan on how that will work. Our board office location we moved to back in March of 2018 has proven to be too small. Our landlord has a larger suite upstairs and we are moving to that new suite sometime in late March or early April. This was part of our reorganization plan.

We have been working on some internal processes for how we do our business at the board that when complete will allow us to be more efficient and allow is to maximize our resources. These processes so far are Contracts, Strategy, and Purchasing. We will be further redefining these processes and tackling others in the near future.

I would like to begin moving our board meetings to different locations within our 9 county area, so we will hold our April meeting in San Marcos.

The National Association of Workforce Boards conference is scheduled for March 23-26, 2019 in Washington, DC. Four board members, as well as four board staff will be attending.

AGENDA ITEM #7

Performance Reports

Child Care Status Report - Sandy Anderson, Baker Ripley

- Children in care by fund type equals 3,440
- Total funds expended by all counties is \$3,853,491
- Total CCS Providers equals 400 with 98 being Texas Rising Star Providers
- Total number of children on the waitlist for all counties is 809
- Performance Measure FY 2019 has a target of 2,408 and is at 100.3%

Workforce Center Management – Mike Crane, ResCare

AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES

Percent of Target (Year-to-Date Performance Periods)

Green = +P White = MP Yellow = MP but At Risk Red = -P

FINAL RELEASE As Originally Published 2/1/2019 DECEMBER 2018 REPORT

	Reempl		Partici	pation							WIOA OI	utcome N	leasures							Total Measures		
	and En Engag	ipioyer jement	Choices	Ava #		C&T Par	ticipants			Ad	luit		1000	D	w		1000	Youth		M	easu	res
Board	Clmnt ReEmpl within 10 Weeks	Rovg	Full Work Rate-All Family	Children Svd Per Day-Comb	Q2	Empl/ Enrolled Q2-Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential	Employ- ed Q2 Post-Exit	Employ- ed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential	ed Q2	Employ- ed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Gredential Rate	Q2	Empl/ Enrolled Q4 Post-Exit	Credential Rate	+P M	P -P	% MF & +P

AGENDA ITEM #8

Fiscal Report – Janie Kohl

Paul Fletcher provided information regarding our budget balances for our FY2019 grants.

		Begin			Percent (%) of FY19	Total	Percent (%) of Grant	Board	Budget
Funding Source	Contract No.	Date	End Date	Budget	Budget	Expenditures	Expended	Benchmark	Balance
Fiscal Year 2019 Grants									
Child Care	1519CCF000	10/1/2018	12/31/2019	\$15,392,989	53.20%	\$1,764,405	11.46%	20.00%	\$13,628,584
Child Care DFPS	1519CCP000	9/1/2018	12/31/2019	\$3,063,148	10.59%	\$1,151,188	37.58%	25.00%	\$1,911,960
Child Care Local Initiative	1519CCM000	10/1/2018	12/31/2019	\$2,032,471	7.02%	\$0	0.00%	20.00%	\$2,032,471
Child Care Attendance Automation Service	1519CAA000	10/1/2018	11/30/2019	\$88,483	0.31%	\$22,584	25.52%	21.43%	\$65,899
Child Care Quality	1519CCQ000	10/1/2018	10/31/2019	\$842,242	2.91%	\$41,310	4.90%	23.08%	\$800,932
WIOA - Dislocated Worker Formula Allocation (Oct)	1518WOD000	7/1/2018	6/30/2020	\$1,257,774	4.35%	\$220,504	17.53%	25.00%	\$1,037,270
WIOA - Dislocated Worker Allocation	1518WOD000	7/1/2018	6/30/2020	\$295,318	1.02%	\$295,318	100.00%	25.00%	\$0
WIOA - Adult Allocation (Oct)	1518WOA000	7/1/2018	6/30/2020	\$852,769	2.95%	\$192,812	22.61%	25.00%	\$659,957
WIOA - Adult Allocation	1518WOA000	7/1/2018	6/30/2020	\$195,238	0.67%	\$195,238	100.00%	25.00%	\$0
WIOA - Youth Allocation	1518WOY000	7/1/2018	6/30/2020	\$1,225,083	4.23%	\$473,532	38.65%	25.00%	\$751,551
TAN - TANF Choices	1519TAF000	10/1/2018	10/31/2019	\$1,642,035	5.68%	\$292,051	17.79%	23.08%	\$1,349,984
TAA - Trade Act Services for Dislocated Workers	1519TRA000	10/1/2018	12/31/2019	\$81,104	0.28%	\$0	0.00%	20.00%	\$81,104

AGENDA ITEM #9

Workforce Board Announcements

No announcements to report.

AGENDA ITEM #10

New Business

No new business to report.

AGENDA ITEM #11

Consider Date, Time and Location of Next Regular or Special Board Meeting

The next regular meeting is scheduled for April 17, 2019 in San Marcos.

AGENDA ITEM #12

Adjourn

- \checkmark Motion to adjourn
- ✓ Seconded
- \checkmark Motion approved



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POLICY TITLE: Investment Policy POLICY NUMBER: INVT

APPLICATION

All Rural Capital Area Workforce Development Board (RCAWDB) accounts.

PURPOSE

This policy has been developed to ensure the proper safeguarding of assets of all RCAWDB cash accounts and investments.

DEFINITIONS

Cash Accounts – Refers to the operating (operations) and general fund accounts (money market). *Investments* – Refers to all interest-bearing accounts and all accounts with any risk of loss.

POLICY

It is the policy of RCAWDB that all assets be properly safeguarded. All assets include cash and investment accounts.

All cash and funds shall be deposited in a bank with Federal Deposit Insurance Corporation (FDIC) insurance coverage and the balance exceeding the FDIC coverage must be collaterally secured. Such collateral shall be investment securities consisting of local, state, or federal obligations.

All investment strategies proposed by the Board's bank for investment of cash account balances must be approved by the WSRCA Board prior to implementation and be in accordance with TWC Financial Manual for Grants and Contracts policy.

ACTION

All users of the RCAWDB Accounting and signatories must adhere to this policy.

Date Effective:	Revision Date:	Issued by:
Revision No:	Supersedes:	
Control No:	Page 1 of 1	

Fiscal Policy Changes

April 2019

SECTION FP-01.004 GRANT ACCOUNTING BOOKS/LEDGERS

01.004.5 Journal Vouchers

A journal voucher is a detailed record of a transaction that includes the session number, fund, general ledgers, debit and credit amounts, effective date of the transaction, description of the transaction, preparer signature, approver signature, signature of the individual posting and reviewing the entry if different than the preparer and approver, and for certain general ledgers also includes the cost category, function, location, and participant. It may also include the document number if the transaction has more than one document included in the transaction. Each document may have separate, more detailed descriptions.

All journal vouchers must include supporting documentation to justify the entry. Supporting documentation may include a copy of the general ledger costs being allocated across grants, a copy of an entry that is being corrected, a financial report being corrected, an invoice, a calculation supporting the accrual or prepaid amounts recorded, etc.

Other procedures followed to ensure journal vouchers are prepared and safeguarded include:

- For audit or monitoring requests, journal vouchers will only be provided electronically.
- Staff will maintain electronic copies of monthly entries in the financial month-end files, close-out files, and/or journal voucher folders on the Board's shared drive.
- Each month a fiscal staff person will be assigned the responsibility for reviewing the journal voucher log to ensure the prior month's entries are all accounted for in the hard copy files and scanned to the shared drive. Any missing entries will be followed up on until the entries are all accounted for, scanned, and stored electronically.

01.012.8 Prohibition Against Directly Delivering Services

Program Related Client Services

Contracts for the purchase of program-related client services must comply with contracting requirements of the General Appropriations Act of the corresponding biennium, in addition to the requirements of Chapter 15 of the Financial Manual for Grants and Contracts (FMGC).

No funds appropriated to the <u>Agency</u> may be used for contracts for the purchase of program-related client services unless:

- Such contracts include clearly defined goals, outputs, and measurable outcomes which directly related to program objectives
- Such contracts include clearly defined sanctions or penalties for noncompliance with contract terms and conditions
- Such contracts specify the accounting, reporting, and auditing requirements applicable to funds received under the contract
- The Board has implemented a formal program using a risk assessment methodology to monitor compliance with financial and performance requirements under the contract, including a determination of whether performance objectives have been achieved
- The Board has implemented a formal program to obtain and evaluate program costs information to ensure that all costs, including administrative costs, are reasonable to achieve program objectives

Boards must ensure that all client services contracts contain the required contract terms above. The Board must maintain a contract administration system that incorporates risk assessment, monitoring, and cost evaluation requirements applicable to client services contracts.

Eligible Training Provider List

Training providers for Workforce Investment Act (WIA) Adult and Dislocated Worker training services shall not be procured but shall be certified through the Agency's Eligible Training Provider Certification System and selected for training from the resulting Eligible Training Providers List. Where authorized, training available on the Eligible Training Provider List can be used by other customers. Refer to FMGC for additional guidance.

Professional & Consulting Services

Professional services, including auditors and consulting services, must be selected and awarded in accordance with applicable administrative requirements.

Professional services, including auditors, and consulting services, must be selected and awarded in accordance with the following requirements.

Professional Services. Award and selection of professional services shall not be based upon competitive bids. Award and selection must be based upon:

- The basis of demonstrated competence and qualifications to perform the services
- A fair and reasonable price

Fees must be consistent with, and should not exceed, the recommended practices and fees published by the applicable professional associations. Additionally, the fees should not exceed any maximum provided by law.

Architectural, engineering, or land surveying. In procuring architectural, engineering, or land surveying services, the Board must:

- First select the most highly qualified provider of those services on the basis of demonstrated competence and qualifications
- Then attempt to negotiate with that provider a contract at a fair and reasonable price

If a satisfactory contract cannot be negotiated with the most highly qualified provider of architectural, engineering, or land surveying services, the Board must:

- Formally end negotiations with that provider
- Select the next most highly qualified provider
- Attempt to negotiate a contract with that provider at a fair and reasonable price

The Board must continue the process described above to select and negotiate with providers until a contract is entered into, but not to the extent that a contract with an unqualified firm or individual would result. Also, see the reference to A/E professional services in <u>Section 14.12</u> of this manual.

Audit services. In procuring an auditor, positive efforts must be made to use small businesses, minorityowned firms, and women's business enterprises. In requesting proposals for audit services, the objectives and scope of the audit should be made clear. Factors to be considered in evaluating each proposal for audit services include the responsiveness to the request for proposal, relevant experience, availability of staff with professional qualifications and technical abilities, the results of external quality control reviews, and price. As provided by single audit requirements, an auditor who prepares the indirect cost proposal or cost allocation plan must not also be selected to perform the audit required by OMB Circular A-133 and/or the State of Texas Single Audit Circular (in Part IV of the Uniform Grant Management Standards) when the indirect costs recovered by the auditee during the prior year exceeded \$1 million.

Consulting Services. A Board may contract with a consultant only if:

- There is a substantial need for the consulting service
- The Board cannot adequately perform the services with its own personnel or obtain the <u>consulting</u> services through a contract with a state governmental entity

Selection must be based on demonstrated competence, knowledge, qualifications, and on the reasonableness of the proposed fee for the services. If other considerations are equal, preference must be given to a consultant whose principle place of business is in the state, or who will manage the consulting contract wholly from an office in the state.

A consulting contract, including renewals, amendments, and extensions, may not be divided into more than one contract to avoid procurement requirements. Consulting services do not fall within the definition of professional services procurement and must be competitively procured.

SECTION FP-01.013 METHODS OF PROCUREMENT

- Sealed Bids
- Competitive Negotiation
- Non-Competitive Negotiation
- Small Purchase
- Micro-Purchases

C. Written Request for Appeal

If after the debriefing, the requesting party wishes to continue with an appeal, they must submit to WSRCA a written Request for Appeal within 5 work days. This written request must clearly state that it is an appeal and identify:

- the funding decision being appealed (i.e., specific date of RFP or IFB, and the WSRCA Board action),
- the name, address, phone and fax number (if available) of the appealing party(ies), and
- the grounds of the appeal.

All grounds to be considered for the appeal must be stated in the written Request for Appeal. The Request for Appeal must be sent by registered mail or hand delivered (a receipt will be issued), clearly identified externally as "Dated Material" and addressed to:

James R. Satterwhite, Executive Director Paul Fletcher, Chief Executive Officer Workforce Solutions Rural Capital Area 701 E Whitestone Blvd, Suite 125 Cedar Park, Texas 78613 2701 Gattis School Road, Building B, Suite 101 Round Rock, Texas 78664

Fax or e-mail notices will NOT be accepted. Written acknowledgment of receipt of the Request for Appeal will be provided to the appealing party within 5 work days of receipt of the request.

Business & Education Services Committee

Minutes from meeting on March 14th, 2019 at 1 pm

In attendance: Frank Leonardis (Chair), Hector Aguilar, Jeff Light, Cara DiMattina Ryan, Edna Rehbein, Mike Crane, Chris Duran, Al Lopez

Frank Leonardis started the meeting and we went through introductions.

Frank then went through the list of goals and responsibilities identified for the committee. These were identified through the requirements of the Texas Workforce Commission (TWC) and the retreat "strategic Doing" workshop and are placed below.

Business and Education Services Committee – This committee will focus its work on addressing the items noted below, as well as business and education services needed in the region. To this end the major items they will address includes:

Technical items: Determine the Self-Sufficiency/Living Wage for the service area; Identify Target Industries driving the local economies; Identify demand occupations within those target industries; Target Occupations within the list of demand occupations for WIOA training eligibility; establish performance standards for eligible training providers to continue providing training; establish Childcare provider reimbursement rates, establish Childcare parent share of costs, priority of service.

Inform the committee and business community on labor market trends, etc.

Identify and invite industry, city/county experts and elected leaders to board meetings or immersion days to gain an understanding of the Board's role in economic development

Develop and conduct SHRM outreach to increase the number of businesses accessing business services

Host structured education and business conversations to match business skills needs with education curriculum

Identify and promote the Board's value adds to business—center services, training grants

Identify customer screening, matching and training services most requested by employers, so the Business Services staff can provide a staffing agency and consultative sales approach to the delivery of business services

Develop a fast response process for business assistance requests

Explore charging business for identified services (i.e. assessments, screening)

Determine how to increase the TOL occupations from 20 to 40 to broaden training selections

Develop and promote (specifically to students) career pathway information that leads to higher wage jobs in each county

Explore how soft skills training could be provided at levels of education

Help employers focus on upskilling and retraining incumbent workforce.

Take diversity seriously by identifying opportunities to increase participation of women, minorities, disabled, veterans and previously incarcerated in the workforce.

Aging workforce identify opportunities for younger workers to move into management and part-time jobs and retraining opportunities for seniors.

Review and monitor the implementation of the Board's strategic plans

Frank than highlighted that the childcare responsibilities are new to this group, so we will need greater clarification on the role that they are supposed to play in decision-making for it.

Also, increasing the list of target occupations from about 20 to 40 will increase the opportunities available to our residents and is a technical item to be completed according to the Texas Workforce Commission.

Frank than sought input and questions from everyone regarding their thoughts on the list of responsibilities and priorities.

Edna asked about the increased responsibilities that this will have on the board members and how much of these efforts will be staff responsibilities.

Frank explained that the business committee and board members will set the direction for the board staff and business service units. However, there would be increased responsibilities on the board members to participate where their expertise was needed.

Hector stated that upskilling current workers and the underemployed workers should be a priority.

Jeff stated that there was already a prioritized and scored list in front of us from the retreat that identified using SHRM, creating a marketing plan for businesses to use our services, and working with all our educational providers to introduce them to regional businesses.

Frank added that the technical components would also have to be required based on need.

Cara stated that this was true and that the need and frequency could be established based on the board's priorities. Increasing the target occupation list should be an important task because of us learning that it can be increased to about 40 occupations

Hector stated that he would like to add lower occupational trainings to the target occupation list that support entry-level work into a career pathway. He would like us to use data regarding the unemployment numbers and turnover rates and Capital Area's strategic plan. He also stated that he was concerned that some occupations were funded by Pell Grants and therefore shouldn't be on our Target Occupation List. Al stated that not all individuals are qualified to receive Pell grants. The law states that the funding for training must be used as a last resort according to WIOA.

Jeff brought the group back around to setting priorities based on the requirements from TWC and what we have passions for.

Cara added that we can also using the ranking system developed in the retreat's "strategic doing".

Frank requested that Cara send that childcare information and relevant target occupation list data to the committee before the next meeting.

Hector suggested that the Board should reach out to all of the Chambers throughout the 9 counties.

Cara described the effort we are making to have county wide committees to increase our relationship with stakeholders in our region.

Frank pointed out the education and business meetings goal and clarification about its purpose.

Cara described that these should be opportunities to introduce businesses to all their educational institutions to show the various opportunities for meeting their workforce needs.

Jeff stated that there is a disconnect between employer's understandings of what educational resources are available to them for sources of employees.

Frank asked for clarification if this would support the business service unit improvement goals or our goal to act more like a staffing agency.

Cara stated that it had the potential to support both goals.

Frank moved to the next highest ranked item which was identify the greatest value adds to a business? How we ranked it in importance? What are our thoughts?

Cara stated the original intention was to look at this as an opportunity to support the marketing plan for encouraging business involvement.

Frank and Hector explained their personal experience with the knowledge of the board and its role in the communities.

Jeff stated that then we should go with the highest ranked items and updating the target list.

Cara agreed to have the materials ready for the next meeting to update the Target list.

Edna agreed that the target list was too short and needed to be expanded to better serve the community's needs.

Al stated that we will have to first establish the criteria that we want to determine the occupation list from and provided the current criteria list.

- Pays an hourly wage of \$18
- Does not require an associate's or bachelor's degree
- Training can be completed in 12 months or less
- Has a high number of annual openings

- Has a low employment turnover rate
- The number of regional training completers is not meeting the demand

Jeff asked if we had to keep this criterion. Al stated we do not, but we do have to establish our own criteria before selecting the target occupations.

Cara will email out the current criteria list.

Frank initiated the discussion of planning for the next meeting. The agreed upon preference was Wednesday afternoons at lunch. There was also discussion of moving the meetings to various offices based on the committee participants.

Al stated that WebEx should be available at that location and suggest inviting our other regional community colleges to participate in the discussion.

It was agreed that the next meeting would be on Wednesday, May 15th at noon with a location TBD.

The meeting was adjourned.



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Workforce Solutions Rural Capital Area Community Awareness Committee

Meeting Minutes

Meeting Date/Time: April 1, 2019 | 12 p.m. Meeting Location: Workforce Solutions of Williamson County 575 Round Rock West Drive, Bldg H, Suite 200 Round Rock, Texas 78681

Committee Members in Attendance: Carole Belver, Hector Aguilar, Carole Belver, Margaret Lindsey

Committee Members Absent: Adriana Cruz, Tracy Jackson, Briley Mitchell

Workforce Solutions Rural Capital Area (WSRCA) Board Staff Attendees: Brian Hernandez, Paul Fletcher, Al Lopez

- Community Awareness Committee Chair Camille Clay Called the meeting to order.
- Camille welcomed everyone and guided the meeting.
- Roll Call: We had a quorum with 4 committee members and 1 Board staff member attending: Camille Clay, Hector Aguilar, Carole Belver, Margaret Lindsey and Brian Hernandez (staff)
- Camille discussed the purpose of the committee and identified the need to have a co-chair.
- Hector Aguilar volunteered to serve as Vice Chair of the Community Awareness Committee. Carole Belver made a motion to nominate Hector for the position, and Margaret Lindsey seconded the motion.
- Camille opened the committee meeting to Public Comments no comments were made.
- The committee then opened the meeting to review information/discussion items. The committee reviewed the combined handouts from the Board Retreat reflecting the work of the Community Awareness Group and the Education Group on:
 - What Could We Do?
 - What Should We Do?
 - o First Action Plan
- Camille asked committee members to review the action items and to bring ideas, comments and concerns to the next committee meeting.

- The group reviewed the Committee Charter and made changes to be reviewed/approved at the next meeting members were encouraged to make suggestions on committee priority items at the next meeting.
- The committee reviewed a multi-platform communications report for the period of January through March 2019, reflecting the building of new social media accounts and the relaunch of the new Board website.
- The committee set priorities for Board Staff to combine similar items in the committee charter ahead of the next meeting, and to explore the use of focus groups to guide the development of a communications campaign to boost awareness of WSRCA.
- Camille asked the committee when the next meeting date and time should be. Carole Belver offered to host the next committee meeting at her organization's new location. The committee agreed to hold its next meeting there:

Thursday, May 16, from 2-4 p.m. at Community Action, Inc. of Central Texas The Village Main 215 S. Reimer Avenue, Suite 130 (Next to Shell/Poco Loco) San Marcos, TX 78666

- Camille asked if there was any more business there was no response.
- Camille declared the committee meeting adjourned.



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GOVERNANCE AND FINANCE COMMITTEE

MEETING MINUTES MARCH 20, 2019

> Prepared by Al Lopez, Secretary

> > Page **1** of **17**

The newly formed Governance and Finance Committee held an organization meeting on March 20, 2019 from 1:30 p.m. to 3:30 p.m. in the Board Conference Room and via Webinar.

Call to Order. Mark Hiemstra, Chair

Welcome. Mark Hiemstra, Chair welcomed the committee members to the first Governance and Finance Committee meeting and asked the Secretary to call roll

Roll Call. Al Lopez, Secretary

Board Members Present: Mark Hiemstra, Chair and Rene Flores

Board Members via Webinar: Margaret Lindsey and Jenna Fohn-Thomas

Board Members Not Present: John Robison

Board Staff Present: Al Lopez, Secretary, Paul Fletcher, Jenna Akridge, and Janie Kohl

Selection of a Vice Chair

The Chair announced the committee had a nomination for Rene Flores to fill the Vice Chair seat. He then asked if there were other members on the committee who were also interested in filling the Vice Chair seat. Margaret Lindsay said she thought Rene was a great choice. Rene Flores accepted the nomination and received a unanimous vote of support from the remaining committee members.

Public Comment

There were no comments from the public.

Consider adopting the minutes from the regular Committee meeting

This was the initial organizational meeting so there were no previous minutes for this committee.

Consider recommending approval of the ADM Investment Policy

Paul Fletcher, Chief Executive Office, briefed the committee on his meeting with Wells Fargo Bank. The bank currently sweeps the Board's account each night and Paul asked them if it was possible for the Board to earn a portion of the interest from the sweep. He explained to the committee any interest earned from the sweep would be program income and would be redistributed proportionately into individual program accounts. Mark Hiemstra asked if participating in the sweep was an approved procedure and Janie Kohl said when she was monitor, 20 years ago, TWC allowed the Boards to sweep their funds if they had a Board policy on investment and if the funds were safely invested with an FDIC secured bank. She said she is not aware of any current prohibition against sweep investing but will seek approval from TWC. She said she can show the safety of the investments to TWC and if the Board has a policy we should be ok. Mark Hiemstra asked if the first step was to have the Board approve the policy and then seek approval from TWC? Janie say yes. Paul said if the committee would prefer the fiscal staff to gain TWC approval first and then bring the policy before the committee he would do that. Mark said the committee can vote on the policy but with the caveat that implementation of the policy is contingent on receiving written approval from TWC that is attached to policy showing we will not be violating any rules, regulations or guidance. If because of TWC guidance the policy needs to be revised or reconsidered the committee will take those actions. Rene asked Paul to find out what the rate of return for the Board would be. Margaret asked if we were talking about Money Market accounts. Janie said we were talking about overnight investments and we would need guidance from TWC on the type of investment instruments they will allow the Board to use. Rene said Wells Fargo will tell you which instruments they are investing the funds in and the risk so when Paul asks for the rate of return he should also ask which investment instruments and risk. Rene said if you have that information you can provide TWC will a better picture of the proposed policy. Mark asked Rene if he need to see that information before the committee took a vote and he said he did not. The committee voted unanimously to approve the policy with the above mention caveats.

Overview of the Retreat Process

Mark said during the retreat individual groups worked through a robust process to determine What We Could Do? What We Should Do? and then developed an Initial Action Plan with Additional Focus Areas. Everyone had a copy of the documents and Mark walked the committee though each of the subject areas.

Mark said since we are still working through the FY 16/17 Audit, if it is the will of the committee, he thought they should focus on the fiscal block of action items.

Rene asked if someone could provide the thought behind public fund raising. Paul said there are many opportunities for the Board to participate in private fund raising and working with private foundations especially those private foundations that are focused on workforce development. He said there are several boards that are currently applying for and receiving private foundation grants and that we could work with those boards to help us through the application process. Paul said his preference is to focus on the "blue block" of fiscal action items first and then consider private fund raising. Rene asked what the advantage of private fundraising was. The advantage of private fundraising for the Board is the diversification of funding streams. Rene asked Paul to provide some examples of how other boards are using private grant funds. Paul said they use those funds for job training but not for customers who could qualify for WIOA or TANF training but for those customers who don't qualify for federally funded training. There are several Industry funded training grants like the job training grants provided by the Wal-Mart Foundation. Wal-Mart is currently focused on providing upskill training for entry and incumbent workers in the Retail and Hospitality Industries. Rene said so these grants provide additional funding we could use to provide training. Paul said yes,

they would allow us to fill a gap in training that is not allowed with federal grants. Rene asked what percentage of other boards training funds come from private grant funding. Paul said the Capital Area Board has told him their private grant funding is about equal to their federal allocations. For example, our WIOA budget is about \$4M and Capital Area has about \$6.5-\$7M for job training including their private foundation funds. Rene said so it's a significant increase to their available training funds. Rene then asked if the Board would need to add one or two addition staff to chase the private grant funding and keep up with the performance and reporting requirements of those grants. Paul said he envisions slowly entering the chase for private funding but that eventually we would need to add additional staff to manage those grants. Mark added that Goodwill has just started engaging with the Capital Area and Goodwill is receiving funding from the Michael and Susan Dell Foundation and the Wal-Mart Foundation and their reporting requirements are not as stringent, but they do want outcome reports that results based. You are not required to maintain the data in TWIST or other state databases that are very cumbersome and time consuming to use. Overall, these private foundation grants are much easier to manage than federal grants. We don't apply for every grant opportunity the grants are always examined to determined if they are worth the effort. We don't apply for those grants that would require \$10 worth of work for a \$2 return. Mark asked if we had a grant writer on staff. Paul said we do not, and we would have to contract the grant writing out. Paul mentioned we could bring in a partner who could write the grant and that he has had several conversations about that possibility.

Committee Charter and Board Member Standards

Mark said focusing on the "blue highlighted area" Committee Charter and Board Member Standards. In the spirit of the board members becoming an engaged board we should have several board members who are reviewing and bringing recommendations on the items identified in the focus areas. So, a Committee Charter will provide a guide and standards for the committee. The Charter is designed to inform the committee members of their obligations. Mark said the committee charter is very comprehensive and is open for comments and discussion.

Rene asked if it was the intent for the Governance and Finance Committee to provide oversight and review action items first and then take the committee's recommendations to the full board. And, to clarify if the committee was going to meet at least quarterly. But more importantly if the committee is going to review all the supporting documents for fiscal action items would those same documents be reviewed by the full board? Paul said it is his hope that the Board Treasurer comes from the Governance and Finance Committee. And, each month the Treasurer would sit down with Janie to review the financial reports. When the Governance and Finance Committee meets the Treasurer and Janie would brief the committee on the status of the fiscal issues. And, then the Treasurer would deliver a full report with recommendations from the committee to the Board. Paul said the Treasury report to the Board would be a summary report and not as detailed as the month end reports reviewed by the Treasurer and Janie or as detailed as the action reports to the committee. Paul thought fiscal reports delivered by the Treasurer to board would be more impactful than fiscal reports delivered by him or Janie. Bottom line, we need to be very in depth and detailed at committee meetings and summarize at Board meetings. Rene said at the end of the day we are just an advisory committee to the full board. Paul said this is correct.

Rene said as he was reading the procurement section of the charter he was wondering if the committee would be granting approval or non-approval of procurement actions.

Jenna said only competitive procurements that are over \$150K—workforce center operator or child care service operator. She said she would ask the committee for their comments. Rene said this committee here? Jenna said, yes. Jenna said she would ask if the committee would want to conduct oral interviews with the top proposers. The committee would say yes or no, and the committee would indicate the types of questions they would want to ask. She said the committee would then score the proposers responses to committees oral questions. And then before Paul signs the contract the committee would review the contract and have recommendations and comments ready to present to the full board.

Rene asked how often the committee would see a Competitive Procurement. Paul said about every 4 or 5 years if the contractors are doing a good job.

Rene said so it won't be every meeting? Jenna said no. When I brief you on the procurement process I have a schedule for you and you'll see the types of procurements and how frequently each procurement occurs.

Paul said when it is time to procure the next auditor, even though that procurement will not be \$150K, he would like the committee to be actively involved in the selection of the next auditor. He doesn't want the selection to be Paul and Janie hiring an auditor. He would like a degree of separation between the hiring of an auditor and working with an auditor.

Rene asked about line items in the Board budget that should be approved by the full board. Paul said in the past there have not been line items for merit raises and those should have been included in the budgets. Paul will include them at the beginning of the budget year and then the staff would be able to manage those line items.

And other comments?

Mark said this charter provides a very good guide on what the committee is expected to do. The committee is not expected to be operational and Paul and the staff don't need to wonder what they need to bring to the committee. It's a great document for the committee to use to manage and govern ourselves.

Mark said as board members it our responsibility to manage ourselves. If Paul ends up in a challenge with a board member he would address that issue with the Chair and it

would be the Chair's responsibility to resolve the issue with the board member, so Paul isn't putting his job or the job of any of his staff in jeopardy.

Mark said he would like to go to page 2 of 5 and look at developing a board member assessment. Specifically, review board members historical performance as part of the re-nomination process. Based upon the past performance of a board member the committee will determine if they will recommend a committee member for re-nomination.

It's not a question of how long a board member has served but how active the board member has been during their tenure.

Mark asked if the committee had full authority or if they committee would have to recommend an action to the Board. Paul said the committee would have the full authority and the staff would act based on the committee recommendation.

Mark said he wanted the committee to know he has been to several Board meetings and noticed a significant number of board member absences. Even though he has consulted with Paul and AI these comments are his and not that of the staff. How does the committee govern and monitor attendance and active participation? We have expectations that staff performance improves so we must also hold ourselves accountable to active participation otherwise the staff feels we don't care. We do care otherwise we wouldn't have volunteer to serve on the board.

Balanced Score Card.

Goodwill has accepted and embraced the balance scorecard and it is very similar to the one considered by the committee.

The committee establishes an attendance goal and each member works to reach the attendance goal.

There is a metric for attending certain functions the Board hosts. –Grand Opening of Lockhart WFS; Check presentations; Board Retreat; TWC Annual Conference; NAWB Conference; Veteran's Job Fairs; ISD Career Fairs.

Paul said there are at least 25-30 event opportunities for board members to attend throughout the year.

Mark said this is what involvement looks like in my mind. I'm looking for your input. I'll own this one. And, we don't have to vote on this today.

Rene said he concurs. We need something to have a more engaged board. But we are a large 9 county region and when you start putting metrics on all board events then that's concerning. I'm not going to drive to Lockhart to participate in an event. If we limit it to reasonable area, then I think it could work. I do agree if you accept a board seat you do accept the responsibilities that go along with that seat. And, now that the Board has said we are going to rotate Board meetings throughout the region that means even more travel. We need to look for better options like more webinars. Paul said he has lobbied with TWC and they were even reluctant to let use webinars for committee meetings. But if we are recorded and on camera we are ok. However, the regulations are written and require physical presents at board meetings.

Rene said he doesn't ever remember seeing any notices or emails about upcoming events that board members can attend. Paul agreed.

Mark suggested Rene look at social media because the board is the most prolific publisher of upcoming events on social media!

Margaret said she wanted to add that advance notice of events is the key to good board member attendance.

Paul said if we can get on a regular schedule for committee meetings and board meetings board members can block off those meeting dates on their calendar. And he promised the will email invites to local events to the board members.

Recommendation to have this discussion with the full board.

Mark asked if the metrics look fair? Do the performance indicators look like something the board members can commit too? Are there others?

Margaret said she thought they were reasonable. If your going to be fully engaged board member you need to do all those things.

Mark said these measurements do not have to be retroactive. They can be briefed at the April Board meeting and become effective as of a point in the future. It should be reinforced that this is not a punitive tool it is a supportive tool that helps to encourage active participation of members. It will certainly help identify the expectations.

Paul agreed that it would help set expectations for the board members.

Background on Audit, Budget, Controls, Reports and Procurement

16/17 Audit

Paul said we are going to pay TWC \$30K out of unrestricted funds to end the 16/17 Audit. He provided a overview "case study" of the issues and Janie said by paying the \$30K we will have an unqualified audit.

Rene asked if that means we will have to pay again at end of the 17/18 Audit and Paul said we absolutely do not expect to pay. Janie said they have been cleaning up along the way and those issues should have been resolved. She also said she hopes she can find additional funds as she continues to clean up the records.

Budget

Paul said we have an approved 2019 budget. He provided an overview of the budgeting process and budget line items.

Financial Controls and Reporting

Janie provided an overview of the financial controls and reporting.

Procurement

Jenna provided an overview of the annual procurements.

Jenna said we have five-year contracts with vendors that are renewed every year. Many of those external services ended this year so it's been a very busy procurement year.

She reviewed each line item of procurements conducted this year.

Mark was going to provide Jenna and Paul with sample procurements from Goodwill.

Rural Capital Workforce Development Board, Inc. (Board) Board of Directors

Governance and Finance Committee Charter

Purpose

The Governance and Finance Committee ("Committee") is responsible for the effective functioning of the Board of Directors and for maintaining an effective Board and Chief Executive Officer (CEO) relationship. The committee will also assist the Board of Directors in discharging its responsibilities relating to oversight, review of financial matters, and regularly reporting to the Board on such matters.

Membership and Operations

The Board will elect the Committee Chair and members of the Committee. The Committee shall consist of no fewer than three directors. The Committee Chair and members of the Committee shall be elected annually, and Members shall serve until their successors have been duly elected and qualified. Any member of the Committee may resign at any time by giving written notice of his or her intention to resign. The Committee Chair and members may be removed, with or without cause, at any time by the Board.

The Committee shall meet at such times as it determines to be appropriate or at the call of the Chair of the Committee, in no case fewer than three times each year.

The Committee Chair shall prepare or approve an agenda in advance of each meeting. Each member is free to suggest the inclusion of items not on the agenda.

A simple majority of the members of the Committee shall constitute a quorum for the transaction of business, and the affirmative vote of the majority of those present shall be necessary for any action by the Committee.

The Committee shall keep minutes, report its activities to the full Board on a regular basis and make recommendations with respect to the matters covered by this Charter and other matters as the Committee may deem necessary or appropriate.

The Committee may invite any director, officer, employee, outside advisor or other individual who is not a Committee member to attend Committee meetings or meet with Committee members, but such persons will not have voting power and will not be held out as Committee members.

The Committee may not include these members of the board staff: Chief Executive Officer, Chief Financial Officer (CFO), and Chief Contracts Officer (CCO). The Chief Operations Officer (COO) will serve as the staff liaison to the committee and as a non-voting Committee Secretary at the pleasure of the Chair.

No member may serve on this Committee if they have a material financial interest in doing business with the board.

Committee members may not receive compensation from the board that's more than the compensation received by Board members for performing Board service.

Duties and Responsibilities

In discharging its responsibilities and duties, within authority levels established by the Board, the Committee shall:

Governance

- Advise the Board regarding operational strategies and structures including amendments to the Bylaws designed to strengthen the Board in meeting its governance obligations and carrying out its mission.
- Advise the Board regarding strategies aimed at increasing the effectiveness and the degree to which they work efficiently as a group.
- Develop and recommend policies on issues related to serving on the Board.
- Develop and recommend policies for member governance designed to reflect the "best practices" of non-profit organizations generally.
- Develop and recommend conflicts of interest policies to the Board.
- Lead the Board in conducting periodic assessments of overall Board performance and overall member performance and effectiveness.
- Review and assess the Board's current composition and identify needs that should be met by future members, assuring that the Board has the diversity of perspective and the judgment, experience, maturity, and the expertise it needs to govern the membership effectively.
- Identify, recruit, screen and interview potential candidates for Board to fill Board needs and meet the criteria for nomination to the Board.
- Nominate candidates for open positions on the Board.
- Develop a board member performance assessment.
- At the end of each members' term of service, review their historical performance as part of the re-nomination process. Based on the past performance decide if the committee will recommend the member for re-nomination.

- Develop and recommend to the Board the criteria and qualifications deemed appropriate for nomination of a member to a Board Leadership position.
- Recommend nominees for appointment to board committees, and the chair of each board committee if not already specified by their committee charter.
- Oversee the orientation and training of new board members.
- Communicate with internal and external parties regarding the Board's internal controls and program compliance.
 - Brief the Board members on the results of reports provided by:
 - Federal Awarding Agencies (e.g., USDOL, USDHHS, USDA)
 - Texas Workforce Commission
 - Independent program/financial monitors and auditors
 - Make recommendations based on information provided in the reports.
- Perform other duties requested by the Board.

Finance

The Chief Executive Officer, The Chief Financial Officer and contracted auditors and monitors will brief the committee on Federal, State, and Grant program rules/regulations they used when developing the board budget and in support of the elements of high-quality internal controls.

Audit

- Review the performance and make recommendations to the Board on the retention and, when appropriate, termination of the independent auditor, and negotiate the terms of engagement subject to Board approval.
- Meet with the auditor and board staff to discuss the audit plan, the annual financial statements and the completed audit.
- Review the auditor's observations and comments including any management letter and confer with the auditor to satisfy Committee members that the Board's financial affairs are in order.
- Review the audit and determine whether to accept the audit.
- Approve any engagement of the auditor for non-audit services and verify that such services conform to standards.
- Review the Board's annual IRS Form 990 filing.
- Review periodically the Board's risk management profile and policies; litigation matters; insurance coverage; and complaints or other communications made under the Board's Whistleblower Policy.

Financial

- Review and make recommendations to the Board regarding the annual operating budget, including the process used in developing the budget.
- Approve the budget.
- Monitor adherence to the budget.
- Review periodically operating cash flows and performance against budget and projections.
- Lead the review of the Board's strategy for long-term financial sustainability.

- Regularly review developments in relevant state and federal funding of programs and requirements for the Board's compliance with those requirements.
- Review and make recommendations to the Board regarding the establishment and termination of banking and similar relationships.
- Review the Board's money market investments, including investment objectives, strategy, reporting, performance, and adherence to the investment policy.
- Review the credit rating and monitor activities with respect to credit rating agencies.
- Provide oversight with respect to significant ongoing expenditures in the context of current and future cash flows.
- Review and provide recommendations for insurance coverage.
- Periodically review the delegation of financial authority, including the thresholds for which board staff must seek Board approval, and recommend any changes to the full Board.
- Meet with contracted monitors and board staff to discuss the financial monitoring plan, financial controls and reports and results of the contracted monitoring reports.
- In general, review financial controls and financial reports and make recommendations with respect to any financial matter affecting the Board.

Fundraising

- Work with the Chief Strategy Officer to develop fundraising strategies and plans.
- Monitor execution of fundraising plans, including performance against plans, costeffectiveness, and compliance with legal and ethical standards.
- Facilitate active individual board member participation in fundraising, including member interactions with existing and potential government, foundation, corporate and individual donors, attendance at events and personal giving.
- Engage directly with existing and potential donors.
- Provide training for board members on effective fundraising skills and practices.

Procurements

The Committee shall receive and review procurements from the Chief Contracts Officer and will make recommendations to the Board for the award of contracts whose values fall within the relevant thresholds.

The Committee may receive information on the following procurement methods based on the cost and type of goods or services needed.

- Micro Purchase
- Small Purchase
- Competitive Sealed Bids
- Competitive Proposal
- Non-Competitive

Micro purchases under \$3,000 do not require documentation. The Committee will not review these purchases.

Small purchases are between \$3,000 and \$150,000. A minimum of two documented bids is required. However, there are certain goods/service within this range that warrant more than two

bids, such as the external auditor, program monitoring, financial monitoring, and legal services. These services use a formal procurement such as a Request for Proposal (RFP), Request for Application (RFA), or Request for Quote (RFQ). The status and review of these procurements will be briefed to the Committee as requested.

The status and review of competitive sealed bids will be briefed to the Committee.

Competitive negotiations over \$150K requiring a Request for Proposal will be briefed to the committee. The Chief Executive Officer and Chief Contracts Officer will keep the Committee informed throughout the procurement process. The Committee will:

- Provide input in the development stage of the RFP regarding information on the Board's strategic plan and goals for inclusion into the RFP.
- Develop oral interview questions for top proposers and score the oral interviews as part of the evaluation process.
- Review the contract award recommendation based on the evaluators' scores prior to execution of the contract.

Delegation to Subcommittee

The Committee may delegate duties and responsibilities to a subcommittee.

Evaluation

At least annually, the Committee shall conduct an evaluation of its performance. The evaluation shall compare the performance of the Committee with the requirements of this Charter.

The performance evaluation by the Committee shall be conducted in such manner as the Committee deems appropriate.

Resources

The Committee shall have available to it the resources to discharge its duties and responsibilities, including but not limited to the support from board staff.

Authorization and Limitations

The Committee is established by the Bylaws of the Board and shall not have the power or authority to act for the full Board. Meetings and actions of the Committee are governed by the same provisions of the Board's Bylaws that pertain to meetings and actions of the Board.

Governance and Finance Group Strategic Doing Question 1: What could we do together? Connect your assets together and define up to five opportunities for new collaborative efforts

Outline up to 5 opportunities to improve a challenge the workforce system is facing. From your landscape inventory, identify the key assets that you are linking and leveraging.	What key assets does this opportunity link and leverage?
Example: Partner with manufacturing and education to establish a "makerspace"* in our community that could be used by teachers, students and community members who want to tinker.	Manufacturers Association support, Unused classroom, group of students who keep asking for 3D printers, new teacher who keeps talking about a cool makerspace they know of, local community college teachers of manufacturing.
Good use of board members time. (Difficult to pull them away from business)	
Get right people in oversight. Board members with financial strengths.	
Apply for grants, private funding, fund raiser or hire a grant writer to get more funding	

Governance and Finance Group Strategic Doing Question 2: What should we do together? Determine priorities among your opportunities.

Brief description	Potential impact: how big an impact would this opportunity have in integrating CTE and STEM? (1 = low impact; 5 = high impact)	Ease of implementation: how easy would it be to implement this opportunity? (1 = difficult; 5 = easy)	Total Score
Example: makerspace	2	4	6
Get and retain board members	5	3	8
Get board members with financial astuteness	5	5	10
Applying for grants and private funding (job sharing, contracting, bring them on)	4	5	9

Governance and Finance Group Strategic Doing Wrap Up: Map Your Strategy

Describe your outcome: Assign committee members with a financial background—CPA, Banker, Auditor, Analysts, Directors from other non-profits.						
And how you'll know if you succeed: Clean 17-18 Audit! Committee members are actively providing oversight and approval of budget, procurement and audit activities.						
Characteristic 1: Committee members report to the board on financial activities—Budgets, Procurements and Audits.Metric 1: Committee is the active watchdog that ensures budgets, procurements and expenses are pointed toward the Board's mission.						
Characteristic 2: Funds are being obligated and expended according to funding requirements.Metric 2: Regularly review cash flow and other fiscal management reports.						
Characteristic 3: Simplify the financial reports so all Board members can understand them.	Metric 3: Flag potential problems. Discuss fiscal issues. Direct corrective actions.					
Describe your Pathfinder Project: Existing board members provide a list of potential board member recommendations with financial skills (minimum of 15 candidates)						
And its guideposts: (Skills – CFO or CPA with a reasonable size company)						
Guidepost 1: Develop criteria for recommendations						
Guidepost 2: Soliciting and getting recommendations						
Guidepost 3: Approach to recruit board members, recruiting trip						
Outline your action plan:						
What		Who				

What	Who
Recruitment trip	Paul/Al
Send out criteria to board members and give them a formal (way) to respond with board member recommendations	Al/Paul/Jan

Governance and Finance Committee - This committee will focus on issues relating to the governance of the Board as well as fund raising, fiscal and procurement oversight.

The major items the committee will address include:

- Create a pool of potential board members
- Invite board member prospects to serve on committees
- Identify, screen, recommend, and recruit board members with financial astuteness
- Select individuals for Board membership
- Evaluate Board member attendance and performance on the Board, Board committees and as individual directors
- Apply for corporate and philanthropic grant funds that will increase the diversity of funding sources for the Board
- Review and approve the Board's annual operating budgets
- Review the Board's financial controls and reporting systems
- Review and approve the Board's financial statements and financial reporting
- Provide oversight of fiscal and procurement activities including audits and monitoring reports.
- Review and Approve the Board's ethical standards, legal compliance programs and procurement procedures
- Review and approve audit and financial reporting that needs to be provided to the full board
- Monitor Board performance
- Monitor relations with partners, employees, counties and communities
- Review and recommend strategic level policies to the full board
- Develop a management succession plan and ensure it is adequate
- Conduct an annual self-evaluation to determine whether the Board and its committees are functioning effectively and deliver the results with recommendations to the Board
- Select, monitor, evaluate and compensate the Chief Executive Officer
- Conduct an annual review of staff compensation and benefits

Strategic Doing Topic - ____Governance/Finance__

The first step in Strategic Doing involves capturing the names and contact information of all the people around the table. Please pass this sheet around so everyone can sign their name. Give this to the Knowledge Keeper for your table.

Name	Organization	Email	Phone
Angie Stout	RCAWDB	Angie.stout@ruralcapital.net	512-244-7966
Jenna Fohn Thomas	First National Bank of Bastrop	jfohn@fnbbastrop.com	512-924-6773
Janie Kohl	RCAWDB	Janie.kohl@ruralcapital.net	512-244-7966 x5018
Neil Hanson	Baker Ripley	nhanson@bakerripley.org	713-669-5345
Mark Heimstra	Goodwill Central TX	Mark.hiemstra@goodwillcentraltexas.org	512-851-6418
Paul Fletcher	RCAWDB	Paul.fletcher@ruralcapital.net	512-244-7966
Carla Gonzales	RCAWDB	Carla.gonzales@ruralcapital.net	512-244-7966

YTD <u>2018</u> 2019 0%	Actual 0%	2016 - 2017 Actual
2019 0%	Actual 0%	Actual
2019 0%	Actual 0%	Actual
		100%
0%	0%	75%
0%	0%	85%
0%	0%	87%
0%	0%	<mark>97%</mark>
0%	0%	40%
>5% low		
	0% 0% 0%	0% 0% 0% 0% 0% 0% 0% 0%

WSRCA Board Procurement list as of 3	-20-19					
Goods/Services	Procurement Type	Amount	Awardee	Start Date	Re-Procure Prior to	Comments
Fiscal Monitoring	RFP	\$49,980	Ed Taylor & Associates	9/15/2018	9/15/2023	Renegotiate annually for up to 5 years
Independent Evaluators	RFQ	\$375 per Proposal	Six evaluators identified	9/26/2018	9/30/2019	If the scoring meeting is longer than three hours, evaluators paid \$40/hr for each subsequent hour
Workforce Center Operator	RFP	\$5,980,860	ResCare Workforce Services	10/1/2018	10/1/2019	
Child Care Services Operator External Auditor	RFP RFP	\$17,784,331 \$49,980	NCI Workforce Communities, LLC Martinez, Rosario, & Company, LLP	10/1/2018 11/28/2018		Renegotiate annually for up to 5 years Renegotiate annually for up to 5 years
Program Monitoring	RFP	\$48,418	Collins & Associates	11/28/2018		Renegotiate annually for up to 5 years
Procurement Technical Assistance	RFA	\$7,900	Richard Rogers Consulting	3/22/2019	3/22/2024	Contract not signed Renogotiate as needed for up to 5 years
Real Estate Broker	RFQ	No fee	Texas Office Advisory, LLC	8/15/2019	8/15/2024	Good for 5 years
HR/PEO	RFQ	\$1,500 set up fee; \$4 per employee monthly	G & A Partners	1/1/2019	1/1/2024	Good for 5 years
Web Based Labor Market Information	RFA	TBD	TBD	ASAP		In process; may be renegotiated annually for up to 5 years
Accounting TA for Audit Reconciliation	Non -competitive	\$100 - \$160 an hour	NFP Partners, Inc.	5/15/2018	N/A	Will end with completed audit
Accounting TA for data base and integrity issues; and for specialized MIP training	Non -competitive	\$175 for TA and \$225 for Training	Fund Accounting Made Easy	11/2/2018	N/A	Will end with completed audit
Workforce Center Operator	RFP	TBD	ТВД	10/1/2019	10/1/2024	In process

March 2018 Governance and Finance Committee Meeting

1. Our Budget to Actuals Fiscal Report today is based on the December 2018 month-end reporting period. We will be focusing on both our **FY2018 & FY2019** grants now that we are further into FY2019.

2. High Level Review of Expenditures:

Fiscal Year 2019 Grants:

We are at \$4.98M (17.22%) expended out of the \$28.9M that we are contracted with TWC. This leaves a budget balance of about \$23.9M. Please note that this partly due to final spending on FY2018 grants.

Fiscal Year 2018 Grants:

We are at \$24.84M (97.99%) expended out of the \$25.35M that we are contracted with TWC. This leaves a budget balance of only \$509,451.

3. Detailed Review of Select Fiscal Year 2019 Expenditures:

- a. Focus your attention on the grants with lower expenditures which are explained as follows:
 - 1519CCM This is our Child Care Local Initiative contract. Customarily, we do not begin to spend this money until March or April of each fiscal year. You will see this grant unspent until then and then you will see a quick spend down over the following 3 5 months.
 - 1519TRA This is our Trade Act Services for Dislocated Workers contract. We have not had a lot of customers who qualify for this grant, so expenditures have been low in our prior year grant. We also have been in the process of spending that grant down. You should start to see more activity on the 1519TRA grant soon.
 - 1519WCI This is our Workforce Commission Initiatives contract which is just getting started. We should see expenditures soon.
 - We also have several new grants that are included on this report that have a contract start date after the reporting period, so you will not see any expenditures on them. That would be the 1519EXT Teacher Externships, 3019VRS228 (typo on chart) Summer Earn and Learn, 3019VRS147 Student Hireability Navigator contract, and 3019VRS185 Wages Services contract. These amounts will be included in the next budget also.

March 2018 Governance and Finance Committee Meeting

 If you prefer a more visual presentation of the numbers, the following graphs are provided and grouped by major program areas such as WIOA, Child Care, and Other. For our next Board meeting I will break out the Other slide into two slides since it is a little crowded on the bar graph.

4. Detailed Review of Select Fiscal Year 2019 Expenditures:

- a. Focus your attention on a few of the grants that are not completely spent down which are explained as follows:
 - 1517NDW This is our Hurricane Harvey contract. We are right on target for expenditures currently in this grant...just a few hundredths of a percent lower at 76.36% expended.
 - 1518HJT This is our High Demand Job Training contract. We are currently at 49.28% expended when we should be around 60% expended. This grant runs through April 2019 and we are expecting another \$3,440 in February which should bring this grant close to fully expended at \$8,122 (85.49%) out of \$9,500.
 - 1518TRA Trade Act for Dislocated Works has about \$17,666 left in it which is also due to a great economy. (Please note that for both Rapid Response (1517WOR) and Trade, we are underspent due to a lack of these specific opportunities to use the funds due to the good economy.)
 - Many of the remaining grants are fully expended.
 - If you prefer a more visual presentation of the numbers, the following graphs are provided and grouped by major program areas such as WIOA, Child Care, and Other. For our next Board meeting I will break out the Other slide into two slides since it is a little crowded on the bar graph.

5. Budget Updates:

Please note that our funding level in December 2018 is \$28.1M. Next month that number may increase slightly due to new grants and updates to the budget.

For those of you who attended the retreat these numbers are the same. However, I did take your feedback and added a few columns and rows more of data.

- a. The first column is the category of expense.
- b. The second column is the actual expense for the three-month period of 10.1.18 12.31.18.
- c. The third column is the approved budget.
- d. The fourth column is the year-to-date budget remaining.
- e. The fifth column is the percent of budget expended.
- f. The sixth column is the benchmark column to demonstrate where the Board's expenditures should be if we used a straight-line prorated basis.
 - For December 2018, that is 3 months into our fiscal year which gives us the 25% benchmark.
- g. The seventh column is the variance between the percent budget expended and percent budget benchmark.
- h. Lastly, you have the footnotes column which explains any variances of 10% or greater. You second page has the footnotes in greater detail.

Overall, we are spending on target. Our benchmark is 25% but our current rate of expenditure is 25.41%.

Also, at the bottom of the page I have added an obligation section for anticipated training expenditures for the next three months. These costs will fall into the Customer Services classification of costs and specifically under Workforce Training Activities – ResCare.

Let's go over the footnotes now:

1) We are coming in under budget due to cost savings in payroll processing, layoffs, one staff person leaving in November and new hire was not until January 2019. Also, new staff started in during January at different times. We will continue to monitor this.

2) Furniture acquisitions for our remodeled offices and related LAN maintenance upgrades account for about \$42,000. Also, repairs and maintenance costs associated with Board new offices. This cost will be backed out and recognized over time going forward.

3) One free month of rent in December for the Board offices amounting to around \$13,700 and prior months were at the lower rate of approximately \$5,000. CAM runs around \$2,450 per month.

4) Obligations for training are ramping up and it is still early in the year. We are closely monitoring this and discussing other uses of this funding.

5) Obligations for training are calculated as anticipated expenditures for customers that will be enrolled in training over the NEXT three months. We do NOT include these expenditures in addition to our accruals. Accruals reported by our contractor address current month training expenditures incurred only.

6. Audit Updates:

FY16-17:

• Audit information has been submitted to the auditor and she is performing variance analyses and asking additional questions. In some instances, asking for supporting entries.

• I have been working on providing support for about a few weeks now and the follow-up questions are more background type questions such as:

- Why is this entry necessary? The auditor and the state are now concerned that entries may be "plugs" as they were in the past.
 When we met with the state they had these same concerns earlier in January and restated them again in February.
- For instance, one cash entry was needed to balance the close-out of a grant, reconcile cash, etc. Based on the cash entries multiple entries were wrong and the net of the incorrect entries resulted in one correcting entry. I explained this 2-3 times, provided the cash support which showed what tied and what did not. The last time I answered the question, I provided a reconciliation showing every wrong entry and correct entry. Then, showed how the correcting entry corrected the problem. It was similar to before but I have not had any more questions since then.
- One question the auditor asked is will the Board allow us to pay out the balance in the 8000 account? How will the payout be handled? The balance is currently \$30,709.16.
 - I would prefer to pay it out of 3 years if possible.
 - Another option is to make a claim on our errors and omissions policy.
 - Pay out the agreed upon balance.

I anticipate that all variance analyses will be completed by March 27th and Christine and I are meeting every 2-3 days. I am unsure if the auditor will propose any additional adjusting

entries and then request a new set of data to finalize her workpapers but that is the norm. That would take a few days more time from me then additional time for the auditor to wrap up her work. Based on our last meeting with the state we have to complete all work by the end of March.

- a. Accounts Payable 2000 & 2300:
 - Data integrity issues are resolved, and we only have immaterial amounts left in the accounts.
 - Auditor has reviewed and has requested justification on 12 entries.
 - Fund Balance 3000 & 3100:
 - We have the entries to explain the fund balance of \$41,497.93 (CR) that should be around \$10,000 after adjustments.
 - One correcting entry is needed for an over-correction in the amount of \$4,030.23 in the 3000 – Fund Balance Restricted.
 - In the 3100 Fund Balance Unrestricted there is a question on whether or not all entries are prior period adjustments or not? Answered this question but auditor may not understand my pivoted data. Explaining further. Other follow-up questions are whether or not balances result in amount due to TWC totaling \$2,280.53 More research still needed.
 - I am working on variance analyses from the prior audit trail balance submitted to the current trial balance. Some numbers were affected by correcting entries.
 - b. Salaries payable, federal withholding, FICA taxes payable issues were caused by incorrect accruals in prior years. The correcting entry was mostly right but will require one more adjustment. An entry for \$536.16 should have only been \$268.08. It was accidentally doubled.
 - c. FY17-18 Audit Timeline will be readjusted once the FY16-17 audit is completed. We are continuing to work on it also.
 - <u>FY17-18</u>: Once the FY16-17 audit is completed, we can close the year and roll forward balances. Then we can begin the next audit. Much work has already been performed but will need to be reviewed with the new balances. Then the remaining work can be completed. We also have new

staff that will be assisting with the audit. We should be able to pick up the pace after some cross-training.

 Completion Goal: June 30th to complete the audit on the Board's side. The auditor will need time to wrap up but will be reviewing as we turn in reports and supporting entries.

Internal Controls:

Cash Control Enhancements:

- Signers are set up to see the bank activity and tokens for processing online approval of ACH payments have been ordered.
- Both new accountants have tokens now. AR view only. AP processing only. Both will be trained starting next week.

Grant Revenue/Grant Payable Entry:

• Training continues with the AR Accountant.

Accounts Payable Aging:

• Training AP Accountant on how to use this report to monitor AP activity and to follow-up on issues.

MIP database Integrity:

• Working with MIP database consultant to enhance integrity of database. Continuing efforts and still needs more work. – CFO

Reporting:

Many reports are partially formatted but are not completely formatted. I'll discuss in more detail when we discuss how the Board would like the financials to be formatted. At this point the Comparative Trial Balance is the most reliable report and the remaining reports need much more formatting in order to provide reliable results based on a cursory review. It will take some time. I'll focus on one report at a time in my spare time. My control total will be the comparative trial balance since I know it has correct balances. – CFO

Investments:

• Discuss investment policy and obtain feedback. - CFO



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FY 2018-19 FINANCIAL REPORT

October 2018 through December 31, 2018

a construction of the second second second second	FY18/19
Current Funding Level	28,118,198.00
Current Annual Budget	28,118,198.00
Unobligated Funds	

FY 2019	FY 2019	FY 2019 Y-T-D	Percent of	Percent of	Percent Variance of Expended	
Actual	"Approved"	Budget	Budget	Budget	from	
Expense	Budget	Remaining	Expended	Benchmark	Benchmark	Footnotes

5

MANAGEMENT SERVICES (Board Operations, Staff, Outreach, Financial Services)

Salaries & Benefits	172,625	1,325,359	1,152,734	13.02%	25.00%	-11.98%	1
Operating Expenses	216,897	531,318	314,421	40.82%	25.00%	15.82%	2
Board Facilities	16,571	168,478	151,907	9.84%	25.00%	-15.16%	3
Total Management Services	406,094	2,025,155	1,619,061	20.05%	25.00%	-4.95%	

INFRASTRUCTURE SERVICES (Rent, Phone, Utilities, Maintenance, Supplies)

Workforce Centers - ResCare	430,055	1,353,151.00	923,096	31.78%	25.00%	6.78%
Child Care Contractor - Baker-Ripley	54,130	246,155.00	192,025	21.99%	25.00%	-3.01%
Total Infrastructure Services	484,185	1,599,306	1,115,121	30.27%	25.00%	5.27%

CONTRACTED SERVICES (Employer Outreach and Business Support Staff)

Workforce Centers - ResCare	980,324	4,141,300	3,160,976	23.67%	25.00%	-1.33%
Child Care - Baker-Ripley	594,753	2,958,846	2,364,093	20.10%	25.00%	-4.90%
Child Care Automation	21,196	64,738	43,542	32.74%	25.00%	7.74%
Total Contracted Services	1,596,273	7,164,884	5,568,611	22.28%	25.00%	-2.72%

CUSTOMER SERVICES (Direct Care, Training, Support Services Only)

Workforce Training Activities - ResCare	88,369	1,120,654	1,032,285	7.89%	25.00%	-17.11%	4
Workforce Support Services - ResCare	133,439	718,906	585,468	18.56%	25.00%	-6.44%	
Direct Care - Child Care - Baker-Ripley	4,437,503	15,489,293	11,051,790	28.65%	25.00%	3.65%	11
Total Training Services	4,659,311	17,328,853	12,669,542	26.89%	25.00%	1.89%	
TOTAL PROGRAM BUDGET	6,255,584	24,493,737	18,238,153	25.54%	25.00%	0.54%	
TOTAL ANNUAL BUDGET	7,145,863	28,118,198	20,972,335	25.41%	25.00%	0.41%	
MANAGEMENT TO TOTAL BUDGET RATIO	5.68%	7.20%	7.72%		1		

OBLIGATIONS (Anticipated Expenditures for Next Three Months **)**

Total Training Services Obligated	74,830
WIOA - Youth	25,812
WIOA - Dislocated Worker	6,754
WIOA - Adult	27,233
Temporary Assistance for Needy Families (TANF)	986
Trade Act Services for Dislocated Workers (TAA)	6,750
SNAP E&T	7,295

Footnotes

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4	Obligations for training are ramping up and it is still early in the year. We are closely monitoring this and discussing other uses of this funding.
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Account Code	Account Title	Begin Year Balance	Current Balance	Net PTD \$ Change	Net PTD % Change
001	Cash	0.00	462,750.40	462,750.40	100.00%
002	Grant Receivable	0.00	(98,279.71)	(98,279.71)	(100.00)%
003	Other Assets	0.00	150,466.96	150,466.96	100.00%
004	Account Payable	0.00	(129,010.55)	(129,010.55)	(100.00)%
005	Other Accrued Liabilities	0.00	(1,770,583.98)	(1,770,583.98)	(100.00)%
006	Grant Payable	00.00	304,144.82	304,144.82	100.00%
007	Accrued Compensated Liabities	0.00	28,403.99	28,403.99	100.00%
600	Close Account	0.00	10,772.64	10,772.64	100.00%
010	Grant Revenue	0.00	(11,061,557.54)	(11,061,557.54)	(100.00)%
011	Program Income	0.00	(13,815.25)	(13,815.25)	(100.00)%
012	Expense	0.00	12,116,857.50	12,116,857.50	100.00%
Report Total		0.00	149.28	149.28	100.00%

Account Code 001 1517CAA000 1517CCP000 1517NDW000 1517WOA000					
517CAA000 517CCP000 517NDW000 517NDW000	Account Title	Begin Year Balance	Current Balance	Net PTD \$ Change	Net PTD % Change
1517CAA000 1517CCP000 1517NDW000 1517WOA000	Cash				
1517CCP000 1517NDW000 1517WOA000	1517CAA000	0.00	(6.733.03)	(6.733.03)	(100.003%
1517NDW000 1517W0A000	1517CCP000	0.00	4,517.65	4,517.65	100.00%
1517WOA000	1517NDW000	0.00	52,334.42	52,334.42	100.00%
	1517W0A000	0.00	(124,594.05)	(124,594.05)	(100.00)%
1517WOD000	1517WOD000	0.00	3,072.74	3,072.74	100.00%
1517WOR000	1517WOR000	0.00	(145.67)	(145.67)	(100.00)%
1517WOY000	1517WOY000	0.00	71,892.13	71,892.13	100.00%
1517WPA000	1517WPA000	0.00	(1,942.97)	(1,942.97)	(100.00)%
1518CAA000	1518CAA000	0.00	1,319.17	1,319.17	100.00%
1518CCF000	1518CCF000	0.00	540,564.54	540,564.54	100.00%
1518CCM000	1518 Child Care Match Contract	0.00	(288,141.16)	(288,141.16)	(100.00)%
1518CCP000	1518CCP000	0.00	371,620.00	371,620.00	100.00%
1518CCQ000	1518CCQ000	0.00	(70,491.88)	(70,491.88)	(100.00)%
1518HJT000	High-Demand Job Training (HJT) Grant	0.00	3,359.90	3,359.90	100.00%
1518NCP000	1518NCP000	0.00	25,321,08	25,321.08	100.00%
1518PAB000	Performance Incentive Award Choices Employment	0.00	7,500.00	7,500.00	100.00%
1518REA000	1518REA000	0.00	36.481.04	36.481.04	TAA AAR
1518SNE000	1518SNE000	0.00	(16.891.10)	(16 891 10)	(100.001)
1518SNEA00	1518 SNAP E&T	0.00	32,702.35	32.702.35	100.00%
1518TAN000	1518TAN000	0.00	285,691.69	285,691.69	100.00%
1518TRA000	Trade Act	0.00	52,938.07	52,938.07	100.00%
1518WC1000	1518WC1000	0.00	7,957.70	7,957.70	100.00%
1518WOA000	PY18 Adult Allocation	0.00	161,719.90	161,719.90	100.00%
1518WOD000	PY18 Dislocated Worker Allocation	0.00	124,090.78	124,090.78	100.00%
1518WOR000	PY18 Rapid Response	0.00	3,901.61	3,901.61	100.00%
1518WOS001	1518 Externships for Teachers	0.00	5,646.55	5,646.55	100.00%
1518WOY000	PY18 Youth Allocation	0.00	121,741.30	121,741.30	100.00%
1518WPA000	1518 Wagner-Peyser Employment Service	0.00	47,370.82	47,370.82	100.00%
1519CAA000	1519 Child Care Attendance Automation	0.00	6,537.25	6,537.25	100.00%
1519CCF000	1519 Child Care Services Formula Allocation	0.00	308,537.08	308,537.08	100.00%
1519CCP000	1519 DFPS Child Care	0.00	(126,786.34)	(126,786.34)	(100.00)%
1519CCQ000	1519 CCDF Quality Improvement Activity	0.00	139,000.00	139,000.00	100,00%
1519NCP000	1519 Noncustodial Parent Choices Program	0.00	12,372.11	12,372.11	100.00%
1519REA000	1519 Reemployment Services and Eligibility Assessment	0.00	39,050.00	39,050.00	100.00%

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Account Code	Account Title	Begin Year Balance	Current Balance	Net PTD \$ Change	Net PTD % Change
1519SNE000	1519 SNAP Employment & Training	0.00	21,764.66	21,764.66	100.00%
0001414161	1.5.1.9 Lemporary Assistance for Needy Families	0.00	310,000.00	310,000.00	100.00%
1519TAN000	1519 Temporary Assistance for Needy Families	0.00	(86,992.03)	(86,992.03)	(100.00)%
1519TRA000	Trade Act Services for Dislocated Worker,	0.00	7,500.00	7,500.00	100.00%
1519WPA000	1519 Wagner-Peyser Employment Service	0.00	38,188.44	38,188,44	100.00%
3018VRS118	3018VRS118 SEL	0.00	118,697.89	118,697.89	100.00%
3018VRS147	3018VRS147	00'0	(5,698.22)	(5,698.22)	(100.00)%
DONATIONS	Donations to Rural Capital Area WDB	0.00	149.28	149.28	100.00%
General Fund	General Fund	0.00	(1,797,698.42)	(1,797,698.42)	(100.00)%
VES 17-18	17-18 VETS	0.00	14,562.88	14,562.88	100.00%
VES 18-19	Veterans Services 18-19	0.00	10,762.24	10,762.24	100.00%
002	Grant Receivable				
1514WIA000	1514WIA000-626	0.00	841.37	841.37	100.00%
1514WID000	1514WID000-627	0.00	925.00	925.00	100.00%
1514WIY000	1514WIY000-625	0.00	632.84	632.84	100,000%
1515CCF000	1515CCF000-539	0.00	770.81	770.81	100.00%
1515CCP000	1515CCP000-644	0,00	(2,110.02)	(2,110.02)	(100.00)%
1515SNE000	1515SNE000-662	0.00	8,214.00	8,214.00	100.00%
1515TAN000	1515TAN000-721	0.00	216.51	216.51	100.00%
1515TRA000	1515TRA000	0.00	0.20	0.20	100.00%
1515WOY000	1515WOY000-728	0.00	1,021.72	1,021.72	100.00%
1515WPA000	1515WPA000-690	0.00	4,731.55	4,731.55	100.00%
1516CCP000	1516CCP000-645	0.00	(2,988.73)	(2,988.73)	(100.00)%
1516CCQ000	1516CCQ000-658	0.00	0.09	0.09	100.00%
1516SNE000	1516SNE000	0.00	(8,239.50)	(8,239.50)	(100.00)%
1516TAN000	1516TAN000	0.00	0.09	0.09	100.00%
1516TRA000	1516TRA000	0.00	13,962.87	13,962.87	100.00%
1516WCI000	1516WC1000	0.00	(5,258.29)	(5,258.29)	(100.00)%
1516WCI001	1516WC1001	00.0	12,500.37	12,500.37	100.00%
1516WOA000	1516W0A000	0.00	(80,925.78)	(80,925.78)	(100.00)%
1516WOY000	1516WOY000	0.00	(83,349.09)	(83,349.09)	(100.00)%
1516WPA000	1516WPA000	0.00	5,195.73	5,195.73	100.00%
1517CCF000	1517CCF000	0.00	10,286.64	10,286,64	100,00%
VES 15-16	Veterans 2015-2016	0.00	25,291.91	25,291.91	100.00%
003	Other Assets				
1517WOA000	1517W0A000	0.00	(1,084.74)	(1,084.74)	(100.00)%
1517WOD000	1517W0D000	0.00	(1,219.06)	(1,219.06)	(100.00)%

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Account Code	Account Title	Balance	Current Balance	Change	Change
1517WOY000	1517WOY000	0.00	(013.60)	(913.60)	(100.00)%
1518CCF000	1518CCF000	0.00	(4,369.31)	(4,369.31)	(100.00)%
1518NCP000	1518NCP000	0.00	(137.08)	(137.08)	(100.00)%
1518SNE000	1518SNE000	0.00	(226.34)	(226.34)	(100.00)%
1518TAN000	1518TAN000	0.00	(975.25)	(975.25)	(100.00)%
1518WPA000	1518 Wagner-Peyser Employment Service	0.00	(183.09)	(183.09)	(100.00)%
General Fund	General Fund	0.00	159,667.43	159,667.43	100,00%
VES 17-18	17-18 VETS	0.00	(92.00)	(92.00)	(100.00)%
004	Account Payable				
1517NDW000	1517NDW000	0.00	18,137.38	18,137.38	100.00%
1517W0A000	1517W0A000	0.00	81,001.05	81,001.05	100.00%
1517WOD000	1517WOD000	0.00	91,058.78	91,058.78	100.00%
1517WOR000	1517WOR000	0.00	1,435.18	1,435,18	100.00%
1517WOY000	1517WOY000	0.00	68,246.96	68,246.96	100.00%
1517WPA000	1517WPA000	0.00	1,942.97	1,942.97	100.00%
1518CAA000	1518CAA000	0.00	12,134.21	12,134.21	100.00%
1518CCF000	1518CCF000	0.00	4,221.37	4,221.37	100.00%
1518CCQ000	1518CCQ000	0.00	(9,287.21)	(9,287.21)	(100.00)%
1518NCP000	1518NCP000	0.00	10,247.97	10,247.97	100.00%
1518REA000	1518REA000	0.00	(466.72)	(466.72)	(100.00)%
1518SNE000	1518SNE000	0.00	16,891.10	16,891.10	100.00%
1518TAN000	1518TAN000	0.00	72,834.72	72,834.72	100.00%
1518TRA000	Trade Act	0.00	(12,075.93)	(12,075.93)	(100.00)%
1518WC1000	1518WC1000	0.00	538.68	538.68	100.00%
1518W0A000	PY18 Adult Allocation	0.00	(53,673.99)	(53,673.99)	(100.00)%
1518WOD000	PY18 Dislocated Worker Allocation	00.00	(84,324.29)	(84,324.29)	(100.00)%
1518WOR000	PY18 Rapid Response	00.00	(1,562.55)	(1,562.55)	(100.00)%
1518WOS001	1518 Externships for Teachers	0.00	4,438.41	4,438.41	100.00%
1518WOY000	PY18 Youth Allocation	0.00	(84,615.64)	(84,615.64)	(100.00)%
1518WPA000	1518 Wagner-Peyser Employment Service	00'0	(213.46)	(213.46)	(100.00)%
1519CCP000	1519 DFPS Child Care	0.00	(0.20)	(0.20)	(100.00)%
1519NCP000	1519 Noncustodial Parent Choices Program	0.00	(8,258.27)	(8,258.27)	(100.00)%
1519SNE000	1519 SNAP Employment & Training	00.00	(24,879,09)	(24,879.09)	(100.00)%
1519TAN000	1519 Temporary Assistance for Needy Families	0.00	(90,741.10)	(90,741.10)	(100.00)%
3018VRS147	3018VRS147	0.00	(6,120.05)	(6,120.05)	(100.00)%
General Fund	General Fund	0.00	(135,920.83)	(135,920.83)	(100.00)%
005	Other Accrued Liabilities				

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1517WOA000 1517WOA000 1517WOY000 1517WOY000 1517WOY000 151WOY000 1518CCF000 151NCCF000 1518CCF000 151NCCF000 1518CCF000 151NCP000 1518CCF000 151NCP000 1518NCF000 151NCP000 151NCF000 151NCP000 151NCF000 151NCP000 151NCF000 151NCP000 151NCF000 151NCP000 151NCF000 151NCP000 151NCCF000 151NCP000 151NCCF000 151NCPSCHILCare 301NVRS147 301NVRS118 SEL 301NVRS147 301NVRS147 301NVRS147 301NVRS	Balance	Current Balance	Change	Change
517WOD000 518CCF000 518CCF000 518RCP000 518RCP000 518RSNEA000 518RSNEA000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 517WOD0000 517WOD0000 517WOD00000 517WOD00000 517WOD00000 517WOD00000 517WOD000000000000000000000000000000000000	0.00	16,092.00	16.092.00	100.00%
517WOY000 518CCF000 518CCF000 518NCP000 518NCP000 518SNEA000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 515CF000 515CF000 515CF000 515CF000 515CF000 515CF000 515CF000 515CF000 515CF000 117WOR0000 117WOR00000 117WOR0000 117WOR00000000000 117WOR000000000000000000000000000000000000	0.00	22,689.00	22,689,00	100 00%
518CCF000 518NCP000 518NCP000 518SNEA00 518TAN000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 515NE000 515NE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 517VOD000 118VCF000 118VCF0000 118VCF00000 118VCF0000 118VCF0000	0.00	17,550.00	17.550.00	100.00%
S18CCP000 518NCP000 518NCP000 518SNEA00 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 519CCF000 513CCF000 513CCF000 513SNE000 513SNE000 513SNE000 513SCF000 513SCF000 517VOR000 117VOR0000 117VOR00000 117VOR00000 117VOR00000 117VOR00000 117VOR000000000000000000000000000000000000	0.00	(1,309,774.85)	(1,309,774.85)	(100.00)%
S18NCP000 518SNEA00 519CCF000 519CCF000 519CCF000 18VRS147 eneral Fund 67 513CCF000 513CCF000 513CCF000 513CCF000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 513SNE000 5233 5233 5233 5233 5233 5233 5233 5	0.00	64.54	64.54	100.00%
S18SNEA00 519CCF000 519CCF000 519CCF000 519CCF000 018VRS147 eneral Fund 513CCF000 513SNE000 5233 5333 5333 5333 5333 5333 5333 5	0.00	2,142.00	2,142.00	100.00%
S18TAN000 519CCF000 519CCF000 018VRS118 018VRS118 018VRS147 eneral Fund 6135SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 517VOR000 117WOR0000 117WOR00000 117WOR00000 117WOR00000 117WOR00000 117WOR000000000000000000000000000000000000	0.00	4,626.00	4,626.00	100.00%
S19CCF000 519CCF000 018VRS118 018VRS147 eneral Fund Gr 513CCF000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 515SNE000 517VOR000 117VOR0000 117VOR00000 117VOR0000 117VOR00000 117VOR0000 117VOR0000 117VOR00000 117VOR00000 117VOR00000 117VOR00000 117VOR00000 117VOR00000 117VOR00000 117VOR00000 117VOR00000 117VOR00000 117VOR000000 117VOR00000 117VOR00000000 117VOR000000000000000000000000000000000000	0.00	22,518.00	22,518.00	100.00%
 519CCP000 018VRS118 018VRS147 eneral Fund Gr 613CCF000 613CCF000 613CCF000 613CCF000 613CCF000 613CCF000 617C000 617C000 61770000 720000 72000 720	0.00 0.00	(166,844.60)	(166,844.60)	(100.00)%
018VRS118 018VRS147 eneral Fund 613CCF000 615SNE000 615SNE000 615SNE000 615SNE000 615SNE000 615SNE000 615SNE000 617WOR0000 617WOR000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 617WOR0000 6117WOR0000 600 600 600 600 600 600 600 600 60	0.00	(391,201.15)	(391,201,15)	(100.00%
018VRS147 eneral Fund 615SNE000 615SNE000 615SNE000 616SNE000 616KO2000 616KO2000 616KO2000 617CCF000 617CCF000 617CCF000 617VO2000 617WO20000 617WO200000 617WO200000 617WO200000 617WO200000 617WO2000000000000000000000000000000000000	0.00	36,680.00	36.680.00	100 00%
eneral Fund eneral Fund 13.3CCF000 16.5SNE000 16.5SNE000 16.6NOA000 16.6NOA000 16.6NOA000 177CF000 177CF000 177CF000 177VOR000 177WOR0000 177WOR00000 177WOR0000 177WOR0000 177WOR0000 177WOR0000 177WOR0000 177WOR00000 177WOR0000 177WOR0000 177WOR00	0.00	(18,426.11)	(18,426,11)	(100.001%
Gr 513CCF000 513SNE0000 516CCP000 516CCP000 516KOA000 516KOA000 516KOA000 516KOA000 517CCF000 517CCF000 517CCF000 517CCF000 117WOA000 118CCF	0.00	(0,698.81)	(6,698.81)	(100 001%
 I 3 C C F 000 I 5 S N F 000 I 6 S N F 000 I 7 C C F 000 I 7 C C F 000 I 7 C C F 000 I 7 N O D 000 I 8 S N F A 000 I 1 9 C C F 000 I 1 4 C C F 000 				
815SNE000 816SNE000 816SNE000 816SNE000 816WOY000 816WOY000 816WOY000 817WOR000 817WOR000 817WOR000 117WOR000 117WOP000 117WOP000 117WOP000 117WOP000 118SNEA00 118SNEA00 118SNEA00 118CCF000	0.00	(19.06)	(19.06)	(100.001%
II 6CC P000 II 6SNE000 II 6SNE000 II 7CC F000 II 7CC F000 II 7CC F000 II 7CC F000 II 7CC F000 II 7WOA000 II 7WOA000 II 7WOA000 II 7WOY000 II 7WOY000 II 7WOY000 II 8SNEA00 II 8SNEA00 II 8SNEA00 II 8SNEA00 II 8SNEA00 II 8SNEA00 II 8CC F000 II 7CC F000 II 8CC	0.00	(1,727.21)	(1,727.21)	(100.00)%
16SNE000 16SNE000 16WOA000 16WOA000 17CCF000 17VOR000 17WOA000 17WOA000 17WOA000 17WOA000 17WOA000 17WOA000 17WOA000 17WOA000 18SNEA00 18SNEA00 18SNEA00 18SNEA00 18SNEA00 18SNEA00 18CCF000 18CCF000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF0000 13CCF00000 13CCF00000 13CCF00000 13CCF00000000000 13CCF00000000000000000000000000000000000	0.00	(31.92)	(31.92)	(100.00)%
II 6 WOA000 II 6 WOY000 II 7 CCF000 II 7 CCF000 II 7 WOR000 II 7 WOD000 II 7 WOT000 II 7 WOT0000 II 7 WOT00000 II 7 WOT00000 II 7 WOT00000 II 7 WOT00000 II 7 WOT00000 II 7 WOT000000 II 7 WOT000000000000000000000000000000000000	0.00	43.46	43.46	100.00%
II 6 WOY 000 II 7 CC F000 II 7 WOR 000 II 8 CC F000 II 8 CC F000 II 7 WOY 000 II 7 WOY 000 II 7 WOY 000 II 8 SN F A00 II 8 SN F	0.00	79,655.70	79,655.70	100.00%
I 7CCF000 I 7CCF000 I 8CCF000 areral Fund areral Fund Ac I 7W0Y000 I 87W0Y000 I 87W0 I 87W0 I 87W0Y000 I 87W0 I 87W	0.00	83,349.09	83,349.09	100.00%
17WOR000 18CCF000 aneral Fund 17WOA000 17WOY000 17WOY000 18SNFA00 18SNFA00 18SNFA00 18SNFA00 18SNFA00 18SNFA00 18SNFA00 18SNFA00 18SNFA00 18SCF000 112CF000 113CCF0000 113CCF000 113CCF0000 113CCF0000 113CCF0	0.00	38,254.04	38,254.04	100.00%
LI RCC F000 eneral Fund (17WOA000 17WOY000 117WOY000 117WOY000 18NC F000 18NC F000 18SN FA00 18SN FA00 18SN FA00 18SN FA00 18SN FA00 18ST F00 18C F000 118C F0000 118C F00000 118C F00000 118C F00000 118C F00000 118C F000000 118C F0000000 118C F000000000000000000000000000000000000	0.00	20.72	20.72	100.00%
eneral Fund Ac (17WOA000 1 (17WOD000 1 (17WOY000 1 (18NCP000 1 (18NCP000 1 (18SNFA00 1 (18SNFA00 1 (18SNFA00 1 (18SNFA00 1 (18SNFA00 1 (18SNFA00 1 (18SNFA00 1 (18CCF00 1 (13CCF00 1 (13CCCF00 1 (13CCC	0.00	45,000.00	45,000.00	100.00%
Ac (17WOA000 (17WOD000 (17WOP000 18NCP000 18NCP000 18SNFA000 18SNFA000 18SNFA000 18SNFA000 18SNFA000 18SNFA000 18SNFA000 18SNFA00	0.00	59,600.00	59,600.00	100.00%
517WOA000 517WOD000 517WOY000 118NCP000 118NCP000 118NFA000 118SNFA000 118SNFA000 118SNFA000 118SNFA000 118TAN000000 118TAN00000 118TAN000000 118TAN0000000 118TAN000000000000000000000000000000000000				
s17WOD000 117WOY000 187CF000 188CF6000 188NEA000 188NEA000 188NPA000 188PA0000 188PA000 188PA000 188PA000 188PA000 188PA000 188PA000 188PA000 188PA000 188PA000 188PA000 188PA0000 189PA00000 189PA0000 189PA0000 189PA0000 189PA0000 189PA0000 189PA0000 189PA0000 189PA0000 189PA0000 189PA0000 189PA00000 189PA00000 189PA00000 189PA00000 189PA0000000 189PA0000000 189PA000000000000000000000000000000000000	0.00	3,348.83	3,348.83	100.00%
817WOY000 818CCF000 138CCF000 138NCP000 138NFA000 138TAN000 138TAN000 138VPA000 138VFA0000 138VFA0000 139VFA0000 138VFA00000 138VFA00000 138VFA00000 138VFA00000 138VFA00000 138VFA00000 138VFA00000 138VFA00000 138VFA00000 138VFA00000 138VFA000000 138VFA00000 138VFA00000 138VFA000000 138VFA000000000000000000000000000000000000	0.00	3,763.52	3,763.52	100.00%
518CCF000 518NCP000 518NFA00 518TAN000 518TAN000 118WPA000 118WPA000 118WPA000 118WPA000 118WPA000 118WPA000 114CCF000 114CCF000 114CCF000 114CCF000	0.00	2,820.51	2,820.51	100.00%
118NCP000 118SNFA00 118TAN000 118TAN000 118WPA000 118WPA000 118T-18 118CF000 114CCF000 114CCF000 114CCF000 114CCF000 114CCF000	0.00	13,489.06	13,489.06	100.00%
18SNFA00 1 18TAN000 1 18WPA000 1 ES 17-18 1 ES 17-18 Clo 13CCF000 1 14CCF000 1	0.00	423.22	423.22	100.00%
18TAN000 1 18WPA000 1 ES 17-18 1 ES 17-18 Cld 13CCF000 1 14CCF000 1	0.00	698.74	698.74	100.00%
L18WPA000 1 ES 17-18 1 Clc 13CCF000 1 14CCF000 1	0.00	3,010.83	3,010.83	100.00%
ES 17-18 cl 13CCF000 14CCF000	ent Service 0.00	565.24	565.24	100.00%
CI 13CCF000 14CCF000	0.00	284.04	284.04	100.00%
	0.00	20,621.64	20,621.64	100.00%
	0.00	(10,310.82)	(10,310.82)	(100.00)%
1514CCQ000 1514CCQ000-656	0.00	(5,598.14)	(5,598,14)	(100.00)%

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1515CCP000-647 0.00 (1.055.01) 1515NCP000-657 0.00 1.772.21 1515NP0000-667 0.00 1.772.21 1515NP0000 1.772.21 0.00 1.772.21 1515NP0000 1515NP0000 0.00 1.772.21 1515NP0000 1515NP0000 0.00 1.772.21 1515NP0000 1517N0000 0.00 1.777.01 1517ND0000 0.00 (1.541.70) 0.00 1517NO0000 0.00 (1.547.70) 1517NO1000 0.00 (1.547.70) 1518NC1000 0.00 (1.547.70) 1518NC1000 0.00 (1.571.70) <th>Account Code</th> <th>Account Title</th> <th>Balance</th> <th>Current Balance</th> <th>Change</th> <th>Change</th>	Account Code	Account Title	Balance	Current Balance	Change	Change
15/5CCQ000 15/5CCQ000-657 0.00 5,598.14 15/5NF000 15/5NPA000-605 0.00 1,727.21 15/5NPA000 15/5NPA000-605 0.00 1,727.21 15/NPA000 15/5NPA000-605 0.00 1,727.21 15/NPA000 15/NPA000 0.00 1,777.00 177A800 15/NPA000 0.00 1,737.51 177A000 15/NPA000 0.00 1,737.51 1770000 15/NPA000 0.00 1,737.51 178CF000 15/NPA000 0.00 1,3,324.73 188CP000 15/NPA000 15/NPA000 0.00 188CP000 15/NPA000 15/NPA000 13,324.73 188CP000 15/NPA000 15/NPA000	1515CCP000	1515CCP000-644	0.00	(1,055.01)	(1,055.01)	(100.00)%
15SNF000 15JSNF000-662 0.00 1,77.21 15SNF000 15JSNF000-645 0.00 1,266 15SNF000 15JSNF000-645 0.00 1,27.03 15SNF000 15JSNF000 15JSNF000 11,77.03 15TCC1000 15TCC1000 15TCC1000 177.03 17TCN000 15TTAN000 15TVON000 0.00 1,24.170 17TAN000 15TTAN000 15TVON000 0.00 1,37.70 17TAN000 15TTAN000 15TVON000 0.00 1,37.70 17TAN000 15TTAN000 15TVON000 0.00 1,37.70 17WOD000 15TAN000 0.00 1,37.70 0.00 17WOD000 15TAN000 0.00 1,37.70 0.00 17WOD000 15TAN000 0.00 0.00 1,37.70 0.00 17WOD000 15TAN000 0.00 0.00 0.00 0.00 0.00 17WOD000 15TAN000 0.00 0.00 0.00 0.00 0.00 0.00 0.00	1515CCQ000	1515CCQ000-657	0.00	5,598.14	5,598.14	100.00%
15.WPA000 15.WPA000-645 0.00 12.66 16.CCP000 15.15.WPA000 15.15.WPA000 17.54.70 11.NNW00 15.17NW000 15.7700 13.7446 11.NNW00 15.17NW000 15.7700 13.774000 17.NNW00 15.17NW000 0.00 (13.76.70) 17.NNW00 15.17NW000 0.00 (13.76.70) 17.NON00 15.17N0000 15.17N000 0.00 (13.76.6) 17.NON00 15.17N0000 15.17N0000 17.17A000 0.00 (13.76.70) 17.NON00 15.17N0000 0.00 (13.76.70) 0.00 (13.76.70) 17.NO1000 15.17N0000 0.00 (13.76.70) 0.00 (13.77.90) 17.NO1000 15.17N0100 0.00 (13.76.70) 0.00 (13.76.70) 17.NO1000 15.17N0100 0.00 (13.76.70) 0.00 (13.76.70) 17.NO1000 15.18N0100 0.00 (13.76.70) 0.00 (13.76.70) 18.NC1000 15.18N0100 15.18N0100	1515SNE000	1515SNE000-662	0.00	1,727.21	1,727.21	100.00%
IJSCCP000 1516CCP000-645 0.00 11.92 IJSNCP000 1516CCP000-645 0.00 11.270 IJTAN000 1517CF000 1517CF000 0.00 (1.541.70) IJTAN000 1517CF000 1517CF000 0.00 (1.541.70) IJTAN000 1517CF000 0.00 (1.541.70) (1.73.76) IJTAN000 1517V0000 0.00 (1.541.70) (1.73.76) IJTAN000 1517V0000 0.00 (1.541.70) (1.77.6) IJTAN000 1517V0000 0.00 (1.541.70) (1.77.6) IJTAN000 1517V0000 0.00 (1.541.70) (1.77.6) IJTAN000 1517V0000 0.00 (1.77.76) (1.77.6) IJTAN000 1517V0000 0.00 (1.97.95.67) (1.97.67) IJTAN010 15187CP00 0.00 (1.97.95.67) (1.97.67) IJTSNEP00 15187CP00 0.00 (1.97.95.67) (1.97.67) IJSNCP00 15187CP00 0.00 (1.97.95.67) (1.97.67) <	1515WPA000	1515WPA000-690	0.00	12.66	12.66	100.00%
ItsNF600 1516NF000 1516NF000 1516NF000 15177600 15177760 1517760 15177600 15177760 15177600 15177760 15177760 15177760 15177760 15177760 151777600 151777600 151777760 151777760 151777760 1517777760 15177777777777777777777777777777777777	1516CCP000	1516CCP000-645	0.00	31.92	31.92	100.00^{00}
InWOA000 J514WOA000 J514WOA000 J517C000 J57C000 J57C000 J57C000 J57TAN000 J57T	1516SNE000	1516SNE000	0.00	(43.46)	(43.46)	(100.00)%
17CCF000 1517CF000 1517CF000 1517AN000 17TNN000 517N00000 517N0000 137700 17TN0000 517N00000 517N0000 1377000 17TN0000 517N07000 6000 (13776) 17TN0000 517N07000 000 (13776) 17W02000 517W07000 000 (13776) 17W02000 517W07000 000 (13776) 17W02000 517W07000 000 (13724) 18NCP000 1518REA00 000 (140,2937) 18NCP000 1518REA00 000 (13,23413) 18NCP000 1518NCP00 000 (13,23413) 18NCP000 1518NAP E&T 000 (13,23413) 18NCP000 1518NCP000 1518NCP000 000 (23,83433) 18NCP000 1518NCP000 1518NCP000 000 (23,83433) (20,80,49) 18NCP000 1518NCP000 1518NCP000 000 (23,83433) (21,9363) 18NCP000 1518NCP000 1518NCP000	1516WOA000	1516WOA000	0.00	1,270.08	1,270.08	100.00%
17NDW000 1517NDW000 1517NDW000 137750 17TAAN000 1517WOY000 1377A000 137750 17TWO7000 1517WOY000 000 (13776) 17TWO7000 1517WOY000 000 (13776) 17TWO7000 1517WOY000 000 (140.799.67) 17TWO7000 1517WOY000 000 (140.799.67) 17WO7000 1518NCF000 000 (140.799.67) 18NCF000 1518NCF000 000 (12.242.12) 18NCF000 1518NCF000 000 (12.242.12) 18NCF000 1518NCF000 000 (12.242.12) 18NCF000 1518NCF000 000 (12.242.12) 18NCF000 1518NCF000 1518NCF000 0.00 18NCF000 1518NCF000 1518NCF000 18NCF000 1518NCF000 1518NCF000 18NCF000 1518NCF000 1518NCF000 18NCF000 1518NCF000 1518NCF000 18NCF000 1518NCF000 <td>1517CCF000</td> <td>1517CCF000</td> <td>0.00</td> <td>(1,541.70)</td> <td>(1,541.70)</td> <td>%(00.001)</td>	1517CCF000	1517CCF000	0.00	(1,541.70)	(1,541.70)	%(00.001)
17TAN000 1517TAN000 1517X0000 1517X0000 1517X0000 177W07000 1517W07000 1517W05000 1517W05000 1517W05000 177W07000 1517W05000 1517W05000 000 (140,795,67) 10 177W07000 1517W05000 000 (140,795,67) 10 177W05000 1518CCP000 000 (140,795,67) 10 187C01000 1518RE4000 1518CC900 000 (140,795,67) 10 187N000 1518RE4000 1518RE4000 000 (13,324,73) 0 187N000 1518RE400 1518RE4000 000 (13,324,73) 0 187N000 1518RE400 1518KE400 000 (13,324,73) 0 187N000 1518RE400 1518KE400 000 (13,324,73) 0 187N000 1518RE400 1518KE400 000 (13,242,13) 0 187N0400 1518RE4 000 000 (13,242,13) 0 188N04000 PY18 Youth Allocation 0.00 (13,242,13) 0 188N04000 PY18 Youth Allocation 0.00 (12,2458,59) 0 188N04000 PY18 Youth Allocation 0.00 (24,558,59) 0 188N04000<	1517NDW000	1517NDW000	0.00	(8,966.82)	(8,966.82)	(100.00)%
17WOA000 151WOA000 000 (54,353,02) 17WOA000 151WO2000 000 (54,353,02) 17WO2000 151WO2000 000 (79,623,87) 18CCF000 151WO2000 000 (79,623,87) 18CCF000 151WO2000 000 (79,623,87) 18CCF000 151WO2000 000 (79,623,87) 18CCF000 151NCP000 000 (8,63,11) 18CCF000 151NSCP000 000 (79,623,87) 18NCP000 151NSCP000 000 (72,83,83,35) 18NCP000 151NALALOST 000 (72,83,83,35) 18NCP000 151NALALOST 000 (72,83,83,35) 18NCP000 151NALALOST 000 (73,93,93) 18NCP000 151NALALOST 000 (73,93,93) 18NCP000 151NALALOST 000 (73,93,93) 18NCP000 151NALALOST 000 (73,93,93	1517TAN000	1517TAN000	0.00	(137.76)	(137.76)	(100.00)%
17WOD000 1517WOD000 0.00 (79,623,87) 17WOT000 1517WOT000 1517WOT000 0.00 (82,206,63) 18CCF000 1517WOT000 1517WOT000 0.00 (82,206,63) 18CCF000 1518CC1000 1518CC1000 (82,206,63) (10) 18CCF000 1518REA000 0.00 (87,3411) (11) 18REA000 1518REA000 0.00 (13,32473) (11) 18REA000 1518REA000 0.00 (13,32473) (11) 18REA000 1518REA000 0.00 (13,32473) (11) 18REA000 1518 Malt Allocation 0.00 (13,32473) (11) 18WOD000 1518 Magner-Psyser Employment Service 0.00 (12,242,12) (12) 18WOD000 1518 Wagner-Psyser Employment Service 0.00 (12,242,12) (12) 18WOD000 1518 Wagner	1517W0A000	1517W0A000	0.00	(54,353.02)	(54,353.02)	%(00.001)
17WOY000 1517WOY000 0.00 (82,206.63) 18CCF000 1518CCF000 1518CCF000 (140,799.67) (18SC01000 1518CCF000 0.00 (140,799.67) (18SC01000 1518CCF000 0.00 (140,799.67) (18SC01000 1518CCF000 0.00 (140,799.67) (18SCF000 1518SNAP00 0.00 (140,799.67) (18SNFA000 1518SNAP00 0.00 (140,799.67) (18SNFA000 1518SNAP00 0.00 (35,71,99.65) (18WOA000 PY18 Vouth Allocation 0.00 (26,854.35) (18WOA000 PY18 Vouth Allocation 0.00 (25,854.35) (18WOA000 PY18 Vouth Allocation 0.00 (25,854.35) (18WOA000 PY18 Vouth Allocation 0.00 (32,980.79) (18WOA000 PY18 Vouth Allocation 0.00 (32,980.79) (18WOA000 PY18 Vouth Allocation 0.00 (37,986.78) (18WOA000 1518 WagenerPeyset Employment Service 0.00 (31,99.65) (18WOA000 1518 WagenerPeyset Employment Service 0.00 (31,99.65) (18W	1517WOD000	1517WOD000	0.00	(79,623.87)	(79,623.87)	(100.00)%
$ \begin{array}{llllllllllllllllllllllllllllllllllll$	1517WOY000	1517WOY000	0.00	(82,206.63)	(82,206.63)	(100.00)%
18COL000 1518COL000 518COL000 6.270.54 18NCP000 1518NCP000 1518NCP000 1518NCP000 6.270.54 18NEFA000 1518NCP000 1518NCP000 (13,324.73) (13,324.73) 18NEFA000 1518NAP E&T 0.00 (13,324.73) (13,324.73) 18NEFA000 1518NAP E&T 0.00 (13,324.73) (13,324.73) 18NDA000 1518 Valut Allocation 0.00 (23,873.43) (12,421.12) 18NOD000 PY18 South Allocation 0.00 (24,558.59) (15,71) 18NOD000 PY18 Wagner-Psyste Employment Service 0.00 (24,558.59) (15,71) 18NOP000 1519 Noncustodial Parent Choices 0.00 (24,558.59) (15,71) 18NOP000 1519 Noncustodial Parent Choices 0.00 (24,558.59) (15,71) 18NOP000 1519 Noncustodial Parent Choices 0.00 (32,960.79) (15,71) 18NOP000 1519 Noncustodial Parent Choices 0.00 (24,558.59) (15,71) 18NOP000 1519 Noncustodial Parent Choices 0.00	1518CCF000	1518CCF000	0.00	(140,799.67)	(140,799.67)	(100.00)%
18NCP000 1518NCP000 1518NCP000 1518REA000 0.00 (13,234.73) 18REA000 1518REA000 1518REA000 0.00 (3,334.11) 18SNEA00 1518SNAP E&T 0.00 (3,834.11) 18SNEA00 1518SNAP E&T 0.00 (3,34.11) 18SNEA00 1518SNAP E&T 0.00 (2,8,83.435) 18TAN000 1718 Vouth Allocation 0.00 (2,8,83.435) 18WOA000 PY18 Dislocated Worker Allocation 0.00 (2,8,80.49) 18WOA000 PY18 Dislocated Worker Allocation 0.00 (2,8,80.49) 18WOA000 PY18 Vouth Allocation 0.00 (2,8,80.49) 18WOA000 1519 Noneustodial Parent Choices 0.00 (3,9,190.65) 19NCP000 1519 SNA Fmployment & Training 0.00 (3,9,190.65) 19NCP000 1519 Noneustodial Parent Choices 0.00 (3,9,482) 19NCP000 1519 NAP 0.00 (3,2,980.79) 19NSNS118 3018VRS118 0.18 0.00 (3,2,980.79) 19NSNF118 17-18 VFTS	1518COL000	1518COL000	0.00	6,270.54	6,270.54	100.00%
18REA000 1518REA000 0.00 (8,634,11) 18SNFA000 1518 SNAP E&T 0.00 (2,8,833,53) 18TAN000 1518 SNAP E&T 0.00 (2,8,833,53) 18TAN000 1518 SNAP E&T 0.00 (2,8,834,35) 18W0A000 PY18 Dislocated Worker Allocation 0.00 (2,8,834,35) 18W0A000 PY18 Dislocated Worker Allocation 0.00 (2,8,834,35) 18W0A000 PY18 Voult Allocation 0.00 (2,8,834,35) 18W0P000 PY18 Voult Allocation 0.00 (2,8,834,35) 18W0P000 1519 Wagmer-Peyser Employment Service 0.00 (2,9,875) 18W0P100 1519 Woncustodial Parent Choices 0.00 (3,9,196,65) 19NCP000 1519 Woncustodial Parent Choices 0.00 (3,9,196,65) 19NCP000 1519 Woncustodial Parent Choices 0.00 (3,9,196,65) 19NCP000 1519 Woncustodial Parent Choices 0.00 (3,9,0.79) 19NCP000 1519 Woncustodial Parent Choices 0.00 (3,9,0.79) 19NCP000 1518 WE 0.00	1518NCP000	1518NCP000	0.00	(13,324.73)	(13,324.73)	(100.00)%
18SNEA00 1518 SNAP E&T 0.00 (28,873.48) 18TAN000 1518 TAN000 1518 TAN000 (12,242.12) 18TAN000 PY18 Adult Allocation 0.00 (26,854.35) 18WOA000 PY18 Adult Allocation 0.00 (26,854.35) 18WOA000 PY18 Dislocated Worker Allocation 0.00 (24,558.59) 18WOA000 1519 Noncustodial Parent Choices 0.00 (24,558.59) 19WCP000 1519 Noncustodial Parent Choices 0.00 (39,199.65) 19NCP000 1519 Noncustodial Parent Choices 0.00 (39,199.65) 19NCP000 1519 SNAP Employment & Training 0.00 (30,079) 19NCP000 1519 SNAP Employment & Training 0.00 (32,980.79) 19NCP000 1519 SNAP Employment & Training 0.00 (32,980.79) 19NCP000 1519 SNAP Employment & Training 0.00 (32,980.79) 19NCP000 1518 NF2 0.00 (32,980.79) 19NCP000 1518 NF2 0.00 (32,980.79)	1518REA000	1518RFA000	00.00	(8,634,11)	(8,634.11)	(100.00)%
I8TAN000 I5187AN000 0.00 (26,8,854,35) I8WOA000 PY18 Adult Allocation 0.00 (12,242,12) I8WOA000 PY18 Adult Allocation 0.00 (20,860,49) I8WO2000 PY18 Dislocated Worker Allocation 0.00 (24,558,59) I8WO2000 FY18 Dislocated Worker Allocation 0.00 (24,558,59) I8WDA000 1518 Wagner-Peyser Employment Scrvice 0.00 (24,558,59) I9NCP000 1519 Noncustodial Parent Choices 0.00 (39,199,65) I9NCP000 1519 Noncustodial Parent Choices 0.00 (39,199,65) INNESI18 3018VRS118 SEL 0.00 (39,199,65) INVES118 3018VRS118 SEL 0.00 (30,00 INVES118 3018VRS118 SEL 0.00 (32,980.79) INVES118 17-18 VETS 0.00 (32,980.79) INVES118 17-18 VETS 0.00 (32,980.79) SE 17-18 17-18 VETS 0.00 (32,980.79) INVES118 17-18 VETS 0.00 (32,980.79) SE 17-18 17-18 VETS 0.00 (32,980.79) I3CCF000 <td>1518SNEA00</td> <td>1518 SNAP E&T</td> <td>0.00</td> <td>(28,873,48)</td> <td>(28,873.48)</td> <td>(100.00)%</td>	1518SNEA00	1518 SNAP E&T	0.00	(28,873,48)	(28,873.48)	(100.00)%
18WOA000 PY18 Adult Allocation 0.00 (12,242,12) 18WO20000 PY18 Dislocated Worker Allocation 0.00 (20,860,49) 18WO2000 PY18 Dislocated Worker Allocation 0.00 (24,558,59) 18WO2000 PY18 Dislocated Worker Allocation 0.00 (24,558,59) 18WVA000 1518 Wagner-Peyser Employment Service 0.00 (24,558,59) 19NCP000 1519 Noncustodial Parent Choices 0.00 (35,190,65) 19NCP000 1519 Noncustodial Parent Choices 0.00 (35,190,65) 19NCP000 1519 SNAP Employment & Training 0.00 (35,190,65) 18VRS118 3018VRS118 SEL 0.00 (35,482) 18VRS118 3018VRS118 SEL 0.00 (32,980,79) 5517-18 17-18 VETS 0.00 (32,980,79) 5518-19 Veterans Services 18-19 0.00 (32,980,79) 5518-19 Veterans Services 18-19 0.00 (32,980,79) 5518-10 1513CF000-533 0.00 (32,980,79) 13CCF000 1514CCF000-533 0.00 (32,	1518TAN000	1518TAN000	0.00	(268,854.35)	(268,854.35)	(100.00)%
18WOD000 PY18 Dislocated Worker Allocation 0.00 (20,860.49) 18WOY000 PY18 Youth Allocation 0.00 (24,558.59) 18WPA000 1518 Wagner-Peyser Employment Service 0.00 (24,558.59) 19NCP000 1519 Noneustodial Parent Choices 0.00 (24,558.59) 18VRS118 3018VRS118 SEL 0.00 (37,10.88) 18NRS118 3018VRS118 SEL 0.00 (32,980.79) 18VRS118 3018VRS118 SEL 0.00 (32,980.79) 18VRS118 17-18 VFTS 0.00 (32,980.79) 5517-18 17-18 VFTS 0.00 (32,980.79) 5518-19 Veterans Services 18-19 0.00 (32,602.58) 67ant Revenue 137/CF000 1514CC0000-558 0.00 137CF000 1514CC0000-558 0.00 (32,602.58) 14VID000 1514WI000-626 0.00 (52,600) 14WID000 1514WI000-625 0.00 <td>1518WOA000</td> <td>PY18 Adult Allocation</td> <td>00'0</td> <td>(12,242.12)</td> <td>(12,242.12)</td> <td>(100.00)%</td>	1518WOA000	PY18 Adult Allocation	00'0	(12,242.12)	(12,242.12)	(100.00)%
18WOY000 PY18 Youth Allocation 0.00 (24,558,59) 18WPA000 1518 Wagner-Peyser Employment Service 0.00 (24,558,59) 19NCP000 1518 Wagner-Peyser Employment Service 0.00 (59,199,65) 19NCP000 1519 Noncustodial Parent Choices 0.00 (59,199,65) 19NCP000 1519 Noncustodial Parent Choices 0.00 (59,199,65) 19NCP000 1519 Noncustodial Parent Choices 0.00 (59,199,65) 18NRS118 3018VRS118 SEL 0.00 (8,054,82) 5517-18 17-18 VETS 0.00 (8,054,82) 5517-18 17-18 VETS 0.00 (8,054,82) 5517-18 17-18 VETS 0.00 (8,054,82) 5518 17-18 VETS 0.00 (9,02,58) 514CC000 151	1518WOD000	PY18 Dislocated Worker Allocation	0.00	(20,860.49)	(20,860.49)	(100.00)%
18WPA000 1518 Wagner-Peyser Employment Service 0.00 (59,199.65) 19NCP000 1519 Noncustodial Parent Choices 0.00 (571) 19NCP000 1519 Noncustodial Parent Choices 0.00 (571) 19NCP000 1519 Noncustodial Parent Choices 0.00 (571) 19NCP000 1519 Noncustodial Parent Choices 0.00 (59,199.65) 19NCP000 1519 SNAP Employment & Training 0.00 (59,199.65) 18NRS118 3018VRS118 SEL 0.00 (8,054.82) 18NRS118 3018VRS118 SEL 0.00 (8,054.82) 5517-18 17-18 VETS 0.00 (8,054.82) 5517-18 17-18 VETS 0.00 (8,054.82) 5517-18 17-18 VETS 0.00 (32,980.79) 5518-19 Veterans Services 18-19 0.00 (32,980.79) 5518 137CF000 1514CCF000-558 0.00 (0.00 137CF000 1514W1000-626 0.00 (9.00 (923.64) 14W1D000 1514W1000-625 0.00 (622.58) (70.81)<	1518WOY000	PY18 Youth Allocation	0.00	(24,558.59)	(24,558,59)	(100.00)%
19NCP000 1519 Noncustodial Parent Choices 0.00 15.71 19SNE000 1519 SNAP Employment & Training 0.00 33.86 19SNE000 1519 SNAP Employment & Training 0.00 33.86 19SNE010 1519 SNAP Employment & Training 0.00 33.46 18VRS118 3018VRS118 SEL 0.00 8.37,401.88 8 18VRS118 3018VRS118 SEL 0.00 (8.054.82) (100 18VRS118 3018VRS118 SEL 0.00 (8.054.82) (100 1718 VETS 0.00 (8.054.82) (100 (32.980.79) (100) 17-18 17-18 VETS 0.00 (32.980.79) (100) (32.980.79) (100) 171 Veterans Services 18-19 0.00 (32.980.79) (100) (100) (32.982.79) (100) 13CCF000 1513CCF000-538 0.00 (0.00 (32.60.78) (100) 13CCF000 1514CCF000-538 0.00 (20.602.58) (100) (32.641.37) 14W1000 1514W1000-626	1518WPA000	1518 Wagner-Peyser Employment Service	0.00	(59,199.65)	(59,199.65)	(100.00)%
19SNE000 1519 SNAP Employment & Training 0.00 33.86 18VRS118 3018VRS118 SEL 0.00 (8.054.82) neral Fund General Fund 0.00 (8.054.82) neral Fund General Fund 0.00 (8.054.82) S17-18 17-18 VETS 0.00 (8.054.82) S17-18 17-18 VETS 0.00 (32.980.79) (S17-18 17-18 VETS 0.00 (32.980.79) (S18-19 Veterans Services 18-19 0.00 (32.602.58) (I3CCF000 1514CCF000-538 0.00 (20.602.58) (I4CCQ000 1514W1000-626 0.00 (32.601.414 (I4W1000 1514W1000-625 0.00 (32.501.414 (I4W1000 1514W1000-625 0.00 (32.601.612.531 (I4W1000 1514W1	1519NCP000	1519 Noncustodial Parent Choices Program	0.00	15.71	15.71	100.00%
I8VRS118 3018VRS118 SEL 0.00 (8,054,82) meral Fund General Fund 0.00 (8,7,401,88 8 SS 17-18 17-18 VETS 0.00 (32,980,79) (SS 18-19 Veterans Services 18-19 0.00 (32,602,58) (I3CCF000 1513CCF000-533 0.00 (20,602,58) (I4CCF000 1514CCF000-538 0.00 (20,602,58) (I4CCF000 1514CCF000-538 0.00 (32,902,58) (I4W1000 1514W1000-626 0.00 (925,00) (925,00) I4W1000 1514W1000-627 0.00 (925,84) (14W1000 1514W1000-628 0.00 (32,84) 15CCF000 1514W1000-628 0.00 (322,84)	1519SNE000	1519 SNAP Employment & Training	0.00	33.86	33.86	100.00%
Interal Fund General Fund 0.00 837,401,88 SS 17-18 17-18 VETS 0.00 837,401,88 SS 18-19 Veterans Services 18-19 0.00 (32,980,79) SS 18-19 Veterans Services 18-19 0.00 (32,980,79) SS 18-19 Veterans Services 18-19 0.00 (20,602,58) Grant Revenue 0.00 (20,602,58) 0.03 13 CCF000 1514 CCF000-538 0.00 (20,602,58) 14 CCQ000 1514 CCF000-538 0.00 (20,602,58) 14 CCQ000 1514 CCF000-538 0.00 (841,37) 14 W1000 1514 W1000-626 0.00 (841,37) 14 W1000 1514 W1000-625 0.00 (925,00) 14 W1000 1514 W1000-625 0.00 (770,81)	3018VRS118	3018VRS118 SEL	0.00	(8,054.82)	(8,054.82)	(100.00)%
SI7-18 17-18 VETS 0.00 (32,980.79) SI8-19 Veterans Services 18-19 0.00 9.03 SI8-19 Veterans Services 18-19 0.00 9.03 Grant Revenue 0.00 1513CF000-537 0.00 10,310.82 13CCF000 1514CCF000-538 0.00 10,310.82 14CCQ000 1514CCF000-556 0.00 10,310.82 14W1A000 1514W1A000-626 0.00 (841.37) 14W1D000 1514W1000-625 0.00 (925.00) 14W1D000 1514W1000-625 0.00 (632.84) 15CCF000 1514W1000-625 0.00 (770.81)	General Fund	General Fund	0.00	837,401.88	837,401.88	100.00%
S 18-19 Veterans Services 18-19 0.00 9.03 Grant Revenue 0.00 15.13CCF000-537 0.00 10.310.82 13 CCF000 15.14CCF000-538 0.00 10.310.82 14 CCQ000 15.14CCQ000-656 0.00 5.598.14 14 CCQ000 15.14CCQ000-626 0.00 (841.37) 14 WIA000 15.14WIA000-626 0.00 (925.00) 14 WID000 15.14WIA000-625 0.00 (925.00) 14 WIN000 15.14WIA000-625 0.00 (770.81)	VES 17-18	17-18 VETS	0.00	(32,980.79)	(32,980.79)	(100.00)%
Grant Revenue 0.00 (20,602.58) 13CCF000 1513CCF000-537 0.00 (20,602.58) 14CC0000 1514CC000-556 0.00 (0.310.82) 14CC0000 1514CC0000-656 0.00 (841.37) 14W1A000 1514W1A000-626 0.00 (841.37) 14W1P000 1514W1P000-625 0.00 (925.00) 14W1Y000 1514W1Y000-625 0.00 (632.84) 15CCF000 1515CCF000-539 0.00 (770.81)	VES 18-19	Veterans Services 18-19	0.00	9.03	9.03	100.00%
1513CCF000-537 0.00 (20,602.58) 1514CCF000-538 0.00 10,310.82 1514CCQ000-626 0.00 5,598.14 1514W1A000-626 0.00 (841.37) 1514W1Y000-627 0.00 (925.00) 1514W1Y000-625 0.00 (632.84) 1514W1Y000-625 0.00 (770.81)	10	Grant Revenue				
1514CCF000-538 0.00 10,310.82 11 1514CCP000-656 0.00 5,598.14 5 1514W1A000-626 0.00 (841.37) 1514W1D000-627 0.00 (925.00) 1514W1Y000-625 0.00 (632.84) 1514W1Y000-625 0.00 (770.81)	1513CCF000	1513CCF000-537	0.00	(20,602.58)	(20,602.58)	(100.00)%
1514CCQ000-656 0.00 5.598.14 5.5 1514W1A000-626 0.00 (841.37) 0.00 (841.37) 1514W1D000-627 0.00 (841.37) 0.00 (842.37) 1514W1P000-627 0.00 (632.84) 0.00 (632.84) 1515CCF000-539 0.00 (770.81) 0.00 (770.81)	1514CCF000	1514CCF000-538	0.00	10,310.82	10,310.82	100.00%
1514WIA000-626 0.00 (841.37) 1514WID000-627 0.00 (925.00) 1514WID000-625 0.00 (632.84) 1515CCF000-539 0.00 (770.81)	1514CCQ000	1514CCQ000-656	0.00	5,598.14	5,598.14	100.00%
1514WID000-627 0.00 (925.00) 1514WIY000-625 0.00 (632.84) 1515CCF000-539 0.00 (770.81)	1514WIA000	1514WIA000-626	0.00	(841.37)	(841.37)	(100.00)%
1514WIY000-625 0.00 (632.84) 1515CCF000-539 0.00 (770.81)	1514WID000	1514WID000-627	0.00	(925.00)	(925.00)	(100.00)%
1515CCF000-539 0.00 (770.81)	1514WIY000	1514WIY000-625	0.00	(632.84)	(632.84)	(100.00)%
	1515CCF000	1515CCF000-539	0.00	(770.81)	(770.81)	(100.00)%
1515CCP000-644	1515CCP000	1515CCP000-644	0.00	3,165.03	3,165.03	100.00%
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	0.00 0.00 0.00 0.00 0.00 0.00			
	0.0 0.00 0.00 0.00 0.00	(5,598.14)	(5,598,14)	(100.00)%
	0.00 0.00 0.00 0.00		(8.214.00)	(100 00)%
	0.00 0.00 0.00	(216.51)	(216.51)	(100 00%
96.6.6.6.6.6.6.6.6.6.6.6.6.6.6.6.6.6.6.	0.00		(0.20)	(100 00%
	0.0	(1,0	(1,021.72)	(100.001%
	0.00		(4,744.21)	(100.001%
			2.988.73	100 00%
	0.00		(60.0)	(100.001%
	0.00	8.2	8,239.50	100.00%
	0.00		(0.0)	(100.00)%
	0.00	(13,962.87)	(13,962.87)	(100.00)%
	0.00	5,258.29	5,258.29	100.00%
	0.00	0	(12,500.37)	(100.00)%
00000	0.00	(5,195.73)	(5,195.73)	(100.00)%
00000	0.00	(47,059.10)	(47,059.10)	(100.00)%
00000	0,00	(4,517.65)	(4,517.65)	(100.001%
0000	0.00	(2	(214,295.52)	(100.001%
000-0	0.00	(56,027.39)	(56,027.39)	(100.00%
	0.00	.)	(231,379.39)	(100.00)%
0	0.00	(1,310.23)	(1,310.23)	(100.00)%
	0.00	(272,297.04)	(272,297.04)	(100.00)%
	0.00	(32,532.88)	(32,532,88)	(100.00)%
	0.00	(4,	(4,285,518.71)	(100.00)%
	ontract 0.00	(575,462.00)	(575,462.00)	(100.00)%
	0.00	(1,231,182.79)	(1,231,182.79)	(100.00)%
	0.00	(131,719.57)	(131,719.57)	(100.00)%
		(7,600.00)	(7,600.00)	(100.00)%
	0.00	(63,142.69)	(63,142.69)	(100.00)%
	/ard Choices 0,00	(30,000.00)	(30,000.00)	(100.00)%
	0.00	(75,791,25)	(75,791.25)	$(100.00)^{9}_{0}$
	0.00	(112,195.86)	(112,195.86)	(100.00)%
	0.00	(808,729.46)	(808,729.46)	(100.00)%
	0.00	(78,637.29)	(78,637.29)	(100.00)%
	0.00	(38,623.44)	(38,623.44)	(100.00)%
	0.00	(300,238.00)	(300,238.00)	(100.00)%
	Allocation 0.00	(285,645.71)	(285,645.71)	(100.00)%
	0.00	(10,490.00)	(10,490.00)	(100.00)%
1518WOS001 1518 Externships for Teachers	hers 0.00	(101,791.48)	(101,791.48)	$(100.00)^{0/6}$

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Account Code	Account Title	Begin Year Balance	Current Balance	Net PTD \$ Change	Net PTD % Change
1518WOY000	PY18 Youth Allocation	0.00	(290,000.00)	(290,000,00)	(100 00%
1518WPA000	1518 Wagner-Peyser Employment Service	0.00	(94,593.16)	(94,593.16)	(100.00)%
1519CAA000	1519 Child Care Attendance Automation	0.00	(6,537.25)	(6,537.25)	(100.00)%
1519CCF000	1519 Child Care Services Formula Allocation	0.00	(387,628.50)	(387,628.50)	(100.00)%
1519CCP000	1519 DFPS Child Care	00.00	(264,065.00)	(264.065.00)	(100 001%
1519CCQ000	1519 CCDF Quality Improvement Activity	0.00	(139,000.00)	(139,000.00)	(100.00)%
1519NCP000	1519 Noncustodial Parent Choices Program	0.00	(23,648.00)	(23,648.00)	%(00.001)
1519REA000	1519 Reemployment Services and Eligibility Assessment	0.00	(39,050.00)	(39,050.00)	(100.00)%
1519SNE000	1519 SNAP Employment & Training	0.00	(46,000.00)	(46,000.00)	(100.00)%
1519TAF000	1519 Temporary Assistance for Needy Families	0.00	(310,000.00)	(310,000.00)	(100.00)%
1519TRA000	Trade Act Services for Dislocated Workers	0.00	(7,500.00)	(7,500.00)	(100.00)%
1519WPA000	1519 Wagner-Peyser Employment Service	0.00	(38,188.44)	(38,188.44)	(100.00)%
3018VRS118	3018VRS118 SEL	0.00	(299,261.97)	(299,261.97)	(100.00)%
General Fund	General Fund	0.00	(26,265.84)	(26,265.84)	(100.00)%
VES 15-16	Veterans 2015-2016	0.00	(25,291.91)	(25,291.91)	(100.00)%
VES 17-18	17-18 VETS	0.00	(14,565.00)	(14,565.00)	(100.00)%
VES 18-19	Veterans Services 18-19	0.00	(14, 109.00)	(14,109.00)	(100.00)%
011	Program Income				
151&CCF000	1518CCF000	0.00	(1,935.23)	(1,935.23)	$(100.00)^{0/6}$
1518TAN000	1518TAN000	0.00	(354.16)	(354.16)	(100.00)%
1518W0A000	PY18 Adult Allocation	0.00	(61.50)	(61.50)	(100.00)%
1518WOD000	PY18 Dislocated Worker Allocation	0.00	(105.29)	(105.29)	(100.00)%
1518WOY000	PY18 Youth Allocation	0,00	(124.79)	(124.79)	(100.00)%
1518WPA000	1518 Wagner-Peyser Employment Service	0.00	(18.06)	(18.06)	(100.00)%
1519NCP000	1519 Noncustodial Parent Choîces Program	0.00	(15.71)	(15.71)	(100.00)%
1519SNE000	1519 SNAP Employment & Training	0.00	(33.86)	(33.86)	(100.00)%
General Fund	General Fund	0.00	(11,157.62)	(11,157.62)	(100.00)%
VES 18-19	Veterans Services 18-19	0.00	(6.03)	(6.03)	(100 00%
012	Expense				
1517CAA000	1517CAA000	0.00	6,733.03	6,733.03	100.00%
1517CCF000	1517CCF000	0.00	60.12	60.12	100.00%
1517NDW000	1517NDW000	00.00	152,790.54	152.790.54	100.00%
1517TAN000	1517TAN000	0.00	137.76	137.76	100.00%
1517WOA000	1517WOA000	0.00	135,617.32	135,617.32	100.00%

Date: 3/20/19/09:41:57 AM

Account Code	Account Title	Balance	Current Balance	Change	Change
1517WOD000	1517WOD000	0.00	191,638.28	191,638.28	100.00%
1517WOY000	1517WOY000	0.00	194,907.67	194,907.67	100.00%
1518CAA000	1518CAA000	0.00	19,079,50	19,079.50	100.00%
1518CCF000	1518CCF000	0.00	5,139,122.80	5,139,122.80	100.00%
1518CCM000	1518 Child Care Match Contract	0.00	863,603.16	863,603.16	100.00%
1518CCP000	1518CCP000	0.00	859,498.25	859,498.25	100,00%
1518CCQ000	1518CCQ000	0.00	211,498,66	211,498.66	100.00%
1518COL000	1518COL000	0.00	(6,270.54)	(6,270.54)	(100.00)%
1518HJT000	Iligh-Demand Job Training (HJT) Grant	0.00	4,240.10	4,240.10	100.00%
1518NCP000	1518NCP000	0.00	38,470.23	38,470.23	100.00%
1518PAB000	Performance Incentive Award Choices Employment	0.00	22,500.00	22,500.00	100.00%
1518RFA000	1518REA000	0.00	48,411.04	48,411.04	100.00%
1518SNE000	1518SNE000	0.00	226.34	226.34	100.00%
1518SNEA00	1518 SNAP E&T	0.00	103,042.25	103,042.25	100.00%
1518TAN000	1518TAN000	0.00	694,857.98	694,857.98	100.00%
1518TRA000	Trade Act	0.00	37,775.15	37,775.15	100.00%
1518WC1000	1518WC1000	0.00	30,127.06	30,127.06	100.00%
1518WOA000	PY18 Adult Allocation	0.00	204,495.71	204,495.71	100.00%
1518WOD000	PY18 Dislocated Worker Allocation	0.00	266,845.00	266,845.00	100.00%
1518WOR000	PY18 Rapid Response	0.00	8,150.94	8,150.94	100.00%
1518WOS001	1518 Externships for Teachers	0.00	91,706.52	91,706.52	100.00%
1518WOY000	PY18 Youth Allocation	0.00	277,557.72	277,557.72	100.00%
1518WPA000	1518 Wagner-Peyser Employment Service	0.00	106,271.36	106,271.36	100.00%
1519CCF000	1519 Child Care Services Formula Allocation	0.00	245,936.02	245,936.02	100.00%
1519CCP000	1519 DFPS Child Care	0.00	782,052.69	782,052.69	100.00%
1519NCP000	1519 Noncustodial Parent Choices Program	0.00	19,534.16	19,534.16	100.00%
1519SNE000	1519 SNAP Employment & Training	0.00	49,114.43	49,114.43	100.00%
1519TAN000	1519 Temporary Assistance for Needy Families	0.00	177,733.13	177,733.13	100.00%
3018VRS118	3018VRS118 SEL	0.00	151,938.90	151,938.90	100.00%
3018VRS147	3018VRS147	0.00	30,244.38	30,244.38	100.00%
General Fund	General Fund	0.00	921,072.21	921,072.21	100.00%
VES 17-18	17-18 VETS	0.00	32,790.87	32,790.87	100.00%
VES 18-19	Veterans Services 18-19	0.00	3,346.76	3,346.76	100.00%
Report Total		0.00	149.28	149.28	100.00%

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Balance Sheet Comparative December 31, 2018 **Austin Kids**

ASSETS Current Assets	Der 31 18	Cr 24 22	
Current Assets	761 37' 10	Uec 31, 1/	Difference
Checking/Savings			
Chase checking	1.625.000	2 275 000	
Chase Savings	100.000	600 000	
Total Checking/Savings	1,725,000	2,875,000	[a] (non/nne)
Other Current Assets			
Accounts Receivable	50 000	000 01	
Pledges Receivable	500,000	200,000	20,000 [C]
Prepaid expenses	17 500	200,000	300,000 [D]
Total Other Current Assets	ODC'TT	12,000	2,500 immaterial
Total Current Assets	1 707 600	242,000	
Total Fixed Assets		3,120,000	and the second second
Total Other Assets	10 500	10,000	10,000 [E]
TOTAL ASSETS	2 503 000	10,000	500 immaterial
LIABILITIES & EQUITY	molecela	000'075'5	
Liabilities			
Current Liabilities			
Total Accounts Payable	250.000		
Total Credit Cards	50,000	EE DOD	
Total Other Current Liabilities	80,000	000'50	[4] (000'ST)
Total Current Liabilities	380,000	001 646	2,500 immaterial
Equity	nonion	342,500	
Unrestricted(retained earnings)	000 222 0	777 600	
Net Income	(600,000)	750 000	[9] (0(2'))
Total Equity	2.123.000	2 977 500	[H] (000,028)
TOTAL LIABILITIES & EQUITY	2.503.000	100002 2	
		nnninzeie	

[A] Significant decrease in cash from prior year due a decrease in the largest funder's gift.

[B] Savings account not replenished from Operations.

[C] Nominal increase in normal operations.

Receivable balance outstanding from 2017, the belief is that the pledge is still collectible and isn't written off. A new donor has

[D] pledged \$300k for a specific gift to be used for girls at a specific location of service.

[E] New computers were purchased during the year, normal depreciation of other fixed assets.

[F] Timing differences at year end, there aren't any other themes or shifts.

[G] Net loss for 2017.

[H] Difference in net loss to net income in 2018.

Cash Inflow	January	January February	March	April	Mav	lune	tation .		100 million			
Cash Transfer In (Dust) E.M.	600,000	650,000	350,000	250,000	400.000	525 000	Aine	August	September	October	November	December
Actual Cash In Actual Cash In		150,000		100,000	-	150.000	100,000	150,000	500,000	2,500,000	750,000	800,000
	600,000	500,000	350,000	350,000	400.000	675 000	000000	110 000	-	*	3	
Cash Outflow			1				400,000	150,000	500,000	2,500,000	750,000	800,000
Cash Transfer (Out) In b/t Accounts	875,000	850,000 (150,000)	750,000	800,000 (100.000)	750,000	500,000	525,000	500,000	850,000	875,000	850,000	875.000
Actual Lash Out	875,000	700,000	750.000	700.000	750.000	(nnn'net)	(100,000)	1	10.0			
Actual Change in Cash Balance	(275,000)	(200,000)	(400,000)	(550,000)	(350,000)	25,000	425,000 (225,000)	500,000 250,000	850,000 (350,000)	875,000 1,625,000	850,000 (100,000)	875,000
Anticipated Change in Cash (Prior Month)	(200,000)	(250.000)	(250 0001		1000 1001						Innotant	nonicul
Favorable (Unfavorable) Difference	(75,000)	50,000	(150,000)	(20,000)	(25,000)	50,000 (25,000)	(200,000) (25,000)	200,000 50,000	(200,000) (150,000)	1,000,000	(250,000)	(50,000)
Chase Savings Bank Balance	600 000	AED DOD	100000								non'net	(000,42)
Chase Operating Bank Balance	2,000,000	1,800,000	1,400,000	350,000 850.000	350,000 500,000	200,000	100,000	100,000	100,000	100,000	100,000	100,000
rutal Anticipated Bank Balance	2,600,000 2,250,000	2,250,000	1.850.000	1 200 000	SED DOD	000/070	200,000	550,000	200,000	1,825,000	1,725,000	1.650.000
					nnnince	125,000	400,000	650,000	300,000	1,925,000	1,825,000	1,750,000

Austin Kids Case Study Cash Balance Snapshot (detail in the Google Doc) December 31, 2018

(625,000)

Untapped Populations |

Meeting date | time 3/18/19 | 2:30 pm | Meeting location WSRCA office in Cedar Park

÷.

Meeting called by	Cassandra Moya	Attendees: Cassandra Moya, Mike
Type of meeting	Committee Meeting	McKeown, Kimberly Goode, Sandra Dillett,
Facilitator	Cassandra Moya	Tim Wauson
Note taker	Diane Tackett	WSRCA staff attendees: Paul Fletcher, Al
Timekeeper	Diane Tackett	Lopez, Diane Tackett

AGENDA TOPICS

- 1. Review Purpose of Committee, identify co-chair and set schedule
 - Cassandra discussed the purpose of the committee and identified the need to have a cochair.
 - Sandra Dillett volunteered to serve as co-chair of the Untapped Populations committee.
 - Committee agreed to hold future meetings on the second Monday of odd-numbered months from 2:30 4 pm in Cedar Park at the Board office and via Webex.

Action items	Person responsible Deadline	
Send calendar invitations for future meeting dates	Diane Tackett	4/15/19

2. Summary of Untapped Populations work from Board Retreat

- Cassandra reviewed the Untapped Populations Committee Summary document with the committee members.
 - Reviewed the categories of Untapped Populations and the major key items to be addressed.
 - Added "survivors of human / labor trafficking" as a category of Untapped Populations.

Action items	Person resp	onsible Deadline
N/A	N/A	N/A

3. Review Planning Documents

- Cassandra and Diane reviewed the following documents with the committee
 - Untapped Populations "What Could We Do"
 - Untapped Populations "What Should We Do"
 - Untapped Populations Action Plan
- Committee discussion resulted in prioritizing the work into four main areas:
 - o Designate Career Counselors to Untapped Populations
 - o Priorities Populations in each county
 - Case managers to receive training in cultural understanding of specific categories of Untapped Populations and resources to assist UP to become work-ready.
 - o Paid work experience opportunities for UP including access to a worksite monitor.
- Several Action Items were developed for the committee members to complete in order to capture appropriate demographics by county for UP. Assignments listed below.
- Discussion of looking at industries / occupations for good fit for UP; including identifying routine, defined tasks and soft skills needed to help employers address a liability factor.
- Discussion related to comparing UP to industry trends / LMI in each county to determine UP / industries to focus on in each county.
 - Ex: Burnet hospitality, but Llano is construction.
- Develop a matrix model to review UP and employment opportunities in each county.

Action items		Person responsible	Deadline
Compile demo	ographics for each County:		
0	Number of Veterans (TVC and TVLP)	Diane	
0	SNAP, Youth aging out of Foster Care	Sandra D.	May 1, 2019
0	English Language Learners, Adults without high school diploma or equivalency	Kimberly	due date for demographics, by County if possible.
0	Aging / Returning to Work (CAPCOG, AARP, Catholic Charities)	Diane	Please include contact
0	VR / Individuals with Disabilities	Cassandra	information and
0	Parole / probation/ justice involved individuals	Kimberly, help from Doug Mudd	organization information for reference.
0	Homeless by county (ECHO)	Diane	

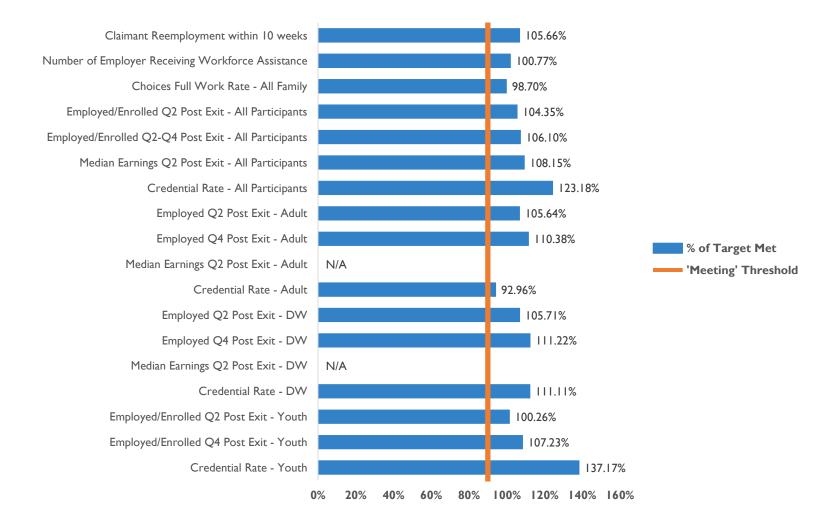
Action items	Person responsible	Deadline
Identify Workforce Staff – have at least 2 staff in each Center dedicated to at least one of the UP identified as priority in the county.	Paul	May 1, 2019
Identify interested business partners:	Cassandra	May 1, 2019
 Pull contract language for VR Paid Work Experience for committee to review prior to next meeting to understand allowances and limitations 		

Workforce Solutions Rural Capital Area Workforce Performance

By ResCare Workforce Services April 17, 2019 Board Contract Year 19

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Workforce Solutions Rural Capital Area Workforce Performance Overview



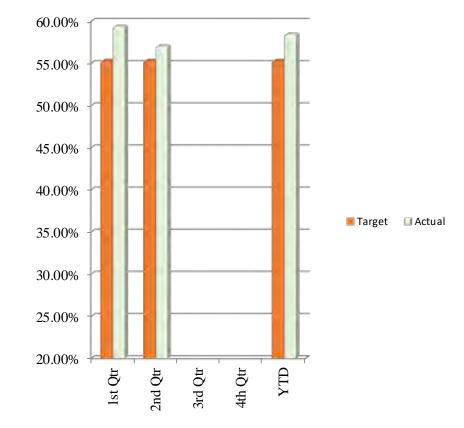
Claimant Reemployment within 10 Weeks

This performance measure consists of everyone in the Rural Capital Area that has applied for Unemployment and was able to find employment within 10 weeks from the date they applied for Unemployment. The timeframe is for customers that applied for Unemployment from July 1 through June 30.

Reemployment of Registered Claimants within 10 weeks as of February 2019

The current target for Rural Capital Area is 55.32% of all claimants being employed within 10 weeks.

Currently we are at 105.66% of that target. 2,414 UI Claimants reemployed YTD.



of Employers Receiving Workforce Assistance

This performance measure consists of the number of Employers that received a "countable" service from RCA Staff. The countable services are:

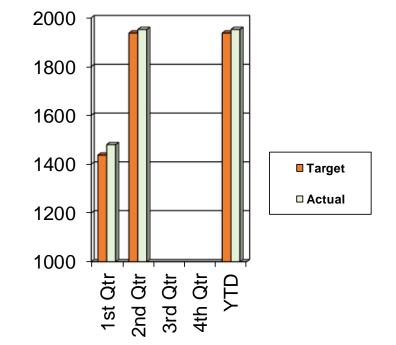
- Taking job postings;
- Providing specialized testing to job seekers on behalf of an employer;
- Performing employer site recruitment;
- Job Fairs;
- Providing employer meeting or interview space;
- Providing customized or incumbent worker training;
- Entering into a subsidized/unpaid employer agreement;
- Providing Rapid Response;
- Job Development (if recorded with a valid UI Tax ID);
- Work Opportunity Tax Credit; or
- Other services provided to employers for a fee.

The time frame is from October through September.

Employer Workforce Assistance as of February 2019

The current goal for Rural Capital is to provide a service to I,937 Employers by February 2019

We are currently at 100.77% of this measure.





Employed/Enrolled Q2 Post Exit All Participants

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages (or in Post Secondary Education for Youth), in the 2nd calendar quarter after they exited from the any program.

The time frame is for customers exited from July through June. Employed/Enrolled Q4 Post Exit All Participants

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages (or in Post Secondary Education for Youth), in the 4th calendar quarter after they exited from any program

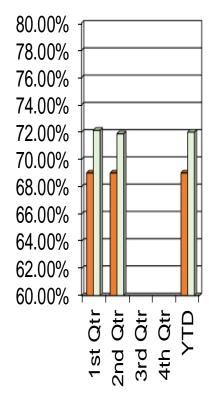
The time frame is for customers exited from January through December. Median Earnings QS Post Exit All Participants

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages in the 2nd calendar quarter after they exited from the all programs and what their median wages were.

The time frame is for customers exited from July through June.

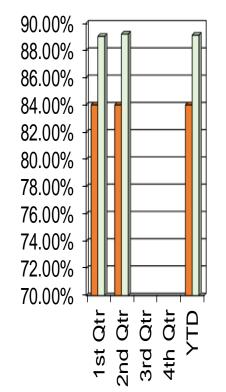
Employed/Enrolled Q2 Post Exit All Participants

The Measure for All Participants is 69.00%



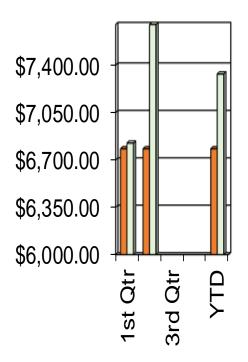
Employed/Enrolled Q4 Post Exit All Participants

The Measure for All Participants is 84.00%



Median Earnings Q2 Post Exit All Participants

> The Measure for All Participants is \$6,782.00



Currently at 104.35% of the measure with 7,754 customers placed in employment Currently at 106.10% of the measure with 6,389 customers placed in employment Currently at 108.15% of the measure with 7,397 customers in this measure

Employed/Enrolled Q2 Post Exit WIOA Adult, DW, Youth

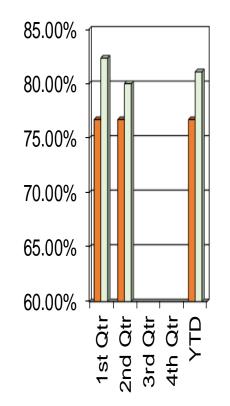
This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages (or in Post Secondary Education for Youth), in the 2nd calendar quarter after they exited from the WIOA Program.

The time frame is for customers exited from July through June.

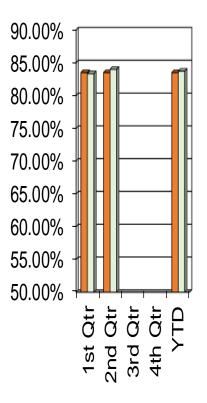
Employed/Enrolled Q2 Post Exit WIOA Adult, DW, Youth

The Measure for WIOA Adults is 90.00% The Measure for WIOA DW is 76.70%

98.00% 95.00% 92.00% 89.00% 86.00% 83.00% 80.00% Qt Qtr Qtr 1st Qtr 2nd 4th 3rd



The Measure for WIOA Youth is 83.50%



Currently at 105.64% of the measure with 116 customers placed in employment

Currently at 105.71% of the measure with 30 customers placed in employment

Currently at 100.26% of the measure with 36 customers placed in employment

Employed/Enrolled Q4 Post Exit WIOA Adult, DW, Youth

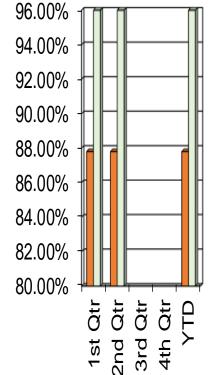
This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages (or in Post Secondary Education for Youth), in the 4th calendar quarter after they exited from the WIOA Program.

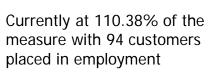
The time frame is for customers exited from January through December.

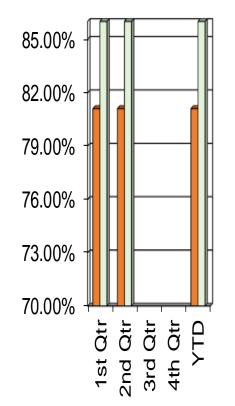


Employed/Enrolled Q4 Post Exit WIOA Adult, DW, Youth

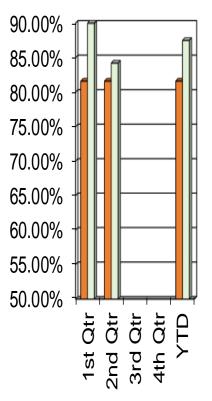
The Measure for WIOA Adults is 87.80% The Measure for WIOA DW is 81.10%







The Measure for WIOA Youth is 81.60%



Currently at 107.23% of the measure with 21 customers placed in employment

Currently at 111.22% of the measure with 46 customers placed in employment

Median Earnings QS Post Exit WIOA Adult and DW

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages in the 2nd calendar quarter after they exited from the WIOA Program and what their median wages were.

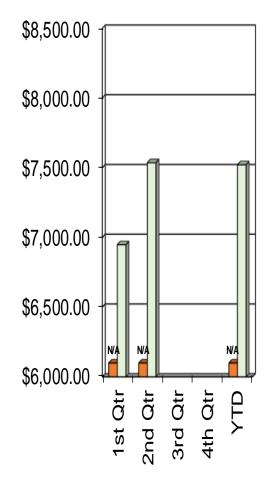
The time frame is for customers exited from July through June.

Median Earning Q2 Post Exit WIOA Adult and DW

The Measure for WIOA Adult is N/A

\$13,000.00 \$12,000.00 \$11,000.00 \$10,000.00 \$9,000.00 \$8,000.00 \$7,000.00 NA NA \$6,000.00 2nd Qtr 3rd Qtr 4th Qtr YTD 1st Qtr

The Measure for WIOA DW is N/A



Credential Rate WIOA Adult, DW, Youth

This performance measure consists of the number of customers that were provided a training service in WIOA that would lead to a recognized credential within on year after exit.

The time frame is for customers exited from January through December.

Credential Rate WIOA Adult, DW, Youth

The Measure for WIOA Adults is 87.40%

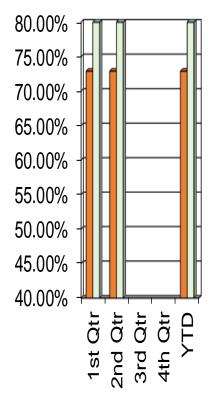
95.00% 90.00% 85.00% 80.00% 75.00% 70.00% 65.00% 60.00% 55.00% 50.00% 45.00% 40.00% 35.00% Qtr Qtr Qtr 1st Qtr Ĺ 2nd 3rd 4th

Currently at 92.96% of the measure with 13 customers receiving a credential

The Measure for WIOA DW is 90.00%

100.00% 95.00% 90.00% 85.00% 80.00% 75.00% 70.00% 65.00% 60.00% 55.00% 50.00% 45.00% 40.00% Qtr Qtr Qtr 1st Qtr 2nd 3rd 4th

The Measure for WIOA Youth is 72.90%



Currently at 137.17% of the measure with 6 customers receiving a credential

Currently at 111.11% of the measure with 20 customers receiving a credential

Choices Full Work Rate – All Family Total

This performance measure consists of TANF recipients who are mandatory to participate in the Choices program (ie: search for and take permanent employment). The time frame for this is from October through September. In order to be considered as a meeting the full work rate, the customer must be participating their required minimal hours (depending on their status.... 20 or 30 hours per week) in one of the following activities:

Paid Employment (including unsubsidized/subsidized employment and on-the-job training), or High School/GED (only for teens without a High School Diploma or GED).

Choices Full Work Rate All Family February 2019

52.00%

The current measure for Rural Capital Area is to ensure 50.00% of all TANF Customers are in a work activity each month. We are currently at 98.70% of the target. 30

Families are in this

measure YTD.

50.00% 48.00% 46.00% 44.00% 42.00% 40.00% 38.00% $to p_{E}$ $for p_{E}$

BOARD SUMMARY REPORT - CONTRACTED MEASURES

Year-to-Date Performance Periods*

BOARD NAME: RURAL CAPITAL

FINAL RELEASE As Originally Published 4/3/2019

FEBRUARY 2019 REPORT

	Status Summary	With Positive Performance (+P): F		Meeting Performance (MP):		With Negative Performance		& MP							
	Contracted Measures	1.000	9	8		0	100.0	00%							
Source Notes	Measure	Status	% Current Target	Current Target	EOY Target	2 22200 2 2 2 2 2	Prior Year End	2 Years Ago YE	YTD Num YTD Den	QTR 1	QTR 2	QTR 3	QTR 4	From	То

Reemployment and Employer Engagement Measures

TWC Claimant Reemployment within 10 Weeks	+P	105.66%	55.32%	55.32%	58.45%	59.72%	58.21%	2,414 4,130	59.38%	57.04%		7/18 11/18
TWC # of Employers Receiving Workforce Assistance	MP	100.77%	1,937	3,686	1,952	3,821	3,292	(Annual Control of Con	1,480	1,191	A 11 1 1 1 1 1 1 1	10/18 2/19

Program Participation Measures

TWC	Choices Full Work Rate - All Family Total	MP	98.70%	50.00%	50.00%	49.35%	55.89%	59.07%	30	51.69%	45.84%			10/18 2/19
			30.7070	00.0070	50.0076	45.5576	55.0575	00.0170	62	1 01.0070	45.0470			10/10/2/10
TWC 1	Avg # Children Served Per Day - Combined (Discrete Month)	+P	115.74%	2,408	2,577	2,787	n/a	n/a -	55,741 20	n/a	n/a	n/a	n/a	2/19 2/19
TWC 1	Avg # Children Served Per Day - Combined	n/a	n/a	п/а	n/a	2,514	1,931	1,817	274,011 109	2,381	2,718		1.1.1	10/18 2/19

1. TWC modified child care measure status methodology effective with the February MPR to be more consistent with the historic methodology. Generally, <95% of Target is -P, >=105% of Target is +P (unless service level is unsustainable), or else MP. This methodology is applied to the monthly Ramp-up Target if the Board has not yet hit their Combined Target or against the Combined Target itself once the Board has fully ramped up.

WIOA Outcome Measures

LBB-K	Employed/Enrolled Q2 Post Exit – C&T Participants	MP	104.35%	69.00%	69.00%	72.00%	72.21%	72.30%	7,754 10,770	72.13%	71.88%	7/17	12/17
LBB-K	Employed/Enrolled Q2-Q4 Post Exit – C&T Participants	+P	106.10%	84.00%	84.00%	89.12%	86.81%	88.08%	6,389 7,169	89.03%	89.20%	1/17	6/17
TWC	Median Earnings Q2 Post Exit – C&T Participants	+P	108.15%	\$6,782.00	\$6,699.00	\$7,334.39	\$7,182.40	\$6,798.68	n/a 7,397	\$6,823.50	\$7,761.21	7/17	12/17
LBB-K	Credential Rate – C&T Participants	+P	126.18%	60.00%	60.00%	75.71%	45.15%	57.89%	53 70	77.14%	74.29%	1/17	6/17
DOL-C 2	Employed Q2 Post Exit – Adult	MP	105.64%	90.00%	90.00%	95.08%	93.41%	87.33%	116 122	97.47%	90.70%	7/17	12/17
DOL-C 2	Employed Q4 Post Exit – Adult	+P	110.38%	87.80%	87.80%	96.91%	90.85%	83.05%	94 97	100.00%	96.47%	1/17	6/17
DOL-C 2,3	Median Earnings Q2 Post Exit – Adult	-				\$11,310.17	\$12,369.75	\$7,276.63	n/a 116	\$12,625.00	\$6,723.97	7/17	12/17
DOL-C 2	Credential Rate – Adult	MP	92.96%	87.40%	87.40%	81.25%	80.70%	84.44%	13 16	100.00%	62.50%	1/17	6/17
DOL-C 2	Employed Q2 Post Exit – DW	MP	105.71%	76.70%	76.70%	81.08%	80.68%	78.28%	30 37	82.35%	80.00%	7/17	12/17
DOL-C 2	Employed Q4 Post Exit – DW	+P	111.22%	81.10%	81.10%	90.20%	81.07%	82.29%	46 51	88.00%	92.31%	1/17	6/17
DOL-C 2,3	Median Earnings Q2 Post Exit – DW	-	-			\$7,521.62	\$8,017.88	\$6,643.00	n/a 29	\$6,947.79	\$7,535.85	7/17	12/17

Note: In some cases historic data not available at time of original publication (such as when a new measure is created) has been added to the MPR retroactively to allow trend analysis.

BOARD SUMMARY REPORT - CONTRACTED MEASURES

Year-to-Date Performance Periods*

BOARD NAME: RURAL CAPITAL

As Originally Published 4/3/2019

FEBRUARY 2019 REPORT

FINAL RELEASE

Source Notes	Measure	Status	% Current Target	Current Target	EOY Target	Current Perf.	Prior Year End	2 Years Ago YE	YTD Num YTD Den	QTR 1	QTR 2	QTR 3	QTR 4	From	То
WIOA Out	tcome Measures														
DOL-C	Credential Rate – DW	+P	111 11%	90.00%	90.00%	100.00%	88.64%	87.04%	20	100.00%	100.00%			1/17	6/17
2	i character and a c			00.0070	00.0070		00.0170	01.00170	20	100.0070	100.0070	-			
DOLC	Employed /Engelled O2 Dect Evit Vouth	1 - 32 -	10.000000000000000000000000000000000000	100 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 100 100 100 1	CONTRACT OF A	THE REAL COST OF THE	THE REAL PROPERTY OF	36	I R CO F ROAT	101.0000		S	1000	1.5.5

DOL-C 2	Employed/Enrolled Q2 Post Exit – Youth	MP	100.26%	83.50%	83.50%	83.72%	85.45%	82.52%	36 43	83.33%	84.00%	7/17	12/17
DOL-C	Employed/Enrolled Q4 Post Exit – Youth	MP	107.23%	81.60%	81.60%	87.50%	82.72%	82.35%	21 24	100.00%	84.21%	1/17	6/17
DOL-C 2	Credential Rate – Youth	+P	137.17%	72.90%	72.90%	100.00%	77.50%	73.91%	6 6	100.00%	100.00%	1/17	6/17

2. <90% of Target is -P and >= 110% of Target is +P.

3. Targets will be negotiated late in BCY18 when casemix data is available.

AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES

Percent of Target (Year-to-Date Performance Periods)

Participation

Yellow = MP but At Risk Red = -P Green = +P White = MP

Reemployment

Total

11 2 88%

11 2 88%

9 3 82% 100%

11 0 10 1 94%

5 2 88%

13 2 88%

11 2 88%

8 4 76%

7 2 88%

12 1 94%

8 2 88%

8 0 100%

> 2 88%

160

277

38

92%

From

To

% MP & -P MP

+P

2 88%

0 100%

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2 88%

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within 10
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ed Q4
Post-Exit |
 |
 | Empl/
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Q2
Post-Exit | Empl/
Enrolled
Q4
Post-Exit
 | Credential
t Rate
 | | MP | -P | %
MI
&
+F |
| 114.93% | 100.99% | 128.22% | 104.59% | 102.41% | 102.36% | 103.64% | 108.05% | 102.66%
 | 100.34% | n/a | 71.88% | 101.44% | 99.20% | n/a
 | 97.06%
 | 99.96% | 88.99%
 | 138.81%
 | 4 | 11 | 2 | 88 |
| 110.02% | 111.46% | 111.28% | 101.98% | 97.06% | 100.23% | 102.56% | 102.02% | 103.09%
 | 115.82% | n/a | 79.82% | 101.20% | 94.45% | n/a
 | 101.67%
 | 101.35% | 93.93%
 | 64.52%
 | 4 | 11 | 2 | 88 |
| 118.49% | 99.88% | 71.14% | 106.38% | 99.67% | 97.43% | 99.96% | 100.78% | 111.68%
 | 105.75% | n/a | 109.66% | 80.28% | 113.82% | n/a
 | 107.24%
 | 125.83% | 94.69%
 | 44.45%
 | 5 | 9 | 3 | 82% |
| 115.99% | 104.92% | 113.08% | 98.35% | 106.71% | 99.61% | 105.52% | 143.27% | 90.64%
 | 94.39% | n/a | 104.02% | 110.18% | 103.44% | n/a
 | 107.00%
 | 109.82% | 96.50%
 | 108.77%
 | 6 | 11 | 0 | 100 |
| 111.14% | 105.28% | 88.90% | 102.12% | 101.90% | 104.15% | 106.94% | 103.97% | 101.55%
 | 99.52% | n/a | 93.75% | 96.85% | 110.14% | n/a
 | 96.41%
 | 110.17% | 111.09%
 | 104.51%
 | 6 | 10 | 1 | 949 |
| 109.69% | 103.63% | 118.06% | 106.41% | 93.01% | 99.77% | 103.21% | 100.45% | 95.96%
 | 104.08% | n/a | 123.50% | 98.94% | 97.89% | n/a
 | 87.84%
 | 107.62% | 95.75%
 | 111.30%
 | 5 | 10 | 2 | 88 |
| 118.81% | 113.97% | 121.98% | 107.36% | 98.52% | 100.71% | 101.58% | 126.13% | 94.77%
 | 94.33% | n/a | 116.63% | 101.97% | 98.12% | n/a
 | 95.12%
 | 98.07% | 112.45%
 | 6161.04%
 | 8 | 9 | 0 | 100 |
| 116.09% | 108.85% | 98.56% | 105.45% | 105.57% | 100.57% | 102.64% | 137.93% | 105.50%
 | 116.51% | n/a | 89.54% | 117.02% | 86.65% | n/a
 | 112.99%
 | 106.26% | 118.38%
 | 127.93%
 | 10 | 5 | 2 | 88 |
| 108.02% | 103.96% | 97.10% | 92.16% | 100.26% | 100.14% | 101.44% | 121.87% | 95.85%
 | 98.22% | n/a | 96.38% | 103.46% | 102.64% | n/a
 | 85.40%
 | 108.01% | 93.68%
 | 103.21%
 | 2 | 13 | 2 | 88 |
| 115.10% | 108.96% | 86.08% | 94.73% | 104.55% | 100.46% | 102.61% | 125.70% | 109.27%
 | 90.65% | n/a | 107.59% | 101.42% | 95.98% | n/a
 | 108.54%
 | 109.81% | 106.75%
 | 135.54%
 | 4 | 11 | 2 | 88 |
| 111.02% | 122.46% | 91.44% | 111.18% | 101.17% | 101.08% | 105.04% | 91.12% | 97.30%
 | 96.28% | n/a | 89.54% | 105.31% | 104.35% | n/a
 | 94.61%
 | 87.40% | 107.73%
 | 116.33%
 | 5 | 8 | 4 | 76 |
| 111.02% | 100.21% | 141.18% | 104.30% | 107.78% | 101.23% | 105.66% | 121.95% | 120.16%
 | 108.30% | n/a | 106.31% | 93.81% | 93.60% | n/a
 | 108.54%
 | 117.10% | 133.73%
 | 6121.95%
 | 9 | 8 | 0 | 100 |
| 111.88% | 96.71% | 98.78% | 102.25% | 96.29% | 98.75% | 103.43% | 101.75% | 99.04%
 | 99.49% | n/a | 93.40% | 100.29% | 97.24% | n/a
 | 98.97%
 | 113.99% | 111.56%
 | 6 143.31%
 | 4 | 13 | 0 | 100 |
| 116.95% | 124.40% | 98.64% | 102.40% | 102.52% | 99.23% | 102.33% | 132.18% | 97.31%
 | 94.22% | n/a | 114.42% | 116.01% | 134.41% | n/a
 | 37.03%
 | 109.57% | 96.29%
 | 107.87%
 | 6 | 10 | 1 | 949 |
| 121.71% | 108.27% | 111.32% | 101.50% | 109.90% | 99.21% | 103.80% | 137.45% | 99.56%
 | 102.07% | n/a | 101.25% | 104.02% | 101.01% | n/a
 | 111.11%
 | 103.23% | 103.21%
 | 141.27%
 | 7 | 10 | 0 | 100 |
| 106.54% | 106.11% | 111.68% | 102.35% | 100.12% | 92.39% | 101.43% | 146.47% | 101.01%
 | 83.23% | n/a | 100.69% | 118.06% | 111.11% | n/a
 | 111.11%
 | 110.46% | 93.96%
 | 95.65%
 | 8 | 7 | 2 | 88 |
| 102.57% | 116.70% | 111.44% | 92.47% | 96.25% | 101.68% | 102.90% | 119.87% | 104.61%
 | 100.68% | n/a | 99.86% | 100.32% | 94.50% | n/a
 | 95.09%
 | 95.94% | 104.46%
 | 130.02%
 | 4 | 12 | 1 | 94 |
| 106.76% | 95.78% | 89.82% | 100.45% | 101.17% | 101.57% | 101.68% | 62.78% | 96.71%
 | 104.36% | n/a | 110.86% | 114.42% | 112.93% | n/a
 | 111.11%
 | 94.36% | 116.72%
 | 112.80%
 | 7 | 8 | 2 | 88 |
| 110.47% | 103,90% | 99.54% | 96.60% | 103.72% | 101.43% | 101.46% | 140.52% | 111.11%
 | 99.96% | n/a | 106.71% | 114.59% | 90.91% | n/a
 | 114.03%
 | 85.55% | 104.03%
 | 103.11%
 | 5 | 11 | 1 | 949 |
| 120.70% | 98.05% | 135.28% | 97.13% | 103.80% | 102.20% | 101.96% | 112.45% | 106.71%
 | 113.35% | n/a | 84.83% | 101.34% | 102.92% | n/a
 | 94.32%
 | 94.98% | 119.17%
 | 76.14%
 | 5 | 10 | 2 | 88 |
| 123.71% | 103.76% | 95.78% | 96.03% | 107.83% | 102.62% | 102.14% | 130.30% | 96.52%
 | 71.18% | n/a | 99.63% | 117.18% | 95.23% | n/a
 | 87.54%
 | 119.76% | 122.55%
 | 6 161.04%
 | 7 | 8 | 2 | 88 |
| 105.66% | 100.77% | 98.70% | 115.74% | 104.35% | 106.10% | 108.15% | 126.18% | 105.64%
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 | 100.26% | 107.23%
 | 137.17%
 | 9 | 8 | 0 | 100 |
| 118.42% | 100.08% | 116.52% | 99.37% | 101.38% | 97.17% | 101.10% | 125.68% | 100.09%
 | 110.57% | n/a | 102.37% | 91.34% | 93.19% | n/a
 | 92.59%
 | 100.85% | 117.50%
 | 124.67%
 | 6 | 11 | 0 | 100 |
| 107.80% | 109.81% | 114.24% | 97.34% | 100.87% | 98.40% | 105.86% | 149.12% | 96.30%
 | 103.41% | n/a | 105.62% | 102.97% | 111.73% | n/a
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| 120.56% | 99.45% | 104.66% | 106.24% | 102.86% | 99.62% | 102.66% | 98.68% | 98.78%
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 | 98.43%
 | 91.66% | 101.67%
 | 89.05%
 | 4 | 12 | 1 | 94 |
| 106.57% | 107.54% | 95.82% | 91.36% | 99.22% | 101.25% | 103.46% | 114.48% | 105.93%
 | 101.31% | n/a | 96.03% | 98.90% | 97.48% | n/a
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 | 95.81% | 114.89%
 | 104.44%
 | 7 | 8 | 2 | 889 |
| 121.35% | 102.82% | 83.28% | 103.06% | 97.51% | 98.13% | 104.72% | 101.85% | 106.92%
 | 94.44% | n/a | 88.86% | 104,76% | 96.38% | n/a
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 | 2 | 12 | 2 | 889 |
| | and Emg
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Q2-Q4 Credential
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WIOA Outcome Measures

27

1

0

100%

7/18

11/18

12

16

0

100%

10/18

2/19

13

9

6

79%

10/18

2/19

6

17

5

82%

2/19

2/19

6

21

1

96%

7/17

12/17

1

26

1

96%

1/17

6/17

6

22

0

100%

7/17

12/17

19

7

2

93%

1/17

6/17

3

25

0

100%

7/17

12/17

6

20

2

93%

1/17

6/17

0

0

0

N/A

5

17

6

79%

1/17

6/17

8

19

1

96%

7/17

12/17

9

18

1

96%

1/17

6/17

0

0

0

N/A

8

15

5

82%

1/17

6/17

6

20

2

93%

7/17

12/17

11

16

1

96%

1/17

6/17

14

8

5

81%

1/17

6/17

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MP

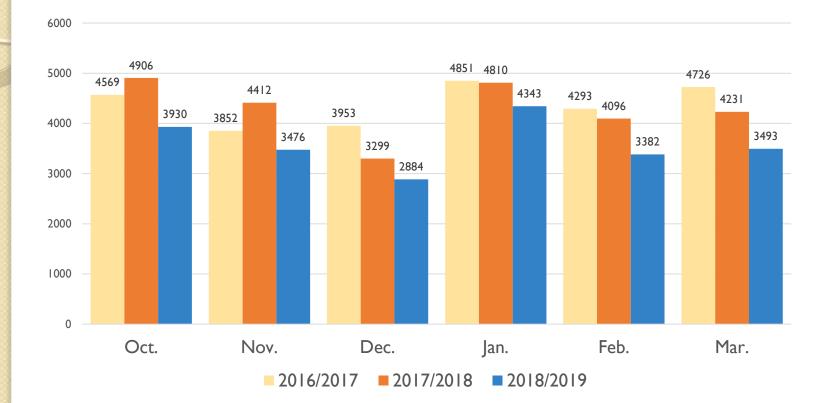
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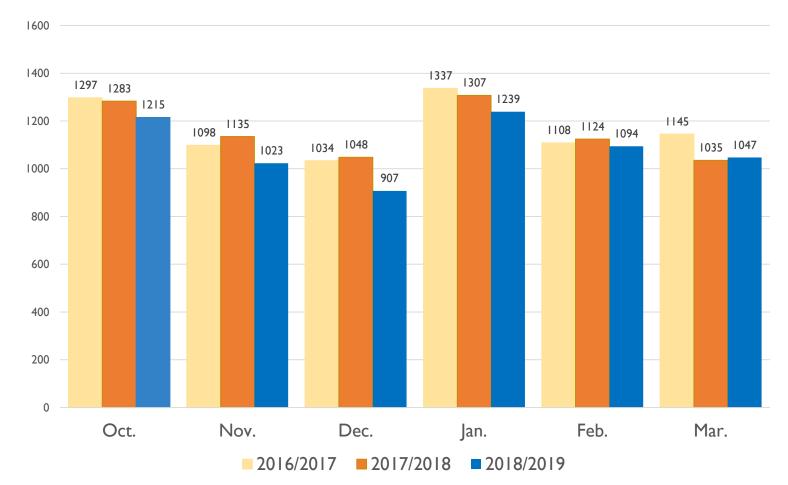
Customers Visiting Centers Area Wide



6 month YTD total 2016/2017 = 26,244 * 6 month YTD total 2017/2018 = 25,754 * 6 month YTD total 2018/2019 = 21,508

* BCY 2016 & BCY 2017 totals adjusted from previous reporting for accuracy.

Customers applying for Unemployment



6 month YTD total 2016/2017 = 7,019 6 month YTD total 2017/2018 = 6,932 6 month YTD total 2018/2019 = 6,525