



WORKFORCESOLUTIONS
G R E A T E R D A L L A S

September Briefing Materials

September 21, 2016
7:30 A.M.

Ross Tower 500 N. Akard St., Suite 2600, Dallas, Texas 75201

BOARD OF DIRECTORS MEETING
September 21, 2016 – 7:30 a.m.
Dallas Regional Chamber, 500 N. Akard St., Suite 2600, Dallas, Texas 75201

Call to Order — Ellen Torbert Chair

Public Comment

Chairman's Comments

Declaration of Conflict of Interest

Consent Agenda

Action

- A. Review and Approval of August 17, 2016 Minutes and Ratification of Actions from August
- B. Approval of Training Providers and Vendors
- C. Contracts and Purchases
- D. Endorsement of External Grant Applications and Agreements

Means, Ends and Expectations

Discussion/Action

- A. Monthly Performance Analysis
- B. Monthly Financial Analysis
- C. Employer/Community Engagement

Closed Session Meeting with Board Attorney; Closed Meeting Pursuant to §551.071 Texas Open Meetings Act

President's Briefing

Discussion/Action

- A. Authorization of Contracts
- B. Workforce Roadshow – Neighbor Up
- C. Policy
- D. Lease
- E. Quality Assurance and Oversight

General Discussion/Other Business

Adjourn

Persons with disabilities who plan to attend this meeting and who may need auxiliary aids, services, or special accommodations, should contact Workforce Solutions at 214-290-1000, two (2) working days prior to the meeting, so that appropriate arrangements can be made.

**Meetings are held at Ross Towers, 500 N. Akard St., Suite 2600, Dallas, Texas 75201 at 7:30 A.M., unless otherwise noted.*

2016 Monthly Meeting Schedule – Wednesday Meeting Dates

October 19, 2016	Meeting Canceled.*
November 10, 2016	Red, White and You! Statewide Hiring Fair (attendance optional), Gilley's Dallas, 1135 S. Lamar, Dallas, Texas, 10:00 a.m. – 2:00 p.m.
November 16, 2016	Awards Ceremony, Annual Meeting , Renewal of Staff Health Benefits, CEO Evaluation by the Full Board. and Welcome new & returning Board Directors
December 7-9, 2016	TWC 20 th Annual Conference, Houston, Texas (limited availability)

**Meeting canceled in deference to Board Directors' schedules.*

2017 Monthly Meeting Schedule – Wednesday Meeting Dates

February 15, 2017	Annual Budget, and Engage Auditors
April 19, 2017	Procurement, and Contracts
May 17, 2017	1 st Quarter Financial Report, Procurement
August 16, 2017	Mid-year review of contracts, Presentation and Acceptance of the Annual Audit
September 20, 2017	Approve Annual Contracts (Workforce, Childcare, Youth, Professional Contracts)
October 18, 2017	Welcome new & returning Board Directors, CEO Evaluation by the Full Board
November 9, 2017	Red, White and You! Statewide Hiring Fair (attendance optional)
November 15, 2017	Awards Ceremony, Annual Meeting, Election of Officers and Renewal of Staff Health Benefits
December 2017	TWC 21 st Annual Conference (attendance optional)

Board of Directors

Ellen Torbert, Southwest Airlines, **Chair**
Bill O'Dwyer, MIINC Mechanical, **Vice Chair**
Terrance F. Richardson, KPMG, **Treasurer**

Laurie Bouillion Larrea, **President**
Connie Rash, **Secretary**

Irma Allen, Health and Human Services Commission
Patrick J. Aulson, Kaplan
Tré Black, On-Target Supplies and Logistics
Cristina Criado, Criado and Associates
Rolinda Duran, DARS
Angela Farley, Dallas Regional Chamber
Niki Shah, Baylor Scott & White Health
Kevin Faulkner, Texas Workforce Commission
Gilbert Gerst, Bank of Texas
Susan Hoff, United Way of Metro. Dallas
Mark King, Micropac Industries, Inc.

Elaine Lantz, UAW Local 2320
Wendy Lopez, AECOM
Leonor Marquez, Los Barrios Unidos
Community Clinic
Dr. Joe May, DCCCD
Dr. Michael McFarland, Lancaster ISD
Kerry McGeath, Desoto Public Library
James Stubbs, Kroger Food Stores
Lee Ann Valerio, Region 10 ESC
Mark York, Dallas AFL-CIO
Gabriella Draney Zielke, Tech
Wildcatters



NIKI SHAH

Baylor Scott & White Health
Corporate Vice President of Care Redesign & Equitable
Care and Vice President of Digital Health

EXPERIENCE

Baylor Scott & White Health (January 2016-Present) Dallas, TX

Corporate Vice President of Care Redesign & Equitable Care and Vice President of Digital Health

- Responsible for financial, quality and operational success of 37 Medicaid 1115 Waiver Projects valued at \$121 million
- Responsible for strategy, infrastructure, innovation, outcomes and sustainability development of enterprise Equity strategy
- Developed strategic and operational frameworks for community partnership development and utilization of technology in underserved populations
- Led development of clinical and financial analytics and outcomes strategy
- Implemented texting platform for underserved patients across enterprise
- Developed five rapid cycle community based pilots with structured outcomes
- Created enterprise Paramedicine Committee and structure
- Responsible for enterprise implementation of all Digital Health technology initiatives

EDUCATION

University of Michigan Ann Arbor, MI

Master of Health Services Administration, 2010

Master of Business Administration, 2010

Bachelor of Arts in Economics and Political Science, 2004

Community Health Worker Certification, Projected March 2017

Consent Item – A
Review and Approval of Meeting Minutes August 17, 2016

Directors Present	Directors Present(cont'd)	Directors Absent
Irma Allen	Leonor Marquez	Cristina Criado
Patrick J. Aulson, Past Chair	Bill O'Dwyer	Elaine Lantz
Tré Black	Dr. Joe May	Wendy Lopez
Susan Hoff	Dr. Michael McFarland	Kerry McGeath
Julie Bugala, Vice Chair	Terrance Richardson	Gabriella Draney Zielke
Rolinda Duran	James Stubbs	
Angela Farley	Ellen Torbert, Treasurer	
Kevin Faulkner	Lee Ann Valerio	
Gilbert Gerst	Mark York	

MINUTES

Call To Order/Welcome

Vice President, Julie Bugala called the Board of Directors' meeting to order at 7:39 a.m. and welcomed everyone in attendance. A quorum was present.

Public Comment – Tonya Edwards, Project Director, ResCare

Chairman's Comments

Vice Chair, Julie Bugala and President, Laurie Larrea commented on the Texas Association of Workforce Boards' (TAWB) quarterly meeting that was held in San Antonio, TX. Julie Bugala announced her resignation from the Board and thanked the Board for allowing her to serve.

Declaration of Conflict of Interest Dr. Joe May (DCCCD), Julie Bugala (AT&T), Terrance Richardson (ResCare), and Lee Ann Valerio (Region 10). Kevin Faulkner (TWC), Dr. Michael McFarland (Lancaster ISD)

Report from Nominating Committee – Election of Officers

The Nominating Committee met twice this summer (June 8th and again August 12, 2016) via phone. For both meetings, the attendees included: Angela Farley, James Stubbs, Leonor Marquez, Laurie Bouillion Larrea (President), and Connie Rash (Board Secretary). After careful review and consideration, the Committee recommended an initial slate of officers. Following the notice of relocation from our current Vice Chair, the Committee reconvened and developed the following proposed slate for the 2016-2018 Term:

Chair – Ellen Torbert, Southwest Airlines
Vice Chair – Bill O'Dwyer, MIINC Mechanical
Treasurer – Terrance Richardson, PricewaterhouseCoopers

The Nominating Committee recommended acceptance of the above slate.

Dr. Joe May made the motion to accept the nominating committee's recommendation and approve the above slate for 2016-2018 term effective, September 1, 2016. The motion passed with Pat Aulson seconding.

Report from Audit Committee – Recommended 2015 Audit/Ratify 16-17 Risk Management

I. Acceptance of 2015 Audit

Michelle Buss of Crowe Horwath presented the report.

The Audit Committee met on Friday, July 29, 2015 at 8:00 a.m. at the Board Offices. Kevin Smith, Crowe Horwath presented reports and letters to the Committee noting the following:

- Unqualified opinion
- No significant deficiencies or material weaknesses
- No findings or questioned costs

Additional information included an adjustment made while auditors were onsite, to correct 2015 year-end childcare accruals. The issue was created from an interruption in service at the TWC TWIST system that lasted nearly two months. The committee participated in discussions including a closed session with the auditors and voted to recommend the report for Board acceptance.

II. Ratification of Insurance Policies

The Committee considered the cost of renewal for all policies included in our Risk Management package handled by HMBT. The costs of retaining full coverage were unchanged between years. The Committee recommended ratification of the policies and costs. There was no break or interruption in coverage.

It was recommended that the Board accept the Audit Committee's recommendation to approve the 2015 Annual Audit, and ratify the renewal of risk management coverage (insurance policies).

Ellen Torbert made the motion that the Board accept the Audit Committee's recommendation to approve the 2015 Annual Audit as presented, and ratify the renewal of risk management coverage (insurance policies). The motion passed with Terrance Richardson seconding.

III. Review of Internal Policy Addendums

The Audit Committee concluded their meeting with a review of policies. Both changes were recommended for action, and were presented in the President's Briefing under Policy.

Gilbert Gerst made the motion to accept the Audit Committee's recommendations for internal policy addendums. The motion passed with Mark King seconding.

Consent Agenda

A. Approval of May 18, 2016 Meeting Minutes

Amendments to the May Meeting Minutes:

- Page 7 - Declaration of Conflict of Interest to add Lee Ann Valerio, Region 10.
- Page 11 - Item E. Leases – James Stubbs made the motion and Mark York seconded.
- Clarified the motion to authorize the President to conclude negotiations and to return with the lease when final executed.
- Page 11 President's Briefing, Item E. Leases – during the motion, board of directors re-stated their Declaration of Conflict of Interest which showed as part of this motion. The abstentions were re-stated for the entire packet.

B. Approval of Training Providers and Vendors

It was recommended that the Board authorize to add the approved vendors' training programs as presented. Programs not recommended are encouraged to resubmit, unless training program is not on the targeted occupations list.

Child Care Professional Training Services

The approved training courses meet child care licensing requirements in areas such as: child growth and development, responsiveness interactions and guidance, health safety and nutrition, professionalism and ethics, observation and assessment. Trainers will be paid at a cost of \$150 per hour. No other expenses will be paid. Recommendations are listed below:

Rank Order	Organization	Proposal Score	Recommended to add to the List of Available Trainers
1	Linda Gaylord, Mastered Registered Trainer, Sherman	88.67	Yes
2	Stacy Benge, M.S., Coppell	88.33	Yes
3	Katherine Haule, Consultant, Flower Mound	84.33	Yes
4	Deidre J. Stewart, ED.D., Plano	78.33	Yes
5	KAS Consulting Group, McKinney	74.33	Yes
6	Wright One Training, Flower Mound	73.67	Yes
7	The Training Ground, Arlington	55.00	No

It was recommended that the Board authorize the addition of vendors (scoring 70 or better) to the List of available trainers, pending successful negotiations.

C. Contracts and Purchases

Computer Hardware Purchases

Procurement was released on July 12, 2016 at 1:00 p.m. with six (6) proposals received by the deadline of 5:00 p.m. on August 4, 2016. The proposals received include: **ARC Government Solutions, Inc., Austin; Networking Results, Bedford; OM Office Supply, Inc., Mechanicsburg, PA; Q-net Information Services, Dallas; Surge Networks, LLC, Pflugerville; and TagleRock Technologies, LLC, McAllen.** All proposals were read and scored. The highest scoring proposal was **ARC Government Solutions, Inc.** with overall cost of \$178,537 for the following purchases: \$654.78 cost per for Intel Core small form computer and \$143.59 cost per for 22" flat panel display monitor and; \$713.56 cost per for Intel Core 22" all-in-one desktop computer.

It was recommended that the Board authorize the approval of ARC Government Solutions, Inc. to provide 170 Intel Core small form computers at a total cost of \$135,723 and to provide 60 Intel Core all-in-one computers at a cost of \$42,814 totaling overall cost of \$178,537.

D. Endorsement of External Grants and Partnerships

Governor's Office-Wagner Peyser Grant \$90,000, City of Dallas-\$130,000 requested, Moody Foundation-\$175,00 requested, Texas Workforce Commission-Skills Development Funds \$749,244 requested, Skills Development Funds \$407,230 requested, Skills Development Funds \$1,328,635, Dual Credit and Technical Education-Equipment Grant \$250,000. Dual Credit and Technical

Education–Equipment Grant \$157,591, JET Grant-\$179,970, JET Grant-\$126,920, Housing and Urban Development (HUD) \$1,560,000, College Credit for Heroes-\$262,977, College Credit for Heroes-\$392,484.
 It was recommended that the Board ratify the support of the grant applications presented above.

Gilbert Gerst made the motion to approve staff’s recommendation on the Consent Agenda, as amended. The motion passed with Mark King seconding and the following abstaining Julie Bugala, Dr. Joe May, Dr. McFarland, Mark York and Terrance Richardson.

Means, Ends, and Expectations

A. Monthly Performance Analysis – President, Laurie Larrea referenced Page 17-19 of the board packet. She mentioned the performance reports for June reflecting that WFSDallas continues to miss one measure – Youth Literacy/Numeracy Gains. There was a lengthy childcare discussion and interest by the board to establish a workgroup to address upcoming changes.

B. Monthly Financial Analysis – President, Laurie Larrea referenced Pages 20-23 of the board packet.

C. Employer/Community Engagement – President, Laurie Larrea invited Josiah Ball, Research Analyst to the podium to discuss Pages 24-25 of the Board packet. President Larrea briefed the Board of Directors on the Close It Summit and invited Directors to attend.

President’s Briefing

A. Authorization of Contracts, Partnerships, and Agreements

Ratification of Summer Action

In May, Board authorization was given to the President to act on contracts and policy issues for Workforce Innovation Opportunity Act (WIOA) and other workforce funding streams as appropriate. Several contracts were modified with extensions and/or additional funds to cover costs of these services. Ratification of the following contracts is requested:

- ❖ **ResCare Workforce Center Contract Amendment**
 - \$30,000 in Rapid Response funds; and
 - \$90,000 in Employment Services funds.
- ❖ **ChildCareGroup Contract Amendment**
 - An extension to the existing CCA contract through October 31, 2016 to continue operations and direct care services with existing funds; and
 - \$32,239 in recoupment funds.
- ❖ **ChildCareGroup Quality Contract Amendments**
 - An extension through October 31, 2016 to the TRS Activities/Mentor and Quality contracts to continue providing quality activities.
- ❖ **DCCCD-Eastfield College Quality Contract**
 - An extension through October 31, 2016 to the continue providing quality activities.
- ❖ **Qnet Contract**
 - \$60,000 to cover monthly services and cost of additional projects necessary through September 30th.
- ❖ **Dallas Independent School District Lease Agreement**
 - Extension to our existing lease has been received to continue providing AEL services at Titcher Annex and Arcadia Park through September 30, 2017.

It was recommended that the Board of Directors authorize ratification of contract amendments to ResCare, ChildCareGroup, Eastfield College, Qnet and the lease agreement with DISD, as presented above.

Adult Education and Literacy (AEL) Grant

The Board received year 3 AEL funds from Texas Workforce Commission (TWC), effective July 1, 2016 through June 30, 2017. With these funds, there were significant changes to funding levels as well as performance measures. Within the Board’s allocation, the funding is specific to new activities such as integrated English literacy and civics education instruction with a target of 279. The overall performance measure was reduced significantly from 13,306 to 8,563 with very specific targets. The average cost per slightly increased from \$621 to \$629 for GED and ELA services. The performance measures are as follows:

PY16 GED/ELA Target	PY16 IEL/CE Target	PY16 Career Pathways Target	PY16 Transitions Target	PY16 Total Participant Target
7,131	279	361	792	8,563

Staff negotiated contracts with each of the consortium partners at cost not to exceed:

- **\$3,400,000 - Dallas County Community College District to serve 5,200 customers** - providing GED and ELA instruction; Transitions and Career Pathways allowing students from the consortium the opportunity further their education and skill levels;
- **\$419,520 - Irving ISD to serve 696 customers** – providing EL Civics instruction and Career Pathways specifically at employer worksites.

- **\$419,520 - Richardson ISD to serve 675 customers** – providing GED and ELA instruction; and Career Pathways specifically at employer worksites.
- **\$313,871 - Richland College Garland to serve 499 customers** – providing GED and ELA instruction; and Career Pathways specifically at employer worksites.
- **\$974,950 - Wilkinson Center to serve 1,550 customers** – providing GED and ELA instruction.
- **\$325,000 – ResCare Workforce Services** – providing outreach efforts through our workforce system; administering the assessment testing during registration at partner sites; recruitment of employers to host on-site AEL classes for their employees; and on-site employment, job readiness and WIOA services at all AEL locations.

It was recommended that the Board of Directors give authorization to contract with the AEL Consortium partners at cost not to exceed as presented above.

DCCCD-Richland College/Garland Campus Contract Amendment

It was recommended that the Board give authorization to de-obligate \$350,000 in WIOA Youth Funds from the Richland College/Garland Campus.

Mark made the motion to accept the above recommendations. The motion passed with James Stubbs seconding and Terrance Richardson, Lee Ann Valerio and Dr. Joe May abstaining.

B. Policy

Child Care

In preparation for upcoming Texas Rising Star and Childcare Rules, WFSDallas will incorporate TWC adopted rules into local policies. Proposed Rules may be found at: <http://www.twc.state.tx.us/files/partners/pr-ch-809-child-care-services-approved-5-31-16-twc-web.pdf>

Workforce Innovation and Opportunity Act (WIOA)

It is anticipated that the Workforce Innovation Opportunity Act regulations will be published on August 19th. States and Local workforce boards have 90 days to implement the final rules. WFSDallas will modify local policies as changes are defined by the state authority, and will comply with final regulations. Local Boards are required to “rebrand” workforce centers as America’s Job Centers, in all NEW printed material no later than 90 days after publication in the Federal Register. It is unclear as to the exact co-branding that will be selected by the Texas Workforce Commission. They are hoping to maintain Workforce Solutions’ moniker with an adjustment to licensing (example: a member of America’s Job Centers).

Policies pertaining to WFSDallas team members and human resources previously presented and reviewed by the Audit Committee.

Agency Operations –Wellness and Fitness Policy

Following a Texas Workforce Commission monitoring review, the State recommended enhancements to the Board’s existing Wellness and Fitness policy to include:

- President’s prior approval is required for every Fitness and Wellness activity proposed for annual reimbursement;
- For items to be reimbursed, beyond the YMCA corporate membership, additional documentation/attestation, similar in nature to the YMCA proof of participation must be submitted with a request for reimbursement.

Agency Operations –Immigration Status and Assistance Policy

The Board’s attorney prepared policy enhancements for immigration support for permanent residency sponsorship and change in immigration status assistance for WFSDallas staff. Immigration support was not previously addressed in our policies. The value of the investment was presented, not to exceed \$1500. After further review of the actual cost, including green card renewal and permanent residency, the Board considered \$2000 as our limit. John Dickey further briefed the Board of Directors on the Immigration Status and Assistance Policy.

It was recommended that the Board give authorization to approve the policies described above.

Bill O’Dwyer made the motion to approve the policies. The motion passed with Lee Ann Valerio seconding.

C. Lease

President Larrea referenced Page 30 of the board packet. She briefed the board on the Pleasant Grove building and lease.

D. Quality Assurance and Oversight – No issues to discuss.

E. Legislative Updates

General Discussion/Other Business – None to discuss.

The meeting adjourned at 9:29 a.m.

RECOMMENDATION: Board authorization to approve August 17, 2016 Meeting Minutes and Ratification of Action from August.

Consent Item –B
Approval of Training Providers and Vendors

Training Provider	Course	Hours	Cost	Approved	Not Approved
Lanecert Inc	CCNP Service Provider Training	140	\$8,800	X	
Lanecert Inc	CCNA Service Provider Training	40	\$2,700		X

RECOMMENDATION: Board authorization to add the approve vendors' training programs as presented above.

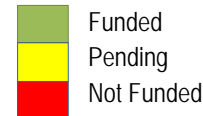
Consent Agenda Item - C
Contracts and Purchases

ResCare Youth Contract Amendment

Last month, the Board of Directors approved a contract amendment to Richland College/Garland Campus for a voluntarily de-obligation of \$350,000 of WIOA Youth funds from their existing contract due to low enrollments. Staff requests the funds be awarded to ResCare to provide additional services to young adults in Dallas County.

RECOMMENDATION: Board authorization to award \$350,000 in WIOA Youth funds to ResCare's Youth contract effective immediately.

Consent Item – D
Endorsement of External Grants and Partnerships



Federal and State external funding sources often require review and support from the local workforce development board. Board staff evaluates grants for cost reasonableness, appropriateness of program activities, employer demand, and quality outcomes. These applications occupationally request partnership and/or financial support. The following application is presented to the Board for endorsement.

Funding Source/	Status	Program Overview
Texas Workforce Commission		North Lake College and Cardinal Financial Services are submitting this request for a 12-month Skills Development Fund (SDF) grant project in the amount of \$395,675 to train 107 new employees (\$2,969/trainee) a total of 100 percent new jobs.

Previously Presented Pending Status

Funding Source/	Status	Program Overview
Governor's Office Wagner Peyser Grant \$90,000		TWC awarded WFSDallas \$90,000 for the Jobs for Americas Graduates (JAG) project. JAG targets 40 in-school youth while offering drop-out prevention, retention and graduation. Students most likely to drop out of school before graduation are selected to participate in the Project. WFSDallas will work with Lancaster ISD to select the 40 ISY participants to achieve outcomes. WFSDallas will contract with Lancaster ISD for an amount of \$82,500 , and Jobs for Americas Graduates (JAG) of \$4,000 .
City of Dallas		CitySquare proposes a 2 nd year supportive service grant for Rapid Rehousing for 60 homeless program participants. The goal of the \$130,000 requested in City of Dallas funds.
Texas Workforce Commission		Lone Star College in partnership with Dallas County Community College District will train 347 in the proposed Skills Development Application to the Texas Workforce Commission. \$749,244 skills development funds requested.
		North Lake College in partnership with Crawford Electrical Supply, Hegano Plastic, Owens & Minor . \$407,230 in TWC Skills Development funds requested.
		Richland College – Garland Campus in partnership with Real Page proposes to train 700 participants – requested \$1,328,635 in TWC Skills Development Funds.
		Irving ISD requested Dual Credit and Technical Education – Equipment Grant totaling \$250,000 to serve 500 unduplicated students.
		Cedar Valley College and Wilmer Hutchins ISD and DISD requested Dual Credit and Technical Education – Equipment Grant - \$157,591 for software, licenses and computer purchases.
		DCCCD is partnering with DISD to request a JET Grant - \$179,970 to serve 227 students.
		DCCCD is partnering with Irving ISD to request a JET Grant - \$126,920 to serve 715 students.
		DCCCD College Credit for Heroes - \$262,977
	DCCCD College Credit for Heroes - \$392,484	
Housing and Urban Development (HUD)		CitySquare Destination Home Grant submitted a grant to HUD for \$1.56 million to serve 133 chronically homeless individuals.

RECOMMENDATION: Board authorization to support the grant application presented above and to contract Wagner Peyser grant funds to Lancaster ISD and JAG.

BOARD SUMMARY REPORT - CONTRACTED MEASURES

Year-to-Date Performance Periods*

BOARD NAME: **DALLAS**

FINAL RELEASE
As Originally Published 8/31/2016
JULY 2016 REPORT

Status Summary		With Positive Performance (+P):		Meeting Performance (MP):		With Negative Performance (-P):		% +P & MP								
Contracted Measures		4		4		1		88.89%								
Source	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	To
Notes																

Reemployment and Employer Engagement Measures

TWC	Claimant Reemployment within 10 Weeks	MP	100.27%	56.51%	56.51%	56.66%	55.16%	51.98%	19,870		59.74%	55.82%	55.33%	53.18%	7/15	4/16
1									35,066							
TWC	# of Employers Receiving Workforce Assistance	+P	110.07%	9,562	10,941	10,525	11,413	10,572	----		5,084	5,330	5,662	3,747	10/15	7/16

1. BCY16 targets will adjust based on each Board's Oil/Gas claim to nonOil/Gas claim casemix with the Oil/Gas claims having a lower target than the nonOil/Gas claims.

Common Measures - Outcomes

TWC	Staff Guided Entered Employment (State Reporting)	MP	102.02%	78.80%	78.80%	80.39%	76.08%	70.85%	9,816		77.02%	79.26%	81.29%	81.48%	10/14	9/15
									12,210							
LBB-NK	At Risk Employment Retention	+P	105.77%	78.00%	78.00%	82.50%	80.23%	78.97%	21,727		82.62%	82.19%	82.85%	82.35%	4/14	3/15
									26,337							
LBB-NK	Total Job Seekers Educational Achievement	+P	106.04%	75.50%	75.50%	80.06%	71.90%	74.66%	1,156		71.98%	80.69%	79.30%	88.58%	10/14	9/15
									1,444							
DOL-C	WIA/WIOA Youth Placement in Employment/Education	MP	103.63%	65.00%	65.00%	67.36%	61.76%	63.64%	421		65.02%	72.90%	66.22%	69.16%	10/14	9/15
									625							
DOL-C	WIA/WIOA Youth Literacy/Numeracy Gains	-P	67.15%	54.00%	54.00%	36.26%	57.45%	53.02%	157		37.58%	36.11%	43.27%	29.86%	7/15	6/16
									433							

Program Participation Measures

TWC	Choices Full Work Rate - All Family Total	MP	102.25%	43.60%	43.60%	44.58%	40.95%	35.70%	241		46.00%	39.35%	46.79%	49.43%	10/15	7/16
									539							
TWC	Avg # Children Served Per Day - Combined	+P	110.60%	9,915	9,915	10,966	10,383	10,990	2,379,683		10,662	10,938	11,379	10,731	10/15	7/16
									217							

* Where YTD data is not available, Rolling or ARRA Grant Period data is indicated where possible. These instances are highlighted via shading/bold font in the 'From/To' columns.

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.

AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES

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

FINAL RELEASE
As Originally Published 8/31/2016

JULY 2016 REPORT

Green = +P	White = MP		Yellow = MP but At Risk		Red = -P								
Board	Reemployment and Employer Engagement		Common Measures - Outcomes					Program Participation		Total Measures			
	Climnt ReEmp within 10 Weeks	Employers Receiving Workforce Assistance	Staff Guided EE- StateMthd	At Risk Empl Ret	Total Job Seekers Educ. Achieve-ment	WIA/WIOA Youth		Choices Full Work Rate - All Family Total	Avg # Children Svd Per Day - Combined	+P	MP	-P	% MP & +P
						Place-ment In Empl/Ed	Literacy/ Numeracy Gains						
Alamo	99.90%	99.33%	99.34%	106.65%	103.07%	97.59%	87.59%	123.62%	103.51%	2	6	1	89%
Brazos Valley	88.63%	97.44%	95.61%	99.08%	100.54%	105.41%	109.72%	104.65%	100.46%	2	6	1	89%
Cameron	99.85%	105.27%	97.74%	108.13%	115.31%	113.30%	149.93%	103.68%	105.93%	6	3	0	100%
Capital Area	98.38%	102.26%	103.79%	105.69%	111.92%	118.29%	143.67%	116.76%	104.94%	5	4	0	100%
Central Texas	100.46%	105.78%	104.42%	102.24%	106.31%	120.94%	137.34%	118.78%	97.13%	5	4	0	100%
Coastal Bend	89.34%	101.61%	94.60%	105.23%	105.96%	105.41%	105.67%	107.12%	106.62%	6	1	2	78%
Concho Valley	99.62%	107.50%	103.80%	102.29%	109.37%	75.61%	98.52%	126.94%	106.39%	4	4	1	89%
Dallas	100.27%	110.07%	102.02%	105.77%	106.04%	103.63%	67.15%	102.25%	110.60%	4	4	1	89%
Deep East	99.22%	111.48%	100.22%	98.12%	110.81%	116.75%	98.52%	104.56%	102.99%	3	6	0	100%
East Texas	94.10%	96.86%	95.51%	101.49%	104.29%	105.10%	110.57%	114.16%	115.16%	4	4	1	89%
Golden Crescent	88.66%	91.15%	100.65%	103.49%	110.82%	128.83%	86.21%	121.06%	100.67%	3	3	3	67%
Gulf Coast	86.27%	94.47%	108.41%	103.00%	99.13%	101.16%	84.04%	103.40%	100.83%	1	5	3	67%
Heart of Texas	101.99%	109.00%	95.76%	101.94%	109.82%	122.83%	99.81%	93.07%	108.07%	4	4	1	89%
Lower Rio	103.27%	113.09%	104.29%	106.21%	111.12%	124.59%	141.07%	136.84%	100.87%	6	3	0	100%
Middle Rio	90.93%	94.77%	101.48%	100.50%	114.12%	103.52%	123.16%	98.02%	98.57%	2	5	2	78%
North Central	102.51%	114.86%	100.78%	105.92%	102.57%	108.48%	114.95%	109.64%	104.29%	5	4	0	100%
North East	104.52%	96.63%	88.90%	102.77%	119.57%	111.12%	136.91%	110.06%	106.05%	5	3	1	89%
North Texas	95.73%	103.41%	99.82%	100.32%	116.43%	124.22%	143.67%	124.70%	107.45%	5	4	0	100%
Panhandle	99.43%	122.91%	98.35%	103.99%	105.57%	133.78%	137.93%	113.46%	101.71%	5	4	0	100%
Permian Basin	97.23%	107.79%	110.64%	102.59%	109.91%	111.99%	172.41%	114.42%	97.15%	6	3	0	100%
Rural Capital	102.74%	103.93%	106.28%	106.72%	105.41%	108.32%	106.10%	108.26%	104.95%	6	3	0	100%
South Plains	99.09%	92.90%	97.67%	99.73%	106.92%	105.91%	98.52%	94.35%	111.35%	3	4	2	78%
South Texas	94.56%	96.27%	96.92%	103.65%	115.76%	102.91%	102.38%	102.60%	106.14%	2	6	1	89%
Southeast	103.68%	96.51%	104.57%	105.28%	95.35%	108.70%	91.28%	99.12%	110.28%	3	5	1	89%
Tarrant	102.62%	103.65%	104.88%	105.50%	101.25%	111.38%	130.79%	112.80%	96.89%	4	5	0	100%
Texoma	99.84%	101.51%	97.42%	103.37%	103.47%	132.04%	145.90%	112.26%	117.84%	4	5	0	100%
Upper Rio	101.78%	125.75%	102.68%	106.33%	102.71%	114.57%	98.52%	104.35%	102.46%	3	6	0	100%
West Central	101.58%	99.77%	99.96%	100.05%	113.39%	101.78%	160.41%	89.33%	98.63%	2	6	1	89%
+P	0	11	3	11	19	21	17	16	12	110			
MP	21	13	23	17	9	6	6	9	16	120			
-P	7	4	2	0	0	1	5	3	0	22			
% MP & +P	75%	86%	93%	100%	100%	96%	82%	89%	100%	91%			
From	7/15	10/15	10/14	4/14	10/14	10/14	7/15	10/15	10/15	From			
To	4/16	7/16	9/15	3/15	9/15	9/15	6/16	7/16	7/16	To			

JULY 2016 REPORT

Measure	Category 1: Claimant Reemployment						Category 2: WIA/WIOA Adult/DW		Category 3: WIA/WIOA Youth								Category 4: Choices						
	Reemployment within 10 Weeks (% Target)		Claimant Reemployment within 10 Weeks Wage Replacement				% EE Related to Training	100%	% of WIA/WIOA Yth Svd who are OOS & BSD		% OOS/BSD WIA/WIOA Yth Served who are in Ed/Trng		WIA/WIOA Youth Placement in Empl/Ed				Choices Full Work Rate - All Family		% Change in Choices Full Work Rate - All Family				
	55%		45%						30%		30%		40%					55%		45%			
Measure Weight	Current % Target	Rank	Current Perf.	Rank	Avg Rank	Overall Rank*	Current Perf.	Rank	Current Perf.	Rank	Current Perf.	Rank	Current Perf.	Rank	Avg Rank	Overall Rank*	Current Perf.	Rank	One Year Earlier	% Change	Rank	Avg Rank	Overall Rank*
Quartile 1																							
Brazos Valley	88.63%	7	80.52%	3	5.2	6	78.72%	4	20.18%	7	31.82%	7	72.73%	5	6.2	7	41.86%	7	31.08%	34.68%	1	4.3	4
Concho Valley	99.62%	3	70.97%	7	4.8	4	55.81%	7	26.53%	5	76.92%	2	52.17%	7	4.9	6	63.47%	1	52.37%	21.20%	3	1.9	1
Golden Crescent	88.66%	6	77.75%	5	5.55	7	72.97%	6	21.43%	6	66.67%	3	88.89%	2	3.5	3	60.53%	3	90.76%	-33.31%	7	4.8	6
Middle Rio	90.93%	5	93.38%	1	3.2	3	84.78%	3	70.18%	2	37.50%	6	71.43%	6	4.8	5	49.01%	6	50.74%	-3.41%	6	6	7
North East	104.52%	1	82.41%	2	1.45	1	77.36%	5	43.40%	3	41.30%	5	76.67%	4	4	4	55.03%	5	47.32%	16.29%	4	4.55	5
North Texas	95.73%	4	76.05%	6	4.9	5	94.87%	1	73.68%	1	100.00%	1	85.71%	3	1.8	1	62.35%	2	53.92%	15.63%	5	3.35	3
Texoma	99.84%	2	80.44%	4	2.9	2	94.12%	2	38.67%	4	62.07%	4	91.11%	1	2.8	2	56.13%	4	45.00%	24.73%	2	3.1	2
Quartile 2																							
Deep East	99.22%	5	84.36%	3	4.1	5	64.15%	7	36.71%	7	24.14%	7	80.56%	3	5.4	6	52.28%	3	48.67%	7.42%	2	2.55	2
Heart of Texas	101.99%	2	85.67%	2	2	2	81.82%	3	59.35%	3	46.74%	6	84.75%	2	3.5	2	38.16%	6	36.69%	4.01%	3	4.65	4
Panhandle	99.43%	4	77.78%	4	4	4	72.73%	5	51.38%	5	71.43%	3	92.31%	1	2.8	1	56.73%	2	62.14%	-8.71%	7	4.25	3
Permian Basin	97.23%	6	71.15%	7	6.45	6	79.07%	4	75.00%	2	57.14%	5	77.27%	4	3.7	4	57.21%	1	48.61%	17.69%	1	1	1
South Texas	94.56%	7	72.63%	6	6.55	7	86.67%	1	44.83%	6	57.69%	4	71.01%	6	5.4	6	51.30%	4	53.98%	-4.96%	6	4.9	5
Southeast	103.68%	1	97.54%	1	1	1	65.62%	6	56.91%	4	83.50%	1	75.00%	5	3.5	2	49.56%	5	50.66%	-2.17%	5	5	6
West Central	101.58%	3	76.05%	5	3.9	3	86.11%	2	76.47%	1	76.92%	2	68.09%	7	3.7	4	35.73%	7	34.49%	3.60%	4	5.65	7
Quartile 3																							
Cameron	99.85%	3	99.01%	1	2.1	2	69.83%	5	45.00%	5	75.31%	1	78.18%	3	3	2	49.87%	6	44.48%	12.12%	2	4.2	5
Capital Area	98.38%	5	91.95%	2	3.65	3	71.97%	4	74.80%	2	64.67%	2	81.62%	2	2	1	58.38%	2	51.34%	13.71%	1	1.55	1
Central Texas	100.46%	2	79.51%	6	3.8	4	91.78%	1	59.04%	3	1.80%	7	83.45%	1	3.4	3	59.39%	1	56.43%	5.25%	6	3.25	3
Coastal Bend	89.34%	7	83.48%	4	5.65	6	55.36%	7	58.25%	4	52.41%	5	72.73%	6	5.1	5	53.56%	5	56.04%	-4.43%	7	5.9	6
East Texas	94.10%	6	79.33%	7	6.45	7	69.64%	6	83.57%	1	62.36%	3	72.52%	7	4	4	57.08%	3	50.93%	12.08%	3	3	2
Rural Capital	102.74%	1	86.73%	3	1.9	1	78.33%	2	44.63%	6	24.07%	6	74.74%	4	5.2	6	54.13%	4	50.66%	6.85%	4	4	4
South Plains	99.09%	4	81.24%	5	4.45	5	72.55%	3	36.60%	7	55.36%	4	73.08%	5	5.3	7	44.44%	7	41.70%	6.57%	5	6.1	7
Quartile 4																							
Alamo	99.90%	6	84.14%	7	6.45	7	72.64%	4	40.26%	5	73.70%	3	65.68%	7	5.2	7	61.81%	2	53.46%	15.62%	1	1.55	1
Dallas	100.27%	5	93.01%	2	3.65	3	67.86%	5	71.87%	2	53.67%	6	67.36%	6	4.8	4	44.58%	7	40.22%	10.84%	4	5.65	7
Gulf Coast	86.27%	7	92.02%	3	5.2	6	20.38%	7	34.70%	6	71.86%	4	67.78%	5	5	6	48.60%	5	42.80%	13.55%	2	3.65	2
Lower Rio	103.27%	1	95.17%	1	1	1	87.63%	1	75.84%	1	89.26%	1	85.97%	1	1	1	68.42%	1	66.72%	2.55%	7	3.7	3
North Central	102.51%	3	86.49%	6	4.35	4	83.23%	3	46.84%	4	24.82%	7	74.85%	4	4.9	5	54.82%	4	50.20%	9.20%	5	4.45	5
Tarrant County	102.62%	2	88.46%	4	2.9	2	86.82%	2	61.66%	3	82.35%	2	76.85%	3	2.7	2	56.40%	3	52.61%	7.20%	6	4.35	4
Upper Rio	101.78%	4	86.86%	5	4.45	5	45.91%	6	33.52%	7	71.43%	5	79.05%	2	4.4	3	45.60%	6	41.09%	10.98%	3	4.65	6
From	7/1/15		7/1/14				10/1/14		10/1/15		10/1/15		10/1/14				10/1/15		10/1/14				
To	4/30/16		3/31/15				9/30/15		7/31/16		7/31/16		9/30/15				7/31/16		7/31/15				

*(Based on Average Rank)

** Wage Replacement data is not available until the final release of the second month of each quarter. Until it is available, data from the prior quarter will continue to be used for scoring purposes.

Training Vendor Performance by Program

Credential and Entered Employment are WIA Customers that exited training programs between October 2014 and September 2015

Median Earnings are WIA Customers that exited training programs between April 2014 and March 2015

	Pell Eligible	Entered Employment Numerator	Entered Employment Denominator	%	Obtained Credential Numerator	Obtained Credential Denominator	%	Mean Quarterly Earnings
■ Indicates Missing Performance Measure.								
WFSDallas performance indicators		75%			75%			\$10,600
Asher College - Computer and Network Technician	Y	7	8	87.50%	9	9	100.00%	\$ 20,307.00
Asher College - PC Support Specialist	Y	1	1	100.00%	1	1	100.00%	\$ 12,755.00
Asher College - Computer Specialist and Networking Technician	Y	1	1	100.00%	1	1	100.00%	\$ 17,861.00
Asher College - Network and Database Administrator	Y	7	8	87.50%	7	7	100.00%	\$ 21,827.00
Asher College - IT Server Administrator	Y	2	2	100.00%	2	2	100.00%	\$ 14,950.00
CCI Training Center, Inc. - Computer And Network Administration	Y	9	9	100.00%	8	8	100.00%	\$ 14,849.00
CCI Training Center, Inc. - Computer Support Tech	N	3	4	75.00%	2	2	100.00%	\$ 10,293.00
CCI Training Center, Inc. - Computer Support and Information Security	N	14	15	93.33%	13	13	100.00%	\$ 16,222.00
EDGE Education Group Institute - Computer Maintenance Support Technician	N	1	1	100.00%	1	1	100.00%	\$ -
Glade Technical Institute - Network Administration	N	5	8	62.50%	10	13	76.92%	\$ 75,915.00
Joshua Career Institute - Cisco Network Assistant	N	1	1	100.00%	0	1	0.00%	\$ 19,717.00
LeaderQuest - CCNA	N	24	29	82.76%	25	27	92.59%	\$ 31,325.00
LeaderQuest - Computer User Support Specialist	N	23	24	95.83%	27	27	100.00%	\$ 18,122.00
LeaderQuest - MCSA SQL Server 2012 Associate	N	6	6	100.00%	9	9	100.00%	\$ 37,192.00
LeaderQuest - MCSA Windows Server 2012 Associate	N	4	4	100.00%	4	4	100.00%	\$ 25,098.00
LeaderQuest - MCSA Windows 8 Associate	N	1	2	50.00%	2	2	100.00%	\$ 22,164.00
LeaderQuest - MTA Development	N	1	1	100.00%	1	1	100.00%	\$ 19,401.00
MyComputerCareer.com - IT ProBasic 08 Program	N	8	10	80.00%	8	9	88.89%	\$ 17,660.00
MyComputerCareer.com - ProAdvanced Program	N	4	5	80.00%	3	4	75.00%	\$ 21,239.00
New Horizons Computer Learning Center - Career Changer Microsoft Certified System Developer VB.Net Training	N	0	1	0.00%	0	1	0.00%	\$ 28,942.00
New Horizons Computer Learning Center - Cisco Certified Network Associate Training	N	1	1	100.00%	3	3	100.00%	\$ 23,899.00
New Horizons Computer Learning Center - MCAD using VB.NET Training	N	2	3	66.67%	3	3	100.00%	\$ 25,753.00
New Horizons Computer Learning Center - MCITP Server Administrator Training	N	3	6	50.00%	6	6	100.00%	\$ 20,029.00
New Horizons Computer Learning Center - Microsoft Certified System Engineer with Security Specialization Training	N	6	9	66.67%	8	8	100.00%	\$ 30,101.00
PCCenter - Computer Technician Program	N	1	2	50.00%	3	3	100.00%	\$ 9,342.00
Peloton College - Information Technology Support Professional	N	4	4	100.00%	3	3	100.00%	\$ 17,434.00
Richland College (DCCCD) - Microcomputer Maintenance and Networking Technician	N	2	3	66.67%	1	2	50.00%	\$ 8,394.00
Texas A&M University-Corpus Christi - CompTIA A+ Certification Training (Online)	N	1	2	50.00%	1	1	100.00%	\$ 45,427.00
Texas A&M University-Corpus Christi - Microsoft Certified IT Professional (MCITP) Server Administrator (Online)	N	1	1	100.00%	1	1	100.00%	\$ 25,000.00
Texas A&M University-Corpus Christi - Microsoft Office Specialist (Online)	N	1	1	100.00%	0	1	0.00%	\$ 6,245.00
Texas A&M University-Corpus Christi - Web Application Developer (Online)	N	1	1	100.00%	1	1	100.00%	\$ 22,916.00
Texas A&M University-Corpus Christi - Webmaster (Online)	N	2	2	100.00%	1	1	100.00%	\$ 11,879.00
University of Texas at Austin, Professional Development Center - Cisco Certified Network Associate (CCNA)	N	1	1	100.00%	1	1	100.00%	\$ 22,395.00
University of Texas at Austin, Professional Development Center - CompTIA Network+ 2012 Certification Test Prep	N	1	1	100.00%	1	1	100.00%	\$ 19,830.00
University of Texas at Arlington, Division of Continuing Education - iPhone/iPad (iOS) Application Developer	N	1	1	100.00%	0	1	0.00%	\$ 16,857.00
Advanced Manufacturing/Engineering								
Eastfield College - Basic CADD Operator	Y	4	5	80.00%	2	3	66.67%	\$ 17,425.00
Eastfield College - Computer-Aided Design CAD/CAM-CNC	Y	1	2	50.00%	1	2	50.00%	\$ 18,586.00

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■ Indicates Missing Performance Measure.								
Business Management & Administration								
Arlington Career Institute - Paralegal/Legal Assistant	Y	4	4	100.00%	5	5	100.00%	\$ 14,498.00
Arlington Career Institute - Administrative Assistant Program	N	1	1	100.00%	1	1	100.00%	\$ 8,507.00
Asher College - Office Administrator	Y	2	2	100.00%	2	2	100.00%	\$ 14,255.00
Asher College - Office Accounting Specialist	Y	4	4	100.00%	2	2	100.00%	\$ 23,737.00
Brightwood College - General Practice Paralegal (Day)	N	1	2	50.00%	2	2	100.00%	\$ 15,735.00
Brightwood College - General Practice Paralegal (Night)	N	0	1	0.00%	1	1	100.00%	\$ -
Cannon Institute of Higher Learning - Basic Office Skills	N	2	2	100.00%	2	2	100.00%	\$ 5,688.00
CCI Training Center, Inc. - Basic Computerized Accounting	N	6	6	100.00%	5	5	100.00%	\$ 14,375.00
Cedar Valley College (DCCCD) - Management Certificate	Y	2	2	100.00%	0	2	0.00%	\$ 1,258.00
Center for Career Training - Customer Service Management	N	2	2	100.00%	4	4	100.00%	\$ 5,106.00
Center for Career Training - Small Business Management	N	0	1	0.00%	1	1	100.00%	\$ 1,975.00
Center for Career Training - Office Specialist	N	5	5	100.00%	4	4	100.00%	\$ 15,184.00
Center for Career Training - Quality Assurance Technician	N	1	1	100.00%	1	1	100.00%	\$ 2,100.00
Eastfield College - Accounting Clerk	N	0	1	0.00%	1	1	100.00%	\$ 11,441.00
Eastfield College - Business Office Systems & Support - Executive Assistant	Y	9	11	81.82%	1	3	33.33%	\$ 13,392.00
Joshua Career Institute - Accounting Specialist	N	2	2	100.00%	1	2	50.00%	\$ 17,453.00
Joshua Career Institute - Administrative Assistant	N	1	1	100.00%	0	1	0.00%	\$ 2,649.00
Joshua Career Institute - Legal Assistant	N	1	1	100.00%	0	1	0.00%	\$ 14,381.00
Joshua Career Institute - Office Management	N	1	1	100.00%	1	1	100.00%	\$ 12,547.00
Mountain View College (DCCCD) - Management	Y	5	5	100.00%	1	5	20.00%	\$ 10,911.00
New Horizons Computer Learning Center - Project Management Professional Seminar	N	14	23	60.87%	18	18	100.00%	\$ 28,003.00
New Horizons Computer Learning Center - Office Specialist	N	1	1	100.00%	1	1	100.00%	\$ 2,228.00
Peloton College - Business Office Assistant	N	2	2	100.00%	3	3	100.00%	\$ 20,841.00
Peloton College - Legal Administrative Assistant	N	8	8	100.00%	8	8	100.00%	\$ 11,820.00
Richland College (DCCCD) - Accounting/Office Specialist	N	4	5	80.00%	4	5	80.00%	\$ 11,220.00
Texas A&M University-Corpus Christi - Paralegal (Online)	N	2	3	66.67%	1	1	100.00%	\$ 16,588.00
Trinity Valley Community College - Accounting AAS	N	1	1	100.00%	1	1	100.00%	\$ -
True Solutions Inc. - Ultimate PMP Exam Prep Seminar	N	8	13	61.54%	11	11	100.00%	\$ 31,060.00
University of Texas at Arlington, Division of Continuing Education - Paralegal Certificate Program	N	2	3	66.67%	2	2	100.00%	\$ 14,857.00
Western Governors University - B.S. Business Management	Y	1	1	100.00%	0	1	0.00%	\$ 10,060.00
Education								
Brookhaven College (DCCCD) - Alternative Certification for Teachers in Math (4th - 8th)	N	1	1	100.00%	1	1	100.00%	\$ 21,698.00
Dallas Independent School District - Alternative Certification - (Science 4th - 8th Grades)	N	9	9	100.00%	23	23	100.00%	\$ 16,956.00
Dallas Independent School District - Alternative Certification - (Academy - Varied Teaching Certificates)	N	5	5	100.00%	5	5	100.00%	\$ 20,369.00
Dallas Independent School District - Alternative Certification - (Evening Academy - Spanish 6th - 12th Grades)	N	3	3	100.00%	3	3	100.00%	\$ 19,209.00
Dallas Independent School District - Alternative Certification - (Mathematics 4th - 9th Grades)	N	4	4	100.00%	9	9	100.00%	\$ 19,567.00
Dallas Independent School District - Alternative Certification - (Mathematics 8th - 12 Grades)	N	1	1	100.00%	3	3	100.00%	\$ 17,248.00
Dallas Independent School District - Alternative Certification - (Special Education Grades Pre K - 12)	N	9	9	100.00%	18	18	100.00%	\$ 20,522.00
Dallas Independent School District - Alternative Certification - (Scienc 8th -12th Grades)	N	2	2	100.00%	3	3	100.00%	\$ 19,596.00

Training Vendor Performance by Program

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■ Indicates Missing Performance Measure.								
Dallas Independent School District - Alternative Certification - (Bilingual EC-4th Grades)	N	3	3	100.00%	5	5	100.00%	\$ 21,240.00
Dallas Independent School District - Alternative Certification - (Bilingual 4th - 8th Grades)	N	4	4	100.00%	12	12	100.00%	\$ 21,398.00
Downs Educational Training & Consulting, LLC	N	2	2	100.00%	2	2	100.00%	\$ 8,487.00
Mountain View College (DCCCD) - Alternative Teacher Certification - Bilingual Generalist - Spanish (Grades 4-8)	N	1	1	100.00%	1	1	100.00%	\$ 22,420.00
Mountain View College (DCCCD) - Alternative Teaching Certification - Bilingual Generalist - Spanish (Grades EC-6)	N	1	1	100.00%	2	2	100.00%	\$ 21,880.00
Healthcare								
Asher College - Health Information Specialist	Y	9	9	100.00%	6	7	85.71%	\$ 14,180.00
Asher College - Medical Records Specialist	y	4	5	80.00%	5	5	100.00%	\$ 13,595.00
CCI Training Center, Inc. - Health Information Specialist	Y	19	27	70.37%	24	29	82.76%	\$ 17,013.00
iMed Health Training Center - Health Information Technology	N	12	14	85.71%	12	13	92.31%	\$ 10,064.00
iMed Health Training Center - Medical Billing and Coding	N	22	24	91.67%	25	26	96.15%	\$ 13,363.00
Joshua Career Institute - Healthcare Information Technician (On-Line)	N	1	2	50.00%	1	1	100.00%	\$ 17,756.00
PCCenter - Medical Billing and Coding	N	0	1	0.00%	0	1	0.00%	\$ -
Peloton College - Electronic Health Records Technician	N	5	5	100.00%	5	5	100.00%	\$ 14,421.00
Richland College (DCCCD) - Medical Practice Manager	N	1	1	100.00%	0	1	0.00%	\$ 24,624.00
Trinity Valley Community College - Vocational Nursing	Y	1	1	100.00%	0	1	0.00%	\$ -
Construction/Industrial Production								
Bill Priest Institute - Fundamentals of Welding	N	0	4	0.00%	1	4	25.00%	\$ 4,314.00
Bill Priest Institute - Maintenance Welding Level 1	N	1	1	100.00%	1	1	100.00%	\$ 10,025.00
Brookhaven College (DCCCD) - Automotive Technology Chassis Service Technician	N	1	1	100.00%	0	1	0.00%	\$ 5,936.00
Cedar Valley College (DCCCD) - Residential Building Technician	N	1	1	100.00%	1	1	100.00%	\$ 13,504.00
DFE Tech - Drilling Fluids Engineering	N	0	1	0.00%	1	1	100.00%	\$ -
Eastfield College - Air Conditioning & Refrigeration - Residential Technician I	Y	1	1	100.00%	1	1	100.00%	\$ 40,419.00
Eastfield College - Automotive Technology General	Y	3	3	100.00%	1	1	100.00%	\$ 10,570.00
Hogg's Automotive Training Academy, Inc. - Basic Automotive Engine Diagnostics, Testing and Repair	N	1	1	100.00%	3	3	100.00%	\$ 8,799.00
Hogg's Automotive Training Academy, Inc. - Basic Automotive Air Conditioning & Heating System	N	5	6	83.33%	3	3	100.00%	\$ 6,990.00
Hogg's Automotive Training Academy, Inc. - Basic Automotive Transmission Repair/Overhaul	N	3	3	100.00%	1	1	100.00%	\$ 8,995.00
Lindsey-Cooper Refrigeration School - Refrigeration/Heating/Air Conditioning (Basic) in English	N	5	7	71.43%	8	8	100.00%	\$ 11,257.00
Lindsey-Cooper Refrigeration School - EPA Certification	N	1	1	100.00%	1	1	100.00%	\$ 12,642.00
Miller Crane Works, Inc. - Tower Crane Operations Level I	N	2	2	100.00%	2	2	100.00%	\$ 22,676.00
Miller Crane Works, Inc. - Mobile Crane Operations Lattice Level 1	N	2	2	100.00%	2	2	100.00%	\$ 19,426.00
Miller Crane Works, Inc. - Tower Crane Operations Level II	N	1	1	100.00%	1	1	100.00%	\$ 60,128.00
MT Training Center - CNC Machinist	N	3	4	75.00%	4	4	100.00%	\$ 20,970.00
MT Training Center - Combination Welding	N	2	2	100.00%	2	2	100.00%	\$ 8,148.00
Richland College (DCCCD) - Construction Maintenance	N	5	5	100.00%	6	6	100.00%	\$ 9,102.00
Richland College (DCCCD) - Machine Operator Specialist Ver 2.0	N	9	11	81.82%	11	11	100.00%	\$ 10,214.00
Richland College (DCCCD) - Production Line Technician II	N	2	2	100.00%	1	1	100.00%	\$ 11,450.00
Richland College (DCCCD) - Manufacturing Employability Skills	N	1	1	100.00%	1	1	100.00%	\$ 9,336.00

Training Vendor Performance by Program

Credential and Entered Employment are WIA Customers that exited training programs between October 2014 and September 2015

Median Earnings are WIA Customers that exited training programs between April 2014 and March 2015

	Pell Eligible	Entered Employment Numerator	Entered Employment Denominator	%	Obtained Credential Numerator	Obtained Credential Denominator	%	Mean Quarterly Earnings
 Indicates Missing Performance Measure.								
Trucking								
Academy School of Careers - Truck Driving	N	5	5	100.00%	4	4	100.00%	\$ 19,353.00
ATDS - Professional Truck Driver-100	N	10	10	100.00%	9	9	100.00%	\$ 14,365.00
C1 Truck Driver Training, LLC - Diesel Truck Driver Training	N	1	1	100.00%	1	1	100.00%	\$ 11,309.00
Cedar Valley College (DCCCD) - Diesel and Heavy Equipment--Preventive Maintenance Technician	Y	1	1	100.00%	1	1	100.00%	\$ 17,835.00
Cedar Valley College (DCCCD) - Logistics Technology	N	0	1	0.00%	1	1	100.00%	\$ 8,105.00
Continental Truck Driver Training and Education School - TTDR - 500 (Tractor - Trailer, Basic)	N	38	42	90.48%	42	43	97.67%	\$ 18,033.00
Diesel Driving Academy - Advanced Tractor Trailer Driver Training	N	2	2	100.00%	2	2	100.00%	\$ 8,909.00
International Schools - Professional Driver Training	N	77	94	81.91%	85	95	89.47%	\$ 19,261.00
MT Training Center - Advanced CDL Driver Training for the Entrepreneur	N	1	1	100.00%	1	1	100.00%	\$ -
MT Training Center - Truck Driving	N	17	19	89.47%	17	18	94.44%	\$ 17,394.00
Richland College (DCCCD) - Truck Driving - Professional	N	4	5	80.00%	6	6	100.00%	\$ 11,234.00
Truck Driver Institute - Custom Motor Carrier Driver Training	N	23	26	88.46%	20	21	95.24%	\$ 13,173.00
Vision Truck Driving School - Vision Truck Driving	N	37	44	84.09%	47	48	97.92%	\$ 16,733.00


RECOMMENDATION: Based on Board policy, staff conducts a Training Provider review annually. Training Programs that are missing two or more program goals are recommended for removal. Board authorization to remove Eastfield College - Business Office Systems & Support Executive Assistant Program and Mountain View College Management program.

**MEANS, ENDS AND EXPECTATIONS
DETAIL EXPENDITURE REPORT
JULY, 2016**

Denotes low expenditures


Contract Name	Contract #	End Date	Budget	Cumulative Expenses	% Expended	% Expected	Obligations	Total Expenses + Obligations	% Expenses Obligations
WIOA-YOUTH-PROGRAM	0615WOY000	6/30/2017	\$ 4,364,184.00	\$ 1,983,986.57	45.46%	80.00%	\$ 2,167,377.33	\$ 4,151,363.90	95.12%
WIOA-YOUTH-ADMIN	0615WOY000	6/30/2017	\$ 484,909.00	\$ 137,522.97	28.36%	80.00%	\$	\$ 137,522.97	28.36%
TOTAL YOUTH			\$ 4,849,093.00	\$ 2,121,509.54	43.75%	80.00%	\$ 2,167,377.33	\$ 4,288,886.87	88.45%
WIOA-ADULT-PROGRAM	0615WOA000	6/30/2017	\$ 4,345,117.00	\$ 3,072,690.53	70.72%	80.00%	\$ 973,387.89	\$ 4,046,078.42	93.12%
WIOA-ADULT-ADMIN	0615WOA000	6/30/2017	\$ 482,790.00	\$ 200,001.68	41.43%	80.00%	\$	\$ 200,001.68	41.43%
TOTAL ADULT			\$ 4,827,907.00	\$ 3,272,692.21	67.79%	80.00%	\$ 973,387.89	\$ 4,246,080.10	87.95%
WIOA-DISLOCATED -PROGRAM	0615WOD000	6/30/2017	\$ 4,401,431.00	\$ 3,418,859.95	77.68%	80.00%	\$ 766,676.27	\$ 4,185,536.22	95.09%
WIOA-DISLOCATED-ADMIN	0615WOD000	6/30/2017	\$ 489,047.00	\$ 49,107.77	10.04%	80.00%	\$	\$ 49,107.77	10.04%
TOTAL DISLOCATED WORKER			\$ 4,890,478.00	\$ 3,467,967.72	70.91%	80.00%	\$ 766,676.27	\$ 4,234,643.99	86.59%
TOTALS			\$ 14,567,478.00	\$ 8,862,169.47	60.84%	80.00%	\$ 3,907,441.49	\$ 12,769,610.96	87.66%
WIOA-YOUTH-PROGRAM	0616WOY000	6/30/2018	\$ 3,799,116.00	\$ -	0.00%	8.33%	\$ -	\$ -	0.00%
WIOA-YOUTH-ADMIN	0616WOY000	6/30/2018	\$ 422,123.00	\$ -	0.00%	8.33%	\$	\$ -	0.00%
TOTAL YOUTH			\$ 4,221,239.00	\$ -	0.00%	8.33%	\$ -	\$ -	0.00%
WIOA-ADULT-PROGRAM	0616WOA000	6/30/2018	\$ 566,741.00	\$ -	0.00%	8.33%	\$ -	\$ -	0.00%
WIOA-ADULT-ADMIN	0616WOA000	6/30/2018	\$ 62,971.00	\$ -	0.00%	8.33%	\$	\$ -	0.00%
TOTAL ADULT			\$ 629,712.00	\$ -	0.00%	8.33%	\$ -	\$ -	0.00%
WIOA-DISLOCATED -PROGRAM	0616WOD000	6/30/2018	\$ 539,232.00	\$ -	0.00%	8.33%	\$ -	\$ -	0.00%
WIOA-DISLOCATED-ADMIN	0616WOD000	6/30/2018	\$ 59,914.00	\$ -	0.00%	8.33%	\$	\$ -	0.00%
TOTAL DISLOCATED WORKER			\$ 599,146.00	\$ -	0.00%	8.33%	\$ -	\$ -	0.00%
WIOA-Rapid Response	0616WOR000	6/30/2017	\$ 71,604.00	\$ 2,200.00	3.07%	8.33%	\$ -	\$ 2,200.00	3.07%
TOTALS			\$ 5,521,701.00	\$ 2,200.00	0.04%	8.33%	\$ -	\$ 2,200.00	0.04%

**MEANS, ENDS AND EXPECTATIONS
MONTHLY EXPENDITURE REPORT
JULY, 2016**

 Denotes low expenditures

Contract Name	Contract #	End Date	Budget	Cumulative Expenses	% Expended	% Expected	Obligations	Total Expenses + Obligations	% Expenses Obligations
WORKFORCE INVESTMENT ACT									
WIOA FORMULA FUNDS	0615 WIOA FUNDS	6/30/2017	\$ 14,567,478.00	\$ 8,862,169.47	60.84%	80.00%	\$ 3,907,441.49	\$ 12,769,610.96	87.66%
WIOA FORMULA FUNDS	0616 WIOA FUNDS	6/30/2018	\$ 5,521,701.00	\$ 2,200.00	0.04%	8.33%	\$ -	\$ 2,200.00	0.04%
RESOURCE ADMINISTRATION	0616RAG000	9/30/2016	\$ 8,735.00	\$ 7,250.72	83.01%	83.33%	\$ -	\$ 7,250.72	83.01%
TRADE ACT SERCVICES-2016	0616TRA000	12/31/2016	\$ 1,175,316.00	\$ 655,946.37	55.81%	N/A	\$ 316,148.17	\$ 972,094.54	82.71%
BOARD SERVICE AWARD	0616BSA000	12/31/2016	\$ 30,000.00	\$ -	0.00%	58.33%	\$ 15,000.00	\$ 15,000.00	50.00%
RSC-INDUSTRY RECOGNIZED SKILLS CER	0615RSC000	12/31/2016	\$ 191,291.00	\$ 39,494.51	20.65%	N/A	\$ 133,282.00	\$ 172,776.51	90.32%
WIOA Statewide-Local Innovation Partnership	0615WIP000	7/31/2016	\$ 126,484.00	\$ 124,873.12	98.73%	N/A	\$ -	\$ 124,873.12	98.73%
WIOA NDW-December 2015 Tornados	0616NDW000	4/30/2017	\$ 615,625.00	\$ -	0.00%	N/A	\$ -	\$ -	0.00%
Totals			\$ 22,236,630.00	\$ 9,691,934.19	43.59%		\$ 4,371,871.66	\$ 14,063,805.85	63.25%
WAGNER-PEYSER EMPLOYMENT SERVICE									
EMPLOYMENT SERVICES	0616WPA000	12/31/2016	\$ 494,172.00	\$ 368,138.33	74.50%	66.67%	\$ 2,457.93	\$ 370,596.26	74.99%
PERF.INCENTIVE-CLAIMANTREMPLOYMEN	0616PAA000	12/31/2016	\$ 30,000.00	\$ -	0.00%	58.33%	\$ -	\$ -	0.00%
WCI -Leadership Academy	0616WCI000	9/30/2016	\$ 5,200.00	\$ 4,253.34	81.80%	83.33%	\$ -	\$ 4,253.34	81.80%
WCI -Texas Veterans Leadership Program	"	"	\$ 8,584.00	\$ 7,153.30	83.33%	83.33%	\$ -	\$ 7,153.30	83.33%
WCI -AEL Integration Events	"	"	\$ 30,000.00	\$ -	0.00%	83.33%	\$ -	\$ -	0.00%
WCI -Youth Career Fairs	"	"	\$ 35,000.00	\$ -	0.00%	83.33%	\$ -	\$ -	0.00%
WCI -Hiring Red, White and You!	"	"	\$ 60,000.00	\$ 58,256.03	97.09%	83.33%	\$ -	\$ 58,256.03	97.09%
WCI -Food Bank Initiative	"	"	\$ 50,000.00	\$ 6,729.81	13.46%	83.33%	\$ 33,270.19	\$ 40,000.00	80.00%
WCI-Workforce Initiatives	0616WCI001	9/30/2017	\$ 85,000.00	\$ -	0.00%	6.25%	\$ -	\$ -	0.00%
Totals			\$ 797,956.00	\$ 444,530.81	55.71%		\$ 35,728.12	\$ 480,258.93	60.19%
FOOD STAMP EMPLOYMENT AND TRAINING									
Suppl. Nutrition Assistance Program	0616SNE000	9/30/2016	\$ 2,177,918.00	\$ 1,828,755.91	83.97%	83.33%	\$ 310,850.05	\$ 2,139,605.96	98.24%
Totals			\$ 2,177,918.00	\$ 1,828,755.91	83.97%		\$ 310,850.05	\$ 2,139,605.96	98.24%

**MEANS, ENDS AND EXPECTATIONS
MONTHLY EXPENDITURE REPORT
JULY, 2016**

 Denotes low expenditures

Contract Name	Contract #	End Date	Budget	Cumulative Expenses	% Expended	% Expected	Obligations	Total Expenses + Obligations	% Expenses Obligations
TEMPORARY ASSISTANCE FOR NEED FAMILIES									
NONCUSTODIAL PARENT CHOICES PRGM	0615NCP000	9/30/2016	\$ 466,893.00	\$ 388,074.31	83.12%	84.62%	\$ 63,194.35	\$ 451,268.66	96.65%
TEMPORARY ASSISTANCE NEEDY FAMILII	0616TAN000	10/31/2016	\$ 9,742,549.00	\$ 7,498,265.64	76.96%	76.92%	\$ 1,724,913.64	\$ 9,223,179.28	94.67%
Totals			\$ 10,209,442.00	\$ 7,886,339.95	77.25%		\$ 1,788,107.99	\$ 9,674,447.94	94.76%
CHILD CARE SERVICES									
CCF CCMS CHILD CARE	0616CCF000	12/31/2016	\$ 43,103,366.00	\$ 35,955,340.64	83.42%	66.67%	\$ 6,322,567.77	\$ 42,277,908.41	98.08%
CHILD CARE ATTENDANCE AUTOMATION	1616CAA000	11/30/2016	\$ 430,902.00	\$ 349,158.02	81.03%	83.33%	\$ 81,743.98	\$ 430,902.00	100.00%
CCM CCMS LOCAL INITIATIVE	0616CCM000	12/31/2016	\$ 6,925,983.00	\$ 96,420.68	1.39%	66.67%	\$ 6,767,988.48	\$ 6,864,409.16	99.11%
CHILD CARE DFPS	0616CCP000	8/31/2016	\$ 4,831,500.00	\$ 4,437,070.83	91.84%	91.67%	\$ 394,429.17	\$ 4,831,500.00	100.00%
CHILD CARE QUALITY	0616CCQ000	10/31/2016	\$ 1,406,245.00	\$ 720,636.62	51.25%	76.92%	\$ 567,663.52	\$ 1,288,300.14	91.61%
CHILD CARE QUALITY INITIATIVES	0615CQI000	12/31/2016	\$ 799,349.00	\$ 255,222.78	31.93%	79.17%	\$ 373,744.16	\$ 628,966.94	78.68%
PERFORMANCE INCENTIVE-CHILD CARE C	0616PAQ000	12/31/2016	\$ 75,000.00	\$ -	0.00%	58.33%	\$ 35,000.00	\$ 35,000.00	46.67%
Totals			\$ 57,572,345.00	\$ 41,813,849.57	72.63%		\$ 14,543,137.08	\$ 56,356,986.65	97.89%
STATE OF TEXAS									
ADULT EDUCATION AND LITERACY	0616AEL001	6/30/2017	\$ 5,156,948.00	\$ 396,956.92	7.70%	8.33%	\$ -	\$ -	0.00%
AEL-CAREER PATHWAY NAVIGATOR	0616AEL000	6/30/2017	\$ 132,921.00	\$ -	0.00%	8.33%	\$ -	\$ -	0.00%
Totals			\$ 5,289,869.00	\$ 396,956.92	7.50%		\$ -	\$ -	0.00%
GRAND TOTALS			\$ 98,284,160.00	\$ 62,062,367.35	63.15%		\$ 21,049,694.90	\$ 82,715,105.33	84.16%
PRIVATE									
TEXAS VETERANS COMMISSION	TVC	9/30/2016	\$ 126,000.00	\$ 93,979.38	74.59%	83.33%	\$ -	\$ 93,979.38	74.59%
AARP-BACK TO WORK +50	AARP	12/31/2016	\$ 25,000.00	\$ 3,195.53	12.78%	16.67%	\$ -	\$ 3,195.53	12.78%
HCA PARTNERSHIP INITIATIVE	0603WDR000	OPEN	\$ 431,833.04	\$ 382,095.58	88.48%	N/A	\$ -	\$ 382,095.58	88.48%
MOODY FOUNDATION		12/31/2016	\$ 175,000.00	\$ 175,000.00	100.00%	100.00%	\$ -	\$ 175,000.00	100.00%
Totals			\$ 757,833.04	\$ 654,270.49	86.33%		\$ -	\$ 654,270.49	86.33%

Workforce Solutions Greater Dallas
 Statements of Financial Position (Unaudited)
 July 31, 2016 and December 31, 2015

	07/31/2016	12/31/2015
ASSETS	(Unaudited)	(Audited)
Cash	\$ 1,529,564	2,633,454
Grants receivable	9,751,542	9,945,236
Advances and other receivables	631,272	31,245
Prepaid expenses	16,220	256,278
Investment	389,572	389,572
Equipment, net	1,626	1,626
Total assets	<u>\$ 12,319,796</u>	<u>13,257,411</u>
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	\$ 11,670,034	12,613,297
Employee benefits payable	389,572	389,572
Deferred revenue	12,628	7,191
Total liabilities	<u>12,072,234</u>	<u>13,010,060</u>
Unrestricted net assets	247,562	247,351
Commitments and contingencies		
Total liabilities and net assets	<u>\$ 12,319,796</u>	<u>13,257,411</u>

Workforce Solutions Greater Dallas
 Statements of Activities (Unaudited)
 Period ended July 31, 2016 and December 31, 2015

	07/31/2016	12/31/2015
	(Unaudited)	(Audited)
Revenues and other support:		
Revenues from grants and contracts	\$ 54,728,057	89,746,980
Other	58,805	98,176
Ticket to Work Receipts	—	—
Income from investments:		
Dividends & interest	211	13,335
Net realized/unrealized gain		(60,280)
Total revenues and other support	<u>54,787,073</u>	<u>89,798,211</u>
Expenses:		
Direct program services	52,938,131	86,510,449
Administration	1,848,731	3,344,212
Employee benefits		(60,280)
Total expenses	<u>54,786,862</u>	<u>89,794,381</u>
Change in unrestricted net assets	211	3,830
Net assets, beginning of year	<u>247,351</u>	<u>243,521</u>
Net Unrestricted assets, end of year	<u>\$ 247,562</u>	<u>247,351</u>

WORKFORCESOLUTIONS

GREATER DALLAS

UNEMPLOYMENT IN DALLAS COUNTY



EMPLOYER RECRUITING

NEW ACCOUNTS ADDED:

3,082

(YTD 2015-2016)



EMPLOYERS SERVED:

11,562

(YTD 2015-2016)

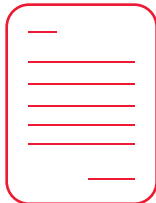
EMPLOYER ATTENDANCE

AT WORKFORCE

SPONSORED

JOB FAIRS

1,052



(Q3 2016)
* PARTIAL QUARTER

JOB'S FILLED THROUGH WORK IN TEXAS DOWN



30.1%

SINCE Q2 2016*

(Q2 2016 - Q3 2016)

* PARTIAL QUARTER

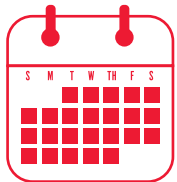
LAYOFFS IN DALLAS COUNTY DOWN



87.1%

SINCE Q2 2016

SALES TAX REVENUES FROM NEW JOBS YEAR-TO-DATE



\$2.6M

NUMBER OF JOBS FILLED IN DALLAS WORKFORCE AREA

THROUGH



13,221

(YTD 2015 - 2016)



GETTING PARENTS BACK TO WORK BY PARTNERING WITH CHILDCARE GROUP

AVERAGE NUMBER OF CHILDREN
SERVED PER DAY
THROUGH PARTNERSHIP



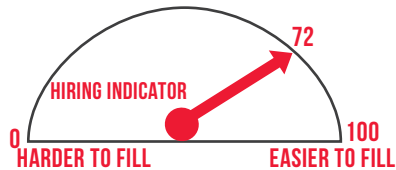
10,805

CURRENTLY

108.8%
OF TARGET

(YTD 2015 - 2016)

CAREER BUILDER SUPPLY & DEMAND



THE CAREER BUILDER HIRING INDICATOR REPRESENTS THE DEGREE OF DIFFICULTY TO ADDRESS JOB DEMAND BASED ON EXISTING JOB SUPPLY.

MIDDLE SKILLS OCCUPATIONS IN HIGH DEMAND

2016 - 2018
PROJECTED GROWTH RATE

3.7%

2015
AVERAGE WAGE

\$23.61

(Typical entry education level of High School Diploma)

CORPORATE EXPANSIONS & RELOCATIONS

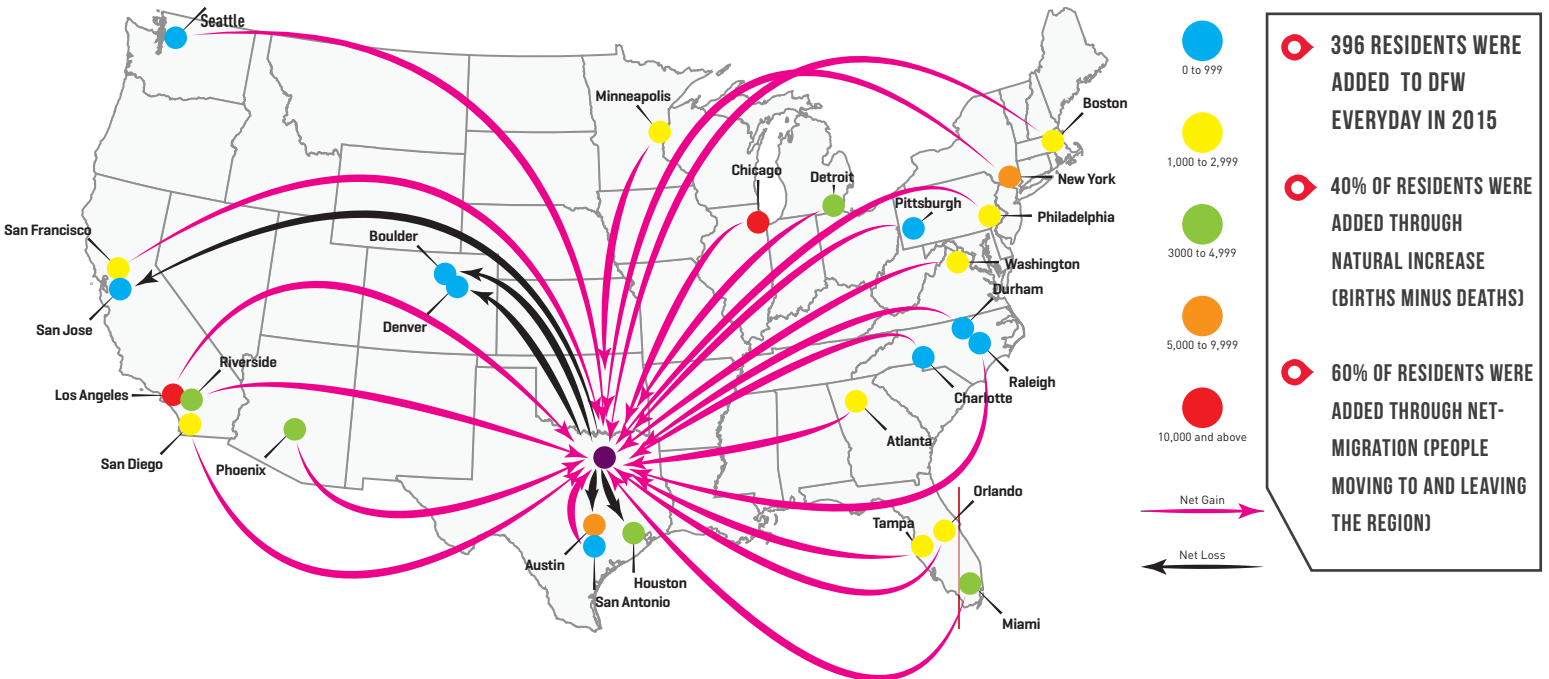
COMPANY NAME	CITY	NEW JOBS	YEAR ANNOUNCED	LOCATION TYPE
Smith & Nephew	Fort Worth	342	2015	HQ Relocation
Bassett Furniture	Grand Prairie	UD	2015	New Facility
Spirit Realty Capital, Inc.	Dallas	UD	2015	HQ Relocation
Facebook Inc.	Fort Worth	140	2015	New Facility
Medline Industries		UD	2015	New Facility
Thomson Reuters	Carrollton	250	2016	Expansion
Calcomp, Inc.	Fort Worth	35	2016	New Facility
Jamba Inc.	Frisco	100	2016	HQ Relocation
McKesson Corp	Irving	975	2016	Expansion
Wesco Aircraft Holdings Inc.	Northlake	UD	2016	Expansion
Pegasus Foods	Rockwall	325	2016	New Facility
Saatchi & Saatchi	Dallas	150	2016	New Facility
Galderma	Fort Worth	342	2016	Expansion
Sunoco LP	Dallas	UD	2016	HQ Relocation
JPMorgan Chase	Plano	UD	2016	New Facility
C&S Propeller	Fort Worth	12	2016	HQ Relocation
Revere Capital LLC.	Dallas	UD	2016	HQ Relocation
Ulta	Dallas	UD	2016	New Facility

Total Jobs

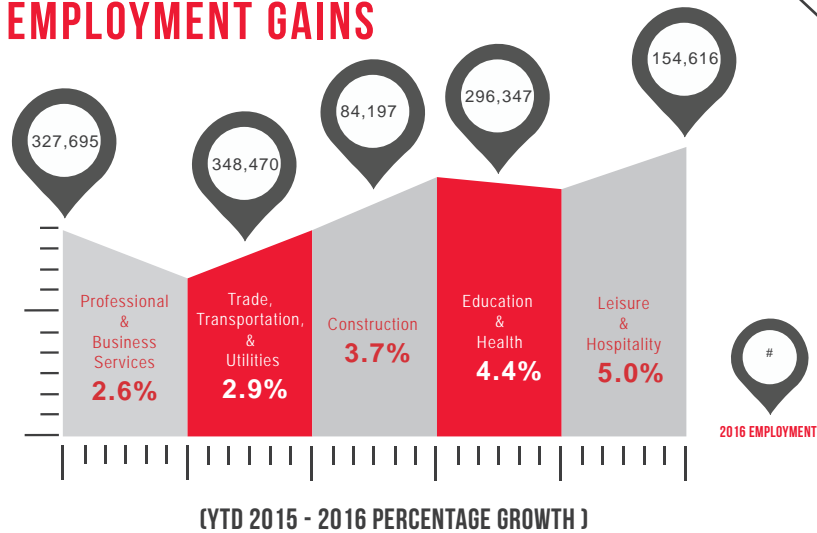
2,671

* UD - UNDISCLOSED

MEANS, ENDS, & EXPECTATIONS



EMPLOYMENT GAINS



“Our Starwood Hotels in the Dallas area have had the privilege of working with Workforce Solutions closely over the past few years. The Business Solutions Leaders have been engaging, dedicated and focused on providing opportunities for in the community to work. The Workforce Solutions team has gone above and beyond assisting our Starwood hotels with various job fairs and programs to recruit and market our properties. They have been true spokesmen of our company and aided in finding quality talent to fill our openings. We are truly thankful for this partnership”

MARY HAYNES,
AREA DIRECTOR OF HUMAN RESOURCES,
SHERATON DALLAS

JOB FAIRS AND EVENTS

- 📍 **D23 - GOES TO WORK JOB FAIR**
September 29, 2016
D23goes2work.org
- 📍 **HIRING RED, WHITE, & YOU**
November 10, 2016
Location : Gilley's Dallas
1135 S. Lamar Street,
Dallas, TX
When: 10:00 a.m. to 2:00 p.m.

COMPANY LAYOFFS	CITY	NOTICE DATE	# AFFECTED
Minyard Sun Fresh Market	Dallas	8/15/2016	96
TOTAL			96



New services at the Dallas Housing Authority!
 WFSDallas is now providing satellite services at 3 DHA communities: Buckeye Trails, The Hamptons at Lake West and Roseland Townhomes.



Workforce Week Dallas

**WORKFORCESOLUTIONS
 GREATER DALLAS**

SEPTEMBER 29TH

Paul Quinn College
 3837 Simpson Stuart Rd.
 Dallas, TX 75241

Workforce Roadshow

Find Your Career Pathway

11:00 am—3:00 pm

SEPTEMBER 27TH

Youth World

1121 W. Wheatland Rd.
 Dallas, TX 75232

SEPTEMBER 28TH

Skyline Public Library

6006 Everglade
 Dallas, TX 75227



CLOSE IT SUMMIT - SHIFT HAPPENS: NO TURNING BACK

Oct. 4th-6th, 2016 at the Hyatt Regency.

This year's conference highlights the SHIFT to competencies and what is happening in competency-based education, training, and hiring.



D23 GOES 2 WORK

D23 Goes \$ Work Job Fair
 Thursday, September 29, 2016
 Southwest Center Mall
 10 AM – 2 PM

Hiring Red, White & You! Job Fair

Gilley's Dallas

Thursday, November 10, 2016
 10:00 AM to 2:00 PM



*President's Briefing—Item A
Authorization of Contracts, Partnerships, and Agreements*

I. FY17 Arbor E&T, LLC. d.b.a. Rescare Workforce Services Contract (Workforce Operations)

ResCare's workforce operations contract ends on September 30th. On an annual basis, the services are reviewed for renewal. This is the fourth year of our procurement cycle for these services. The proposed budget is based upon existing pass-through training obligations, available grant funds, and maintaining proposed terms of their original contract indirect costs at 8% where funds are available. The final recommended contract is based upon the following recommendations for the contract beginning October 1, 2016 – September 30, 2017:

Grant	2016 Initial Budget	2017 Proposed Budget	Difference
Workforce Innovation and Opportunity Act - Adult 9 month budget	\$3,954,985	\$3,642,190	(\$312,795)
Workforce Innovation and Opportunity Act - Dislocated Worker -9 month budget	\$3,898,589	\$2,995,370	(\$903,219)
<i>Temporary Assistant to Needy Families*</i>	\$8,295,015	\$7,875,998	(\$419,017)
<i>SNAP E&T/SNAP ABAWD*</i>	\$1,752,106	\$1,633,283	(\$118,823)
<i>Trade Adjustment Assistance*</i>	\$1,075,690	TBD	
<i>Non-Custodial Parent *</i>	\$384,177	TBD	
Total Contract	\$19,360,562	\$16,146,841	(\$1,753,854)

** TAA and NCP grants have not been received, and will be contracted contingent upon receipt of grant.*

The profit matrix is usually presented at this time; however, the performance targets are still being determined due to WIOA rules and being negotiated with Texas Workforce Commission. We will bring a negotiated profit matrix back to the Board.

RECOMMENDATION: Board authorization for the approval of the FY2017 amounts presented above to contract with Arbor E&T, LLC d.b.a. Rescare Workforce Services to provide management and operations of the WFSDallas offices, effective October 1, 2016.

II. FY17 ChildCareGroup (Child Care Assistance) Contract

The Board's current contract with ChildCareGroup (CCG) will end October 31st as approved last month. However, new child care rules will be effective October 1st that are expected to increase direct care costs due to continuity of care where children will be eligible to receive services for 12 months. TWC anticipates that the changes required by the new rules (CCDBG Act) will have significant impact on both attrition rate and the anticipated level of CCDF enrollments; therefore a suspension of enrollments for new At-Risk child care was implemented on August 1, 2016. TWC held a statewide meeting with all Executive Directors to discuss the implications of the new rules and budget concerns on September 12th. An interim contract will be presented at the Board meeting to address the new rules.

III. WIOA Youth Services Contracts

The Board's contracts with current youth contractors listed below will expire September 30th. Staff recommends an annual contract with the existing contractors. The list below includes each contractor's initial 2016 budget amounts and the proposed budget effective October 1st:

Youth Services Contract	2016 Initial Budget	2017 Proposed Budget	Difference
ResCare Workforce Services	\$2,200,000	\$2,300,000	\$100,000
DCCCD-Richland College	\$1,100,000	\$500,000	(\$600,000)*
Gulf Coast Trades Center	\$75,000	\$150,000	\$75,000

*\$300,000 will be available to Richland for specialized ITAs via ResCare (see next item).

RECOMMENDATION: Board authorization to contract with the existing contractors to provide youth services as presented above, effective October 1, 2016 through September 30, 2017.

IV. Sector Projects for WIOA

Infrastructure Sector Training

According to a new survey by the Associated General Contractors of American, almost two-thirds of U.S. construction companies say they can't find the workers they need. The Dallas Morning News reports that, "Seventy-four percent of Texas construction companies say they are having a hard time finding enough workers to meet demand and almost 70 percent of Texas construction companies plan to hire hourly workers in next 12 months. Two training opportunities for young adult job seekers have been identified to help with the pipeline short. Richland College/Innercity Community Development Corporation (ICDC) and Construction Education Foundation have indicated they have the capacity to absorb additional students in their current programs. Staff recommends \$300,000 in WIOA Youth Funds for Individual Training Accounts to be used for infrastructure-related training at, but not limited, to Richland College/ICDC and Construction Education Foundation.

RECOMMENDATION: Board authorization to contract \$300,000 in WIOA youth funds to ResCare for infrastructure-related training (ITAs) scholarships, as presented above.

Retail Sector Training

Workforce Solutions Greater Dallas is a partner in **Innovate+Educate's Retail Plus** project, funded by a generous contribution of the WalMart Foundation. Partners include AT&T, Pepsi, Frito-Lay, Kroger, Lowes, CVS and Goodwill. Employers have helped Retail Plus develop skills assessments for entry and mid-skill workers that have led to the availability of online and in-classroom certification training. The work of Retail Plus has been adopted by DCCCD (Northlake and Cedar Valley) and the National Retail Federation, offering certified training to secure retail entry level employment skills and the necessary skills to advance in the industry.

RECOMMENDATION: Board authorization to commit \$300,000 currently contracted for ITA's (scholarships) within ResCare's WIOA funds for retail certification training supported by the work of Retail Plus.

V. FY17 Professional Services Contracts

The Board's contracts with current contractors listed below will expire September 30th and requires us to let new contracts. The professional services contractors and the proposed cost for fiscal year 2017 (October 1, 2016 through September 30, 2017) are listed below:

Professional Services Contractors	2016 Budget	2017 Proposed Budget	Difference
Christine H. Nguyen, CPA – Financial Monitor	\$147,960	\$162,565	\$14,605
Juanita Forbes & Associates – Program Compliance Monitor	\$172,880	\$177,710	\$4,830
QNet – Technology Services	\$314,021	\$369,817	\$55,796*

*QNet's cost increase includes salary increase for staff, computer refresh and facility costs.

RECOMMENDATION: Board authorization to contract with the above professional services contractors with the 2017 proposed budget amounts, effective October 1, 2016 through September 30, 2017.

VI. Other Services Contracts

Staff requests continued services with the following entities:

- **Business Access** to continue providing website hosting services October 1, 2016 through September 30, 2017 at cost not to exceed \$25,500 (\$2,125 per month); and
- **Social Impact Architects** to continue facilitation of the development and implementation of the Eco-System through June 30, 2017 with additional funds in the amount of \$10,000.

RECOMMENDATION: Board authorization to continue services with **Business Access** and **Social Impact Architects** as presented above.

VII. Adult Education and Literacy

It is anticipated that the Texas Workforce Commission (TWC) will issue a Request for Proposals (RFP) for Adult Education and Literacy and Professional Development Services within the next two months. Staff recommends we submit a proposal for the **Dallas County Adult Education and Literacy Consortium** (*Dallas County Community College District, Richardson ISD, Irving ISD, Richland College – Garland, ResCare Workforce Services and Wilkinson Center*) including other necessary partners in response to TWC's Request for Proposal for AEL and Professional Development Services. Additional information will be provided as a hand-out at the board meeting reflecting our past performance.

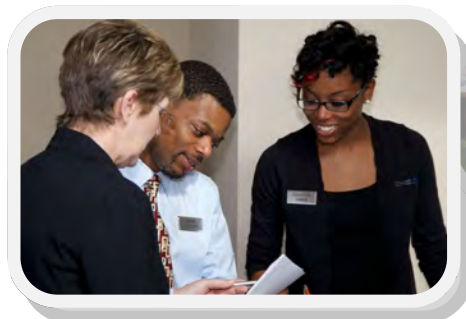
RECOMMENDATION: Board authorization to continue as the fiscal agent and administrative entity of the Dallas County Adult Education and Literacy Consortium. WFSDallas will coordinate the Dallas Workforce Ecosystem response to the upcoming procurements with the existing partners, and possible inclusion of additional partners, as necessary.



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- *Career Information
- *Job Search Assistance
- *Workshops
- *Career Pathway Videos
- *Educational Opportunities
- *Scholarships
- *Community Services

Workforce Solutions Greater Dallas is an Equal Opportunity Employer/Program.
Auxiliary aids and services are available upon request to individuals with disabilities.
Relay Texas: 711 | TDD: 1-800-735-2989 | Voice: 1-800-735-2988

Workforce Week Dallas
WORKFORCESOLUTIONS
G R E A T E R D A L L A S

*President's Briefing Item C
Policy*

Modification in Board policy #S0508 due to Federal Poverty Guidelines updates effective October 1, 2016. Please find the table below from Texas Workforce Commission policy guidance, WD 17-16.

BOARD CONTRACT YEAR 2017 INCOME LIMIT ELIGIBILITY CODE CARD FOR CHILD CARE SERVICES (Effective 10/1/16 – 9/30/17)




Family Size	Gross Annual Income								
	100% FPG	150% FPG	175% FPG	185% FPG	200% FPG	55% SMI	75% SMI	80% SMI	85% SMI
1	\$11,880	\$17,820	\$20,790	\$21,775	\$23,760	\$20,394	\$27,810	\$29,664	\$31,518
2	\$16,020	\$24,030	\$28,035	\$29,471	\$32,040	\$26,669	\$36,367	\$38,791	\$41,215
3	\$20,160	\$30,240	\$35,280	\$37,167	\$40,320	\$32,944	\$44,923	\$47,918	\$50,913
4	\$24,300	\$36,450	\$42,525	\$44,863	\$48,600	\$39,219	\$53,480	\$57,046	\$60,611
5	\$28,440	\$42,660	\$49,770	\$52,559	\$56,880	\$45,494	\$62,037	\$66,173	\$70,309
6	\$32,580	\$48,870	\$57,015	\$60,255	\$65,160	\$51,769	\$70,594	\$75,300	\$80,006
7	\$36,730	\$55,095	\$64,278	\$67,951	\$73,460	\$52,945	\$72,198	\$77,012	\$81,825
8	\$40,890	\$61,335	\$71,558	\$75,647	\$81,780	\$54,122	\$73,803	\$78,723	\$83,643
9	\$45,050	\$67,575	\$78,838	\$83,343	*	\$55,299	\$75,407	\$80,434	\$85,461
10	\$49,210	\$73,815	\$86,118	*	*	\$56,475	\$77,012	\$82,146	\$87,280
11	\$53,370	\$80,055	*	*	*	\$57,652	\$78,616	\$83,857	\$89,098
12	\$57,530	\$86,295	*	*	*	\$58,828	\$80,220	\$85,568	\$90,916
13	\$61,690	\$92,535	*	*	*	\$60,005	\$81,825	\$87,280	\$92,735
14	\$65,850	*	*	*	*	\$61,181	\$83,429	\$88,991	\$94,553
15	\$70,010	*	*	*	*	\$62,358	\$85,034	\$90,703	\$96,371

RECOMMENDATION: Board authorization to approve the policy presented above.

*President's Briefing Item D
Lease*

We have reached an agreement and signed the lease to the old library in Pleasant Grove. We anticipate receiving a final executed lease in the next few days, and hopefully taking possession of our newest workforce center in January 2017.

Quality Assurance and Oversight – President's Briefing – Item E

-  Review final with no issues
-  Pending final review
-  Review final with issues

<p>January 2016 ChildCareGroup Child care services DC 01-16</p>		<p>Program Review of Child Care Services. Recommendations were made relating to the following areas: Redetermination/recertification, eligibility, parent share of cost, documentation, referral for care and actions. Status: Pending monitor response.</p>
<p>August 2016 ResCare Choices DC 02-16</p>		<p>Program Review of Choices. Recommendations were made relating to the following areas: Eligibility, assessment, family employment plan, family work requirement, and support services. Status: Pending contractor response.</p>
<p>August 2016 ResCare NCP DC 03-16</p>		<p>Program Review of NCP. Recommendations were made relating to the following areas: Eligibility, intake, IEP, assessment, activities, case management and support services. Status: Pending contractor response.</p>
<p>August 2016 ResCare TAA DC 04-16</p>		<p>Program Review of TAA. Recommendations were made relating to the following areas: Additional requirements, waiver, re-employment and training plan, training and case management. Status: Pending contractor response.</p>

FYI

Dallas Morning News

When should workforce training start? As early as pre-K, Dallas coalition says



Jae S. Lee/Staff Photographer, Teacher Traven Webb plays with his Pre-K Students at NW Harlee Early Childhood Center in Dallas.

By Jill Cowan

Economy reporter

Published: 09 September 2016 04:49 PM

Updated: 12 September 2016 11:11 AM

Scott McClelland -- the H-E-B executive perhaps most recognizable for affably enduring light ridicule at the hands of football star J.J. Watt in the grocery chain's TV commercials -- didn't lay bare some grand corporate malfeasance or announce plans to shutter stores. But his

testimony before legislators last year startled advocates nonetheless.

McClelland told members of the Texas House public education committee a bit about H-E-B's employee training materials. More specifically, about how they'd recently had to rewrite them for a fifth grade reading level, down from an eighth grade reading level. "I work in the supermarket business -- we're not rocket science," he said recently. "If that happens in oil and gas and high tech, businesses that may not have huge brick and mortar presence on the ground will go elsewhere and it's going to be bad for our cities." McClelland, president of H-E-B's Houston region, has become a loud voice for increasing access to high-quality prekindergarten. Now, he's working with a group of Dallas stakeholders -- including the Commit! educational partnership, the Dallas Regional Chamber of Commerce and the Dallas Foundation, among others -- who hope the North Texas business community will follow suit, adding needed firepower to a statewide effort. Early Matters Dallas, the local arm of the Houston partnership, will host a two-day summit Nov. 1 and 2, where organizers will target more than 100 business executives and civic leaders for their buy-in. Top executives of many of the region's Fortune 500 companies and biggest employers are on the invite list.

The group's goal is to convince high-profile community members that early childhood education's importance goes beyond babysitting, in hopes that they'll push for legislative change and back initiatives with charitable giving. "The crux of those two days is really to make the case, certainly to the corporate community and the larger community, that this is a workforce issue," said Regen Fearon, a Dallas Foundation board member who is heading the organization's early childhood initiative. "We're trying to tee everybody up for the fact that the legislative session is starting in January." The Early Matters Dallas summit program includes a small reception with Mayor Mike Rawlings for about 20 CEOs as well as "think tank"-style conversations and a keynote speech by Gen. Colin Powell, who also spoke at a Houston summit two years ago. Policymakers have long cited reams of studies that draw a direct line between early childhood learning and later academic success. One often-quoted statistic says that although 90 percent of a child's brain development happens by age 5, just 5 percent of the money spent on public education is devoted to early childhood. The White House, in launching its own summit on early childhood education, cited research that found a return of about \$8.60 for every \$1 spent on early learning. That's because kindergarten readiness means that kids are much more likely to read at grade level by third grade and they're much more likely to graduate. Then, those kids are more likely to become working taxpayers who don't use as many social services dollars. In Texas, a push to mitigate those effects resulted in the passage of legislation last year that McClelland and others have described as a positive, but not enough. The law, known as House Bill 4, made extra pre-K money

available for school districts that agreed to take on new standards, such as hiring only certified teachers and using a Texas Education Agency-approved curriculum. Currently, the state pays for half-day pre-K classes for children if their parents decide to enroll them. Some families who meet certain conditions, such as qualifying for free or reduced lunches or having military veteran status, are eligible for free full-day pre-K.

Expanding pre-K access was among Gov. Greg Abbott's top campaign priorities. Some conservative legislators, however, have contended that the plan is an unnecessary use of limited state money and that parents should have discretion over where their kids learn. In an explanation of his vote against HB 4, state Sen. Don Huffines (R-Dallas) wrote that the legislation was a missed "opportunity for parental empowerment." "Nothing will ensure high quality ... like empowering parents with choice," he wrote. "Competition in public education will improve quality and lower costs." Other state and local policymakers have expressed concerns about implementation. Just last month, Dallas ISD trustees narrowly decided against putting a 13-cent property tax hike on the November ballot to expand early childhood and other programs. But state Rep. Eric Johnson (D-Dallas), who has pushed for expanding pre-K funding to a full day, said that more aggressively framing the issue as an economic imperative for legislators who pitch themselves as business-friendly could be a convincing approach in Austin.

For him, he said, broader access to early childhood education is a way to help low income students -- particularly students of color -- who are more likely to start kindergarten at a disadvantage. For others, it's more directly a money matter. "It's super important that we invest this money this way," he said. "If someone comes at it saying, 'I just want to save on how much we're spending on criminal justice, or from the religious moral perspective or in business, saying, 'This is the human capital I need' -- those are all valid reasons." Laurie Bouillion Larrea, president of the state-mandated nonprofit Workforce Solutions Greater Dallas, said the benefits of early childhood education are twofold. In the short term, access to free child care allows parents to get to work consistently. And in the longer term, those students will feed North Texas' booming economy. Larrea's agency works with roughly 12,000 to 15,000 of the 70,000 registered employers in Dallas County each year. Recently, she said, they've been contending with a talent shortage. That's in large part because workers lack skills that are becoming increasingly important, as jobs shift away from ones you can do with only on-the-job training. "Instead of calling them 'soft skills,' you might as well call them required skills," Larrea said. "You need to be able to work in teams, conflict resolution -- then the major issue begins with basic math, basic reading and writing."

In the brightly painted halls of DISD's N.W. Harlee Early Childhood Center, Principal Onjaleke Brown said her team of pre-K teachers are trained to foster those skills naturally -- that way, by the time kids get to test time in 3rd grade, "it's a breeze." You won't see any 3-year-olds doing worksheets or flashcards. Instead, the "kiddos," as Brown calls them, tote name cards from station to station, deciding which activities they wanted to test out. Posters in English and in Spanish illustrate shapes, colors and emotions. Teachers sit down next to the kids, asking questions about what they're up to. Four-year-old Riley announced proudly that he'd built a robot with lasers out of Lego blocks. Ana, also 4, had painted a maze of aquamarine flecked with purple. Her teachers pointed out that it looked a little like a Jackson Pollock canvas. Brown said her goal is to eventually give every child in the district access to that kind of education early on. And she welcomed backing from the business community to get it done. "Tell those business guys, 'Give me 30 minutes,' " she said with a grin, sparkling green ballet flats glinting on her feet. "We'll see if this is just babysitting."

America's Top 22 Culinary Schools - Congratulations to our partners at DCCCD El Centro!!!



At the International Culinary Center in New York City, students tend to be a little older, typically age 24 to 30. Founder and CEO Dorothy Cann Hamilton has seen a lot of evolution since the school opened in 1984, but what hasn't changed is the passion of culinary students. INTERNATIONAL CULINARY CENTER

Culinary educations are evolving to connect foodservice to a bigger worldview that encompasses eating for health and wellness, sustainable practices, and an understanding of entrepreneurial business.

The shortage of skilled kitchen labor: That's what everyone keeps talking about, and it isn't going to change any time soon. The National Restaurant Association predicts 1.7 million new restaurant jobs will be created in the decade leading up to 2026. To answer this demand, top culinary schools around the country are working to keep the employment pipeline filled with well-trained graduates. For operators and chefs, it helps to know the best programs to recruit from and how culinary education and foodservice careers are evolving. Starting with lists that named more than 1,000 schools and educational programs, *FSR* researched and identified 22 top schools. Among this group, the culinary curricula and degrees are as varied as the opportunities for careers post-graduation—and that diversity reflects the needs of those hiring graduates as well as those applying to schools.

From baccalaureate degrees awarded by The Culinary Institute of America (CIA) and Johnson & Wales University, to diploma programs at the Institute of Culinary Education and the International Culinary Center, to associate degrees and certification programs at schools around the country, don't expect the best culinary educations to look alike. There are, however, certain characteristics that hold true across all of the best culinary curricula.

The top schools have proven reputations with strong ties to leaders in the industry and alumni who are excelling in foodservice. Accreditation by organizations such as the American Culinary Federation Education Foundation (ACFEF) or the Accrediting Commission of Career Schools and Colleges (ACCSC) adds a weighty stamp of authority. Costs range from six-figure tuitions akin to Ivy League degrees to more affordable programs that may be completed in months not years and often are funded by federal grants or scholarships. Real success is measured not in dollars invested but rather in how prepared graduates are and the school's job placement rate.

The quality of the education depends upon many factors—the qualifications of chef instructors, the student-teacher ratio, and the amount of time spent in hands-on kitchen practice—all of which speak to the value and viability of the culinary curriculum. That educational expertise exists in trade schools as well as university settings. Kevin Arnett, culinary program director at the Institute of Technology Culinary School in Clovis, California, explains, "We have to place 80 percent of our students within 60 days of graduation," or the program would be at risk to lose funding from the federal government.

The school, which has more than 240 students enrolled at its two campuses, has seven teaching kitchens and includes nine courses of full-time kitchen work. Recently the program transitioned to three sessions—

morning, afternoon, or night schedules—so the school could bring class sizes down to 15 students per class instead of 25 to 30 people.

Whether a program is like IOT, which offers a Professional Associate in Occupational Studies (AOS) degree, or is a university offering a bachelor's degree, top school administrators agree that a quality education begins with basic cooking fundamentals and a realistic perception of what an intense kitchen culture entails.

“What remains important is a sense of continuity. The rigorous teaching of the classic fundamentals of cooking can't be short-circuited or sidestepped,” says Peter Lehmuller, dean of the College of Culinary Arts at Johnson & Wales University. “Cooking fundamentals have to be taught: People have to know how to use a knife, how to bake properly and fold dough, how to sauté.”

Christopher Koetke, vice president of culinary arts at Kendall College, echoes that the foundational piece of a culinary education doesn't change. He also notes the importance of preparing students for the pressure cooker culture inherent to kitchens: “What Kendall is known for is its intense learning environment. We don't shy away from stress. We use real-life situations where students have pressures they will face in the industry. That is how you produce graduates who are ready for the industry.”

Another key aspect to having graduates who can lead the foodservice industry is to remain visionary and teach to the future. “Going forward, educators need to focus on teaching students how to connect food to overall health and wellness,” Lehmuller says. “All culinary students in the 21st century need to understand the relationship between diet and health in a more clearly articulated way than in the past—they have to know how to cook for human nutrition.”

Vision for the Future

For all the things that don't change in the kitchen, leaders of top culinary schools see a world of difference in today's foodservice careers and in the ways that education must evolve to prepare students for the future, frequently noting the rapidly changing foodservice landscape where the traditional path to careers in restaurants has been replaced with options across multiple industries.

There are also subtle differences in the students seeking culinary degrees. Mark Erickson, provost at The Culinary Institute of America, says there are more college-bound individuals entering the CIA. “For many years, the culinary path was not considered to be within the scope of a traditional college-bound student,” he says. “But today, because the profile of the chef has risen in the public consciousness and because of the recognition of it by other professions—such as the healthcare industry and business—it's not just [a career path] for the pirates; it is a valid profession.”

Culinary professions have risen in prestige as well as in scope and diversity. “It's not a linear path anymore,” Lehmuller says, “and we respond to that through internship opportunities, through study abroad programs, through relationships with medical schools. ... We had to stop looking at culinary education as simply a feeder for the restaurant industry. Students want career opportunities; they want choice.”

That's a scary reality for operators and chefs who are grappling with the labor shortage in the kitchen. Dorothy Cann Hamilton, founder and CEO of The International Culinary Center, says, “Only about half of our current students want to do restaurant work.” A stark contrast to when the school started in 1984 and everyone was focused on restaurants.

The positive spin on that message is the ensuing diversity and talent pool impacting all facets of foodservice. Hamilton notes, “We have an education department that is constantly tweaking our curriculums. We used to teach restaurant management, but we've evolved that into culinary entrepreneurship because everyone isn't necessarily pursuing a restaurant career.” She describes ICC graduates who are seeking work in schools, new product development, food trucks, and food media.

Still, it's the restaurant alumni who bring the big bragging rights back to the schools. When she talked with *FSR*, Hamilton was returning from a visit with ICC grad Joshua Skenes, chef/owner of Saison in San Francisco. “We have two graduates among the Top 50 restaurants of the world—that would be Josh at Saison and Dan Barber at Blue Hill at Stone Barns,” she says. “They're both very active with the school, and Dan teaches in the farm-to-table program.”

Despite the breadth of industries where job opportunities exist, Lehmuller acknowledges there are always students intent on becoming a celebrated restaurateur. “We have a core group of people who only want to do fine dining: That’s their passion and nothing else will do—and we will never try to dissuade them from that goal. We do try to help them understand it is a difficult task, but the reward is phenomenal.”

Despite those rewards and the demand for chefs in restaurant settings, the top culinary schools increasingly talk about all of the unconventional career paths that are open to graduates—and topics like nutrition, sustainability, entrepreneurship, business management, and food sciences are woven into discussions throughout the curriculum, rather than being an occasional mention or an isolated elective course.

That is certainly true at Kendall College, and Koetke notes the school’s curriculum continues to prepare more “high-level” courses to enable both the school and its graduates to effectively compete in today’s market. Kendall College is affiliated with the culinary programs at 21 campuses around the world, and Koetke says, “When we talk about where culinary education is going, it’s all about internationality.” But he doesn’t mean that simply in the sense of chefs exploring other cultures.

“Chefs have taken a different view,” he explains, “and are asking, ‘Why does food have to be better if it’s from somewhere else?’ What’s in my world that’s amazing?’ Now, chefs are looking inward instead of outward to make really interesting food. That might seem to suggest isolationism, where everything happens in its own little corner of the world, but internationality can only truly happen when you get people all over the world looking at their own special food—and then you have something to share. If everyone is only looking at French food or Spanish food, then why travel?

“But when you have chefs all over the world looking at their own [culture] and fixing the recipes of their grandmothers with regional ingredients and talking to local farmers, what comes out of that is amazing. The people who will be successful moving forward have to understand and be part of that internationality. Now, the world is so interconnected there is no other option.”

The Culinary Institute of America

Why Hire a Graduate

When chefs and operators talk about the shortage of kitchen help, often what is needed are hard-working individuals willing to pay their dues on the line—so the questions become: Are culinary graduates willing to do this, and what skills do graduates bring that make them a better hire?

The answers vary by individual and by the type of degree earned, but conventional wisdom from operators and school administrators alike is that it’s hard to go wrong by hiring an individual who’s graduated from a top culinary program.

It’s also become easier to see what a graduate has accomplished in school, thanks to the ubiquitous presence of photo-snapping phones in the classroom, as Lehmuller explains: “The iPads and smartphones have produced positive results as well because they allow us to take pictures and document the personal portfolios of students’ work and progress.” By replacing in-class lectures with video, online quizzes, and other virtual tools, Johnson & Wales has leveraged technology to increase active learning, which helps long-term retention of the material. “Students come into lab class ready to start cooking, ask questions, and have a more interactive experience. The application of technology in the classroom is ground-shifting.”

The question of whether or not a formal culinary education is necessary comes up often, asked by potential students as well as by those recruiting graduates. Erickson counters the oft-raised, “Do you need to go to culinary school to be a chef?” with his own challenge for potential CIA grads: “Define what you mean by chef. Because, do you need to go to school to be a line cook? No, that is not necessary. But there’s a vast difference in being a line cook and being a chef. When you think about the skill set required of a chef—meaning a leader of a kitchen who is running a multi-million-dollar business and is skilled at his craft but also able to be a business person and interact with the media—those are skills that you just don’t learn by working on the line.” That said, Erickson fully expects CIA grads still have some learning and experience to acquire. “My advice to young graduates is that the pathway to becoming an executive chef is very similar to that of becoming a

doctor. ... Go find a great place to do your residency where you are going to work in a very intense environment, whether it's on the line or in food production, under the tutelage of somebody who is a master or an experienced professional. That crucible is going to be the place where your character as a chef is going to be fired—and, just like a residency for a doctor, it's intensive hours, it's a lot of stress, and it puts you in situations where you have to think very quickly on your feet. What happens is that things you know in theory become ways you react instinctively.”

Accreditations

ACCET Accrediting Council for Continuing Education and Training

ACCSC Accrediting Commission of Career Schools and Colleges

ACFEF American Culinary Federation Education Foundation

IACP International Association of Culinary Professionals

WACS World Association of Chefs Societies

Note: Tuition does not include room and board. In most cases, fees are included or noted.

Top Culinary Schools Offering Bachelor's Degrees

The Culinary Institute of America

HYDE PARK, NEW YORK; ST. HELENA, CALIFORNIA; SAN ANTONIO, TEXAS; SINGAPORE

ESTABLISHED: 1946

ACCREDITATION: The Middle States Commission on Higher Education

PROGRAMS: Culinary Arts / Baking and Pastry Arts / Culinary Science / Food Business Management / Applied Food Studies

DEGREES: Bachelor's and Associate degrees / Certificates for Advanced Studies

TIME: Eight semesters plus one externship semester

TUITION: \$15,365 to \$17,320 per semester, varies by campus

WEBSITE: CIAchef.edu

Students at the CIA are required to work in campus-based restaurants. Bachelor's degree students also develop and execute a charity dining event as part of their senior project. In addition to casual bakery cafés at each campus, the flagship Hyde Park campus restaurants feature contemporary American, Italian, or French cuisine. The California campus has two restaurants that highlight wine, farm-to-table fare, and environmental stewardship. The restaurant on the San Antonio campus features Latin American cuisine. In addition to providing students with ample hands-on restaurant experiences, the CIA reports that about 90 percent of its students receive some form of financial aid.

International Culinary Schools at The Art Institutes

A SYSTEM OF MORE THAN 50 SCHOOLS THROUGHOUT NORTH AMERICA; 28 CAMPUSES HAVE CULINARY PROGRAMS.

ESTABLISHED: 1991

ACCREDITATION: ACFEF on 21 campuses

PROGRAMS: Culinary Arts / Baking and Pastry / Culinary Management

DEGREES: Associate of Applied Science (AAS) / Culinary Diploma / Bachelor of Science

TIME AND TUITION*: An AAS degree typically requires six quarters, with a total cost of \$45,000 to \$50,000; a Culinary Diploma requires four to five quarters, with a total cost of \$29,000 to \$32,000; and a BS degree requires 12 quarters, with a total cost of \$93,000 to \$95,000. (Requirements and costs are estimated; actual costs vary by campus.)

WEBSITE: ArtInstitutes.edu

Johnson & Wales University

PROVIDENCE, RHODE ISLAND; CHARLOTTE, NORTH CAROLINA; DENVER, COLORADO; NORTH MIAMI, FLORIDA

ESTABLISHED: 1914

ACCREDITATION: New England Association of Schools and Colleges

PROGRAMS: Culinary Arts and Foodservice Management / Culinary Arts / Culinary Nutrition / Baking & Pastry Arts / Baking & Pastry Arts and Foodservice Management / Beverage Industry Operations and Retail Management / Restaurant, Food & Beverage Management / Food & Beverage Entrepreneurship

DEGREES: Associate in Science / Bachelor of Science / Continuing Education / Master of Teaching (Programs and degrees vary by campus.)

TIME TO COMPLETE: Three to four years, with options for accelerated graduation in four terms instead of six terms available in some instances.

TUITION: \$30,396 per academic year, plus a \$350 fee in the first year

WEBSITE: jwu.edu

Within its College of Culinary Arts, the average associate degree-seeking person graduates within two years. The average bachelor's degree-seeking person graduates within four years.

Kendall College School of Culinary Arts

CHICAGO

ESTABLISHED: 1985

ACCREDITATION: ACFEF and the Higher Learning Commission

PROGRAMS: Culinary Arts / Baking and Pastry

DEGREES: Associate of Applied Science / Accelerated Associate of Applied Science / Bachelor of Arts

TIME: Seven to 13 quarters. The Accelerated Degree, which can be completed in five quarters, is available to individuals who already have a bachelor's degree.

TUITION: \$8,041 per quarter for full-time students; \$655 per credit hour for part-time students (Additional fees are incurred for uniforms, supplies, kitchen tools, labs, and internships.)

WEBSITE: kendall.edu/learn/culinary-arts/

New England Culinary Institute

MONTPELIER, VERMONT

ESTABLISHED: 1980

ACCREDITATION: ACCSC

PROGRAMS: Culinary Arts / Professional Baking and Pastry / Food, Beverage, and Business Management / Hospitality and Restaurant Management

DEGREES: Certificate in Professional Cooking / Certificate in Professional Baking and Pastry / Associate in Occupational Studies / Bachelor of Arts

TIME AND TUITION*: Professional Certificates require six months, cost \$8,300

- An AOS degree in Culinary Arts takes 24 months, cost \$61,300

- An AOS in management takes 15 months, cost \$40,300

- A BA in Culinary Arts requires 39 months, cost \$88,550

- A BA in management requires 15 months, cost \$32,050

*(Costs quoted are for graduates who completed degrees in 2015.)

WEBSITE: neci.edu

The job placement rate for graduates earning an AOS in Culinary Arts in 2015 was a perfect 100 percent; the job placement rate for those with a BA in Culinary Arts was 76 percent. In 2015, the placement rate for graduates with a Certificate in Professional Cooking was 82 percent, and for graduates with a Certificate in Professional Baking and Pastry the job placement rate was 95 percent.

Platt College

OKLAHOMA CITY, TULSA, AND MOORE, OKLAHOMA

ESTABLISHED: 1979

ACCREDITATION: ACCSC

PROGRAMS: Culinary Arts / Pastry Arts / Hospitality and Restaurant Management

DEGREES: Culinary Diploma / Applied Science / Bachelor of Science

TIME AND TUITION: The Culinary Arts program is designed to take 68 weeks, tuition \$31,72

- The Pastry Arts program is designed to take 47 weeks, tuition \$22,520

- The Hospitality and Restaurant Management program is designed to take 104 weeks, tuition \$46,020

WEBSITE: PlattColleges.edu

Platt College, which has five campuses in Oklahoma, offers culinary programs at its Tulsa, Oklahoma City, and Moore locations. Platt College operates three restaurants on its campuses where culinary students work: Foundations Restaurant in Tulsa; Chefs di Domani in Oklahoma City; and The Union Restaurant & Bakery in Moore.

The Restaurant School at Walnut Hill College

PHILADELPHIA

ESTABLISHED: 1974

ACCREDITATION: ACCSC

PROGRAMS: Culinary Arts / Pastry Arts / Restaurant Management / Hotel Management

DEGREES: Associate of Science / Bachelor of Science

TUITION AND FEES FOR 2016: \$7,530 to \$11,295 per term, depending on full-time vs. part-time enrollment

TIME: AS degree requires 15 to 18 months; BS degree requires 36 months

WEBSITE: WalnutHillCollege.edu

In 2015, the total cost for those graduating with a BS degree in Culinary Arts was \$91,100 and the school's job placement rate for those graduates was 100 percent. The total cost for graduates obtaining an AS degree in Culinary Arts or Pastry Arts was \$45,650 and the job placement rate was 83 percent and 74 percent, respectively. The school operates four on-campus restaurants, open to the public, where students work and learn.

Arizona Culinary Institute

SCOTTSDALE, ARIZONA

ESTABLISHED: 2002

ACCREDITATION: ACCSC

PROGRAMS: Culinary Arts / Baking / Restaurant Management

DEGREES: Diploma in Culinary Arts

TIME: 30 weeks (Day), 40 weeks (Night)

TUITION: \$27,795

WEBSITE: AZculinary.edu

The average class size is 10 to 15 students, and 80 percent of the time students spend in the kitchen involves hands-on work. The school boasts a placement rate of more than a 90 percent five-year average.

Auguste Escoffier School of Culinary Arts

AUSTIN, TEXAS, AND BOULDER, COLORADO

ESTABLISHED: 2010

ACCREDITATION: ACFEF, ACCET, IACP, and WACS

PROGRAMS: Culinary Arts / Pastry Arts

DEGREES: Applied Science Degree in Culinary Arts / Diploma in Culinary Arts / Diploma in Pastry Arts

TIME: 40-week and 60-week programs, plus required externships

TUITION: \$17,250 to \$29,950, varies by degree and campus

WEBSITE: escoffier.edu

Both schools existed prior to becoming Auguste Escoffier schools: The Austin campus was founded in 2001 as the Culinary Academy of Austin, and the Boulder school began in 1994 as the Culinary School of the Rockies.

Culinary Institute LeNôtre

HOUSTON

ESTABLISHED: 1998

ACCREDITATION: ACCSC and ACFEF

PROGRAMS: Culinary Arts / Baking and Pastry Arts / Hospitality and Restaurant Management

DEGREES: Four Elite Diplôme Programs / Three Associate Degree Programs

TIME: 80 weeks (Day); 90 weeks (Night)

TUITION: \$36,616 to \$49,095

WEBSITE: CulinaryInstitute.edu

At the Culinary Institute LeNôtre, student options include working in an on-site gourmet restaurant, plus the Le Bistro & Wine Lounge, an organic garden, and a summer externship to France. Chef instructors have a minimum of 10 years experience and the average ratio is 12 students per chef instructor in the kitchen labs. Students spend 85 percent of their time in the kitchen labs in hands-on learning. The school offers specialty electives such as Hotel, Hospitality, and Restaurant Management, a sommelier course, and Advanced Artistic Skills in Pastry Décor.

El Centro College

DALLAS

ESTABLISHED: 1970

ACCREDITATION: ACFEF

PROGRAMS: Culinary Arts / Baking and Pastry / Food and Hospitality Service

DEGREES: Associate of Applied Science / Certificate Programs

TIME: Three to Five Semesters

COST PER SEMESTER: \$708 (in district); \$1,332 (out of district); \$2,008 (non-Texas resident)

WEBSITE: ElCentroCollege.edu

Faulkner State Community College

GULF SHORES, ALABAMA

ESTABLISHED: 1996

ACCREDITATION: ACFEF

PROGRAMS: Culinary Arts / Pastry and Baking Concentration / Hospitality Management / Events Planning

DEGREES: Associate of Applied Science / Certificate Programs

TIME: Two-year degrees consisting of six semesters; also three-semester and two-semester certificate programs

TUITION PER SEMESTER: \$1,728 to \$2,160 in-state; \$3,108 to \$3,885 out-of-state

WEBSITE: FaulknerState.edu

Institute of Culinary Education

NEW YORK CITY

ESTABLISHED: 1975

ACCREDITATION: ACCSC, licensed by the N.Y. State Education Department, and approved by the U.S. Department of Education

PROGRAMS: Culinary Arts / Pastry and Baking Arts / Hospitality Management / Culinary Management

AWARDS: Diploma programs, entailing eight to 12 months

COST: Culinary Arts or Pastry and Baking Arts: \$33,890 to \$40,100 / Management **PROGRAMS:** \$13,920 to \$15,990

WEBSITE: ice.edu

Students pursuing Culinary Arts, Pastry & Baking Arts, or Hospitality Management spend 210 hours in externship programs in addition to the 400 to 440 hours spent hands-on in class. Students interested in owning and operating their own food businesses can double major in Culinary Management and Culinary Arts or Pastry & Baking Arts. Hospitality Management students can apply their ICE diploma toward an Associate Degree from Excelsior College. The ICE program has flexible morning, afternoon, evening, hybrid, and weekend schedules. Tuition includes an iPad, books, knives, tool kits, and electives. Financial aid, scholarships, and tuition discounts are available to all ICE students who qualify.

In 2015, ICE was named "Culinary School of the Year" by the IACP, an honor the school also received in 2003, 2008, and 2011.

Institute of Technology Culinary School

CLOVIS AND MODESTO, CALIFORNIA

ESTABLISHED: 2003

ACCREDITATION: ACCSC and ACFEF

PROGRAMS: Culinary Arts / Baking and Pastry

DEGREES: Specialist Diploma / Professional Associate in Occupational Studies (AOS)

TIME AND TUITION: Specialist Diplomas entail a 30-week or 40-week program, tuition \$18,025 to \$20,025. The Culinary Arts Professional AOS Degree requires 70 weeks, tuition \$31,025.

WEBSITE: iot.edu

The International Culinary Center

NEW YORK CITY; CAMPBELL, CALIFORNIA; AND ITALY

ESTABLISHED: 1984

ACCREDITATION: ACCSC

PROGRAMS: Culinary Arts / Pastry Arts.

DEGREES: Culinary Diploma / Grand Diplôme

TIME: Programs available in 6-month, 9-month, and 14-month plans.

TUITION: \$29,500 to \$39,900

WEBSITE: InternationalCulinaryCenter.com

At the International Culinary Center in New York City, students tend to be a little older, typically age 24 to 30. Founder and CEO Dorothy Cann Hamilton has seen a lot of evolution since the school opened in 1984, but what hasn't changed is the passion of culinary students.

L'Academie de Cuisine

GAITHERSBURG, MARYLAND

ESTABLISHED: 1976

ACCREDITATION: ACCET

PROGRAMS: Culinary Arts / Pastry Arts

DEGREES: Certificate of Graduation

TIME: The day program takes 12 months to complete; the night program takes 15 months. Both include a six-month paid apprenticeship in a fine-dining kitchen.

TUITION AND FEES: \$30,500

WEBSITE: lacademie.com

In addition to providing substantive, professional training programs that prepare students for employment, the school maintains a job board and networking opportunities for alumni.

L'École Culinaire

KANSAS CITY AND ST. LOUIS, MISSOURI, AND CORDOVA, TENNESSEE

ESTABLISHED: 2013

ACCREDITATION: ACFEF and ACCSC

PROGRAMS: Culinary and Restaurant Management / Culinary Fundamentals

DEGREES: Associate of Occupational Studies / Certificate and Diploma programs

TIME AND TUITION: The Culinary Fundamentals program takes 40 weeks, awards a diploma, and costs \$22,100. An AOS degree in Culinary & Restaurant Management takes 70 weeks and costs \$37,300.

WEBSITE: lecole.edu

Lincoln Culinary Institute

WEST PALM BEACH, FLORIDA

ESTABLISHED: 1946

ACCREDITATION: ACCSC and ACFEF

PROGRAMS: Culinary Arts / International Baking & Pastry / Culinary Management

DEGREES: Associate of Applied Science Degree / Undergraduate Certificate

TIME: 77 weeks for AAS degree; 51 weeks for certificate

TUITION AND FEES: \$35,874 for AAS; \$26,118 for certificate

WEBSITE: CTculinary.edu

For those who graduated in 2015 with an AAS degree, 60 percent completed the program in 77 weeks; job placement for those who completed the program is 89 percent. For those who graduated from the certificate program, 83 percent finished in 51 weeks; job placement for those graduates is 79 percent.

San Diego Culinary Institute

LA MESA, CALIFORNIA

ESTABLISHED: 2000

ACCREDITATION: ACCET

PROGRAMS: Commis de Cuisine / Baking and Pastry Program

DEGREES: Advanced Professional Diploma in Cuisine / Advanced Professional Diploma in Pastry

TIME: Full-time students complete the cuisine or pastry program in eight months, part-time or evening students complete the program in 11 months.

TUITION: \$23,556 for Cuisine; \$22,482 for Pastry

WEBSITE: sdc-inc.com

San Francisco Cooking School

DOWNTOWN SAN FRANCISCO

ESTABLISHED: 2012

PROGRAMS: Culinary Arts / Pastry Arts

DEGREES: Professional Certificate

TIME: Full-time students complete the program in six months; part-time students complete it in 12 months.

TUITION: \$29,275 (Culinary) / \$28,450 (Pastry)

WEBSITE: SFcooking.com

Enrollment is capped at 14 students per session, which means the school can graduate 98 students a year. Although small in size and relatively new, San Francisco Cooking School has distinguished itself by the company it keeps, fostering partnerships with chefs, restaurants, and foodservice leaders in the area. The school's Board of Advisors includes chefs and owners from the city's prominent restaurants including Stuart Brioza, chef/owner of State Bird Provisions and The Progress; Brandon Jew, chef/owner of Mister Jiu's; Belinda Leong, pastry chef/owner of B. Patisserie; and Lincoln Carson, executive pastry chef of the Michael Mina Group—to name just a few.

Star Career Academy

EGG HARBOR TOWNSHIP, NEW JERSEY; NEWARK, NEW JERSEY; NEW YORK CITY; SYOSSET, NEW YORK; PHILADELPHIA

ESTABLISHED: 1979

ACCREDITATION: ACCSC

PROGRAMS: Commercial Cooking / Professional Cooking / Professional Baking & Pastry

DEGREES: Diploma or Professional Certificates

- Diplomas are awarded at Egg Harbor, Newark, and Philadelphia.

- The Commercial Cooking Certificate and Professional Cooking Certificate are awarded at New York City and Syosset.

- The Professional Baking and Pastry Certificate is awarded at Syosset.

TIME: Nine to 13 months

TUITION: \$10,089 to \$17,675

WEBSITE: StarCareer.edu

Requirements vary by program. Tuition and fees in the 2015–2016 school year ranged from \$10,688 to \$17,675, with additional costs for supplies from \$1,680 to \$4,062. The Baking and Pastry Arts program at Syosset takes six months, with a cost of about \$13,000.

Sullivan University

NATIONAL CENTER FOR HOSPITALITY STUDIES

Louisville and Lexington, Kentucky

ESTABLISHED: 1987

ACCREDITATION: ACFEF

PROGRAMS: Culinary Arts / Baking & Pastry Arts / Hotel Restaurant Management / Event Management and Tourism

DEGREES: Associate degrees offered in all programs. Career Diplomas are offered for Personal/Private Chef, Professional Baker, and Professional Cook.

TIME: Full-time students complete Career Diploma programs in nine months and Associate programs in 18 months.

TUITION AND FEES: Vary by program

WEBSITE: Sullivan.edu