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Workforce Solutions North Texas Board Meeting

August 22, 2025

Members of the Workforce Solutions North Texas Workforce Development Board will meet on **Thursday, August 28, 2025**, at 12:00 pm (noon).

In-person attendance will be at **Workforce Solutions North Texas Workforce Center, 4309 Old Jacksboro Hwy, Entrance 5, in the Lonestar Conference Room** in Wichita Falls, Texas. **Lunch will be provided for those who RSVP.**

Virtual attendance requires registration by noon, **August 28, 2025**, to access via Zoom.

https://us06web.zoom.us/meeting/register/7iCXX7tKQYSZC0EMSYe_eg

After registering, you will receive a confirmation email containing information about joining.

AGENDA

1. **Call to Order**
2. **Introductions of Guests**
3. **Public Comment**
4. **Consent Agenda – Action Requested**
 - a. Approval of Minutes of June 2025 Board Meeting - Pgs. 2-6
Note - Full Board meeting recordings are posted to the board website at <https://ntxworksolutions.org/board-meetings/>
5. **Items for Discussion – Action Requested**
 - a. 2026 Board Budget - Pg. 7
6. **Reports**
 - a. Monitoring Committee - Pgs. 8-51
 - b. Executive Director
 - c. Workforce Solutions Childcare - Pgs. 59 - 64
 - d. Workforce Solutions Workforce - Pgs. 65-74
 - e. Rapid Response - Pg. 75 - 76
7. **Announcements – Next Board Meeting – October 23, 2025**

All offices will be **closed Monday, September 1, 2025**, in observance of Labor Day
8. **Adjourn**

The Workforce Solutions North Texas Board reserves the right to adjourn into executive session at any time during this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices). The facility is wheelchair accessible and accessible parking spaces are available. Individuals who require auxiliary aids or services for this meeting should contact the Workforce Solutions Board Office at (940) 767-1432 at least two days before the meeting so that the appropriate arrangements can be made.



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Workforce Solutions North Texas Board Meeting Minutes June 26, 2025

The Workforce Solutions North Texas Board met at noon on Thursday, June 26, 2025, at Workforce Solutions North Texas, 4309 Jacksboro Hwy., Entrance 5, in Wichita Falls, in the Lonestar conference room.

MEMBERS PRESENT (via in person or zoom):

Toni Alonzo, Communities in Schools Greater Wichita Falls
Michael Blevins, Tower Extrusions
Billy Clark, Helping Electra's Local People
Steve Holloway, Wichita Falls Trades and Labor Council
Chelsea Lewis, Lewis Learning Center
Anthony Louis, Pratt & Whitney
Kenny Miller, Region 9
Alicia Myrick, Child Care Partners
Debbie Powell, Texas Workforce Solutions Vocational Rehabilitation
Glenda Ramsey, Harper Perkins Architects
Mileasha Rizan, Work Services Corporation
Crystal Sanders, Texas Workforce Commission
Rhonda Schriber, Humana
Scotty Sproles, NOV Fiber Glass Systems
Michelle Wood, Wichita Falls ISD
Julie Young, Wichita Adult Literacy

MEMBERS NOT PRESENT:

Marsha Anderson, Rolling Plains Management Corporation
Lauren Bush, Seymour Economic Development Center
Dori Dockery, United Regional Health Care System
Dr. Cheryl Groves, Groves Mechanical
Vicki Holland, Holland Land & Cattle
Maria Jaimes-Contreras, Wichita Falls Chamber of Commerce
Kristin Little, American National Bank & Trust
Terry McAdams, MacTech Solutions
Jim Sjolander, Berend Brothers
Dirk Welch, Midwestern State University
Linda Whitaker, Archer Supply

GUESTS PRESENT:

Tiffany Jones, Workforce Solutions Childcare
Donna Adams, Workforce Solutions Childcare



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Sandi Stahr, Equus, Workforce Solutions Center
Crystal Keel, Equus Wichita Falls Center
Cynthia Humphrey, Equus Wichita Falls Center
Ginger Hannah, Equus Wichita Falls Center
Sherry Dunn, Texas Veterans Commission
Shana Ferguson, Nortex Regional Planning Commission
Dennis Wilde, Nortex Regional Planning Commission

STAFF MEMBERS PRESENT:

Lisa McDaniel, Executive Director
Sharon Hulcy, Contract Manager / EO Officer
Kendra Ball, Business & Outreach Manager
LeAnne Baird, Texas Regional Pathways Network Coordinator
Karen Fite, Technology Manager
Robin Read, Technology Asst. Manager
Dakota Mize, Community Engagement Specialist
Kayla Crowley, Child Care Contract Manager
Sydney Clement, Administrative Assistant / EO Officer

Mrs. Rhonda Schrieber, Madam Chair, called the meeting to order at 12:06 pm and did roll-call. It was noted there was a quorum present.

Mrs. Lisa McDaniel, Executive Director, introduced our new board member, Alicia Myrick, the new Director for Child Care Partners and our new board staff member Mrs. LeAnne Baird, who came over from the Workforce Center.

Mrs. Schrieber asked if there was anything for public comment. Glenda Ramsey from Harper Perkins Architect wanted to thank the members of the Workforce Child Care Services that took care of one of her new employees that needed daycare right away. Glenda and her new employee were very much appreciative.

Mrs. Schrieber asked for any declaration of conflict of interest and there was none noted.

Mrs. Schrieber asked for approval of the consent agenda and the minutes from the April 2025 Board meeting. Billy Clark made a motion to accept and Michelle Wood seconded (motion passed).

Mrs. Lisa McDaniel, Executive Director, discussed Form 990 and that Edgin, Parkman, Fleming & Fleming who was procured by Nortex Regional Planning Commission to do their Fiscal audit which includes our 990. This was for the year starting October 2023 and ending in September 2024. Ms. Julie Young, Wichita Adult Literacy, asked how it is not lobbying when Mrs. McDaniel went to D.C and Austin, etc. Mrs. McDaniel explained that when she went, she was educating about what Workforce does instead of “asking” to vote a certain way or persuade them to vote a certain way. Mrs. McDaniel indicated that the information she took with her was statistics and information that occurred in our region to make them aware of exactly what workforce does. Mrs. Schrieber asked for approval of Form 990. Billy Clark made a motion and Glenda Ramsey seconded. (motion passed).

Texas Workforce Commission, in partnership with 28 local workforce development boards, forms Texas Workforce Solutions. Workforce Solutions North Texas is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Relay Texas: (800)735-2989 (TDD) or (800)735-2988(Voice) or 711

Mrs. Lisa McDaniel went on to discuss the Grant Spending Report ending May 31, 2025. She shared that we have started receiving new contracts for the new year, two of them that will be starting July 1st. She also shared that Workforce nationwide took a 35% hit in some of the funding cuts and locally the only numbers and figures we have right now have been the Workforce Innovation and Opportunity Act (WIOA) dollars. We were impacted negatively by around \$195,000 with the WIOA funding. The other funding we will not have numbers until the end of July is the Temporary Assistance for Needy Families (TANF). The Texas Workforce Commission is supposed to take this to the commissioners on July 8th for a vote and we should have numbers after that. Although we got hit hard, we are in good shape compared to a lot of boards. One question was asked about why some of the grant's ending period was coming up and none of the funding was being spent. Mrs. McDaniel explained that they will be expended and are not reflected in this month's report. Mrs. McDaniel shared the Procurement List, no questions asked.

Next, Mrs. McDaniel went over the Exit Conference Report from the TWC Monitoring that took place in May. One of the programs they monitored was the Reemployment Services and Eligibility Assessment Program (RESEA). It was a new program they had never monitored before, there were no findings but instead more technical assistance for the team to know what they will look for and where some improvements can occur. The second item they looked at was the Single Audit where they indicated the Board did not provide documentation to verify that the Single Audit desk review had been completed by the Board monitor and was reviewed by the Board. Mrs. McDaniel explained to everyone that we have our audits done by an outside company to do that; we do review it and then sign off on it. What we did not do was issue a management "formal" letter. This is something brand new across all the Boards, not just ours, where a letter has to be stating that we had been reviewed and had these findings. We will be more prepared for this next time. Continuing with the Exit Conference Report, there were a couple of cases in our Child Care PIRTS/Recoupment System. One was about a case note that was not done to support the reason for the delay where the fact finding was not done within the 90-day period. We will not receive our final report from the Texas Workforce Commission until later this year, however, Mrs. McDaniel shared that this was a great audit as there were not many findings this year. Ms. Crystal Sanders, Texas Workforce Commission, asked who the management letter had to be sent to. Mrs. McDaniel said that she was informed the letter had to be sent back to the recipient. No other questions asked.

Mrs. McDaniel shared that the Fiscal audit for Nortex Region Planning Commission (NRPC) and for the Workforce was audited by Edgin, Parkman, Fleming & Fleming. The letter we received on June 23rd stated that it was a clean audit in their opinion and that there were no findings and no questions costs for either NRPC or Workforce Solutions North Texas. No questions asked.

Mrs. Kendra Ball, Business & Outreach Manager, announced the Board Award Nominations. For the local employer of excellence, we nominated Allegiance Electric & Controls. We have collaborated with them for the last couple of years, hosting & training those with disability onsite with the Summer Earn & Learn program. They also participate in the Teacher Externship Program, and we also support them by providing labor market comparisons and help them with filling their job openings. The nominee for the large employer of the year is Sealed Air. We have worked with them for the last couple of years. Last year, they had asked us to assist them with creating a workbook to help their employees improve their resume and interview skills, so we got to advise them with that. They also partnership with Vernon College where they specialize in training for their workers

and they offer educational reimbursement for college degree and certificate programs. For the Hire Ability Employer of the Year nominee, we nominated Market Street/United Supermarkets. They participate in our Summer Earn & Learn Program, they have training opportunities that they do on their own, they participate in our Transition Fair, not only as a resource but managers have attended to help with mock interviews and much more! For the small employer of the year, we nominated Lewis Learning Center, they impact Archer, Jack & Young counties. They have three learning centers in rural communities, and they accept Workforce Solutions subsidies for helping with the financial burden for families.

Mrs. McDaniel then introduced one of our new staff members at the board office, Mrs. LeAnne Baird, she came to us from the contractor level from the Workforce Center where she worked as the Disability Navigator. She began at the board office on June 1, 2025, as our Texas Regional Pathways Network Coordinator. She will oversee the new TEA grant where Workforce Solutions North Texas is the convener for the North Texas Region and represents the local interest of industry, education and workforce. This grant will create meaningful pathways from K-12 to post-secondary and into the industry.

Ms. Kayla Crowley, Child Care Contract Manager, started off by updating everyone with the Child Care report. The new TX3C system is still having some issues with payments and eligibility cases but we are continuing to send out help tickets for the system's operations so it will be resolved soon. TWC is offering communications to providers in the form of bi-weekly updates and providing technical assistance with one-on-one meetings. The Child Care Advisory Council last meeting was held on June 17th via zoom where Marvin Peevey with United Ways shared their Texas School Ready grant has been funded for two more years. Ms. Crowley also shared the new Texas Rising Star Outreach Collateral material will consist of TRS educational videos for parents and programs, social media toolkits for boards with downloadable content and guidelines to help promote Texas Rising Star to childcare programs, families and communities. There will also be a welcome packet and social media toolkit for TRS certified childcare programs and an updated TRS style guide coming soon.

Mrs. Donna Adams, Workforce Solutions Childcare, shared that eight more providers have become TRS certified those including Kid Central Learning Center Too, KNA Daycare, Lynn's Play Station, Mabelle's Daycare, St. Paul Lutheran School, Stepping Stones in Development, Teresa Love & YMCA Dillard. As of June 6, there were 132 children on the waiting list for childcare services. The estimate wait time is currently 8-9 months. The waitlist consists of 128 low-income families and 3 priorities. As of the end of May there were 1,132 children placed in childcare. For the Provider Service's Training there were 5 in person attendees and 2 online for the Directors luncheon that was held on May 21, 2025, where it covered Texas Rising Star Facility Assessments. In April they had 15 in person attendees and 15 online for the Infant/Toddler Trainings and in May they had 17 in person attendees and 10 online. The Infant/Toddler Trainings is held once a month where attendees receive multicultural and real-life items that they can take back to their centers and with them with their assessments. The next Infant/Toddler training session will be held on June 24, 2025, and will cover Core Competencies for Practitioners: Area 5: Observation and Assessment.

Ms. Crystal Keel, Equus Wichita Falls Center, shared the Workforce Center report. In May they had 79 placements and 32 went to work that totaled 111 entering employment. The Career & Resource Fair for Young Adults that was held on May 15th had 31 job seekers and 23 employees and the Veteran Career & Resource Event that was on May 22nd had 30 job seekers and 36 employees. Both were great turnouts. The success story



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of the month is about a 23-year-old, Mia Ortiz, she came to the WIOA program seeking assistance with LVN training from Vernon College. She received help paying for tuition, books, uniforms, gas cards and incentives. She completed her training on December 12, 2024. Mia took and passed her LVN test on January 30th, 2025, obtaining her LVN license. She went to work for Swan Health on February 12, 2025, making \$27 an hour and working 36-48 hours per week. She is now putting herself through the transition program at Vernon College from LVN to RN. She is very grateful for the assistance that WIOA was able to provide for her.

Mrs. Kendra Ball, Business & Outreach Manager, shared the Rapid Response Report. There have been 39 employees who have received rapid response services and a total of 414 employees impacted by either a layoff or closure since January 2025. Those closures include Nocona Daycare, Kaitlyn Solorio Daycare and CVS located on Seymour Highway. Discussion was had about other services that have and can be provided to the daycare centers since that also impacts other employers and employees if no childcare is available in these areas.

Ending the board meeting with great news, Wichita Falls is growing! With new investments like United Supermarket, HomeGoods and Bealls Wichita Falls Chamber of Commerce shared that there will soon be more job opportunities that are underway, including Amazon Distribution Center, Panda BioTech, Vitro Architectural Glass and Sealed Air. For more information you can visit their website at www.wichitafallschamber.com.

Mrs. Schrieber announced the next board meeting will be on August 28, 2025, at noon. All offices will be closed July 4th. The meeting was adjourned at 1:04 pm.

Respectfully submitted,

A handwritten signature in black ink that reads "Linda Whitaker".

Linda Whitaker, Secretary



WORKFORCE SOLUTIONS

 NORTH TEXAS

FY2026

2026 BOARD BUDGET & EXPENDITURES

10/01/2025- 09/30/2026

Last Year's

Workforce Programs	FY 26 Funds		FY2025	FY2026
			Estimated Expenditures	Estimated Expenditures
		Personnel Cost		
Board Service Award BSA	\$ -	Salaries	\$ 533,020	\$ 603,601
Child Care CCF	\$ 9,149,676	Fringe/Retirement Plan	280,334	300,737
Child Care CCQ	\$ 627,387	Total	\$ 813,354	\$ 904,338
Child Care 4% Quality CQF	\$ 597,334			
Child Care Match CCM	\$ 571,808	Occupancy Cost		
Child Care PRS CCP	\$ 619,000	*Office Rental, utilities, R & M	\$ 66,000	\$ 52,000
Military to Civilian MTC	\$ 13,762	Total	\$ 66,000	\$ 52,000
Navigator SHN	\$ 113,000			
Rapid Response WOR	\$ 16,270	IT Support Costs		
Re-employment REA	\$ 348,664	Equipment Purchase/Supplies	\$ 7,300	\$ 6,195
Resource Admin Grant RAG	\$ 6,346	Computer Software/Licenses	33,000	23,000
Small Board WOO	\$ 3,252	Computers support/Network	\$ 11,200	\$ 8,700
SNAP-FSE&T SNE	\$ 112,142	Total	\$ 51,500	\$ 37,895
TANF/Choices TAF	\$ 879,132			
Trade TRA	\$ 5,000	General Expense		
Veterans TVC	\$ 20,900	Professional memberships	\$ 9,878	\$ 5,500
VR Infrastructure COL	\$ 158,497	Insurance-Office/yr.	14,000	2,000
VR PWE	\$ -	Office Supplies	11,700	7,800
VR SEAL	\$ -	Postage	\$ 650	\$ 900
Wagner-Peyser WPA	\$ 13,762	Printing	\$ 350	\$ 1,900
WIOA Adult WOA	\$ 518,911	Telephone	7,500	7,900
WIOA DW WOD	\$ 617,803	Total	\$ 44,078	\$ 26,000
WIOA Youth WOY	\$ 573,812			
Workforce Comm Initiatives WCI	\$ 40,000	Professional Services		
		Audit Fees	29,000	30,000
		Professional Services (Monitoring)	110,000	52,000
		Legal	\$ -	
		WCTXCOG Payroll Fee	40,668	45,217
		Fiscal Agent Fee	127,000	127,000
		Total	\$ 306,668	\$ 254,217
		Staff Development/Travel		
		Registration Fees	11,700	12,000
		Staff Travel	20,000	25,000
		Board Expense - Mtg meals, etc.	2,700	1,900
		Board Member Travel	3,500	2,000
		Total	\$ 37,900	\$ 40,900
		Marketing		
		Advertising	500	800
		Total	\$ 500	\$ 800
2026 Board Funding	\$ 15,006,458	Grand Total	\$ 1,320,000	\$ 1,316,150
2026 Subrecipient contracts	\$ 13,000,000			
2026 Board Expenditures	\$ 1,316,150			
2026 Infrastructure Cost	\$ 690,308			
Difference	\$ -			

Texas Workforce Commission

A Member of Texas Workforce Solutions

Bryan Daniel, Chairman
Commissioner Representing
the Public

Alberto Treviño III
Commissioner Representing
Labor

Joe Esparza
Commissioner Representing
Employers

Edward Serna
Executive Director

Report 25.03.0201

June 27, 2025

VIA Email: lisa.mcdaniel@ntxworksolutions.org

Ms. Lisa McDaniel, Executive Director
Workforce Solutions North Texas
1501 Midwestern Parkway, Suite 101
Wichita Falls, TX 76302

Dear Ms. McDaniel:

The Texas Workforce Commission (TWC) is required to monitor whether our grant subrecipients are complying with the equal opportunity laws (29 CFR § 38.31(b)). Equal Opportunity is a critical subject because (a) these rules assure all customers full access to every program, and also (b) these rules protect the civil rights of customers, employees and the public.

TWC's Equal Opportunity Compliance Department (EOCD) has completed our FY 2024 review for the Workforce Solutions North Texas. This letter is our report. The EOCD has two findings: two workforce solutions locations did not meet physical accessibility requirements under Texas Government Code, Chapter 469. We have accepted the Corrective Action Plan submitted by Workforce Solutions North Texas to address these items.

Thank you again for your cooperation with this important task. We appreciate the assistance of Ms. Sharon Hulcy, your local EO officer. Should you have any further questions concerning the EOCD review, please call the EO Compliance Department Hotline at 512-463-2400.

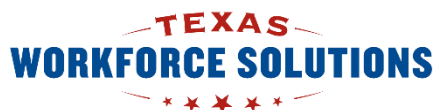
Sincerely,

Jon Pokorney

Jon Pokorney
State of Texas Equal Opportunity Officer

cc: Rhonda Schreiber, Board Chair, Workforce Solutions North Texas
Frank Stluka, Acting Regional Administrator, ETA, USDOL
Bryan Daniel, Chairman and Commissioner Representing the Public, TWC
Alberto Treviño, III, Commissioner Representing Labor, TWC
Joe Esparza, Commissioner Representing Employers, TWC
Edward Serna, Executive Director, TWC
Mary York, Director, Workforce Development Division, TWC
Jason A. Stalinsky, Interim Director, Fraud Deterrence and Compliance Monitoring, TWC

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Report on the
Annual Financial
Monitoring
Evaluation
Of the:

Equus Workforce Solutions

Allocation Testing Addendum

In their capacity of, *Workforce and Specialty* Contractor for the
Workforce Solutions North Texas

August 22, 2025

Report Number: WFSNT 25-05A

Report Type: Final

Report Issue Date: August 22, 2025

Review Type: Allocation Addendum to Annual *Workforce* financial monitoring evaluation

Entity Reviewed: *Equus Workforce Solutions, (EWS)*
In their capacity of Workforce Contractor for the
Workforce Solutions North Texas (the Board)

Review Period: November 1, 2023 through January 31, 2025

Review Conducted by: Diaz, Smith, and Associates
Anna Rocha-Diaz
Sujuane Smith
Donna Richardson, CPA
Edward Taylor

Dates of Fieldwork: Off-site desk review

Exit Conference: March 25, 2025
[Allocation testing conducted subsequent to the exit conference](#)

Report Developed by: Sujuane Smith
Edward Taylor

Applicable Definitions

Board: The *North Texas Workforce Development Board Dba Workforce Solutions North Texas* created pursuant to Texas Government Code §2308.253 and certified by the Governor pursuant to Texas Government Code §2308.261.

Briefing Items: are general noncompliance conditions that are observed and documented by the monitors based on established law, procedures, or other authoritative guidance. These noncompliance conditions are considered lower risk findings but could potentially result in a higher risk finding based on the nature of the deficiency (i.e., repeat violations, issues indicative of systemic problems). These items while documented in the workpapers may or may not be included in the report. All briefing items are discussed on-site during the review. The determination of report inclusion shall be based on criteria as determined by the Board.

Disallowed Costs: Those charges to an award that are determined to be unallowable, in accordance with the applicable Federal cost principles, applicable State rules, regulations, policies or other terms and conditions contained in the award.

Finding: an instance where noncompliance with requirements contained in federal or State law, regulation, administrative code, guidance or other promulgations are determined and are considered to be issues that are of high risk that could potentially result in questioned costs and/or impact the integrity of program operations.

FMGC: *Texas Workforce Commission Financial Manual for Grants and Contracts*

Notable Practices - are informative statements that highlight and recognize positive processes and improvements.

Observations: A reportable condition that does not currently have a material effect on internal controls and the accuracy of the financial information. An observation, if not addressed, presents the possibility of a future circumstance of non-compliance and/or internal control weaknesses. Additionally, observations are informative statements or constructive comments made to identify processes that can assist the entity being reviewed improve service delivery and result in positive program outcomes. Observations are not expected to be responded to

Questioned cost: A cost that is questioned by the monitor because of a monitoring finding **(1)** that resulted from a violation or possible violation of a provision of a law, regulation, contract, grant, cooperative agreement, or other agreement or document governing the use of Federal funds, including funds used to match Federal funds; **(2)** where the costs, at the time of the monitoring review, are not supported by adequate documentation; or **(3)** where the costs incurred appear unreasonable and do not reflect the actions a prudent person would take in the circumstances.

Recommendation: Suggested corrective action(s) for a finding and/or observation identified in a monitoring report. The recommendation, where and when appropriate, should address the cause of the problem, not the problem itself.

F inancial Monitoring Review Scope

This financial monitoring evaluation of *Equus Workforce Solutions, (EWS)* in its capacity of Workforce Center contractor of the *Workforce Solutions North Texas* (the Board) was performed to assess the reliability of review period fiscal data. Additionally, the review evaluated the degree of compliance with the applicable Board contract(s), policies, laws, regulations, and the adequacy of internal fiscal controls. The following areas/items were examined:

1. Applicable Contract(s):

2021-005 WFC PY2024, Amend #s 1-8, Period 10/1/23-9/30/24, \$3,620,476.64
2021-005 WFC PY2025, Amend 1, Period 10/1/24-9/30/25, \$5,591,790.89

2. Cost Allocation Plan, Indirect Cost and Allocated Costs Testing:

Our allocation testing included and evaluation of the following items:

- Equus Program Year (PY) 2023-2024 Cost Allocation Plan
- Equus Program Year (PY) 2024-2025 Cost Allocation Plan

Additionally, we tested the following a representative sample of allocated transactions derived from the following:

- Equus Cost Pool CO001-Workforce Snap Pool: The month of January 2025 was selected for testing.
- Equus Cost Pool CO004-Workforce Youth Cost Pool: The month of January 2025 was selected for testing.
- Equus Final Indirect Cost Rate Schedule Report dated 06/30/2024: Based upon the audited financial statements for the period ending 06/30/2024 the final indirect cost rate was calculated.

Because of inherent limitations in any system of internal accounting and administrative controls used in administering federal financial assistance programs, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the systems to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

*The work-papers and source documents resultant from this review are maintained by **Diaz Smith and Associates** and are available for inspection with approval by the **North Texas Workforce Development Board** (the Board).*

Cost Allocation Plan Review and Testing Determinations

1. **Cost Allocation Plan Review:** We examine the Equus Cost allocation plans for the program years ending 2024 and 2025 for compliance with the applicable sections of the TWC FMGC chapter 11. Both plans were determined to contain all of the FMGC Chapter 11 requirements. **No exceptions were noted.**
2. **Equus Cost Pool C0001-Workforce Snap Pool:** The month of January 2025 was selected for testing. The cost allocation plan stated the basis of the allocation for the SNAP ABAWD or SNAP General Population is based on the caseload. We recalculated the caseload percentage for SNAP ABAWD and SNAP General Population. Our review determined there was no allocation because the caseload for January 2025 was 100% SNAP ABAWD. **No exceptions were noted.**
3. **Equus Cost Pool C0004-Workforce Youth Cost Pool:** The month of January 2025 was selected for testing. The cost allocation plan stated the basis of the allocation for is the *In School Youth* or *Out of School Youth* caseload. We recalculated the caseload percentage for In School Youth and Out of School Youth. Per Equus there were no shared cost charged to the Youth Pool in the month January 2025. All costs were direct charged to the *In School* and *Out of School* programs in the tested month. **No exceptions were noted.**

Findings

Our financial review of the *Equus Workforce Solutions, (EWS)* evaluated the areas outlined in the Review Scope section of this report and did not determine any reportable observations. **Accordingly, no findings are presented.**

Observations

Our financial review of the *Equus Workforce Solutions, (EWS)* evaluated the areas outlined in the Review Scope section of this report and did not determine any reportable observations. **Accordingly, no observations are presented.**

Brief Items

Our financial review of the *Equus Workforce Solutions, (EWS)* evaluated the areas outlined in the Review Scope section of this report and **did not determine any allocation briefing items.**

Annual Financial
Monitoring Plan
of:

Workforce Solutions North
Texas

For the period, October 1, 2025 through September 30, 2026

August 22, 2025

R

Report Demographics

Report Number: WFSNT 26-03

Report Type: Annual Financial Monitoring Plan

Report Issue Date: August 22, 2025

Review Population:

Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions (EWS)

Rolling Plains Management Corp (RPMC)

In their capacities of Workforce Center, Child Care and Specialty Contractors in the North Texas Workforce Development Area

Applicable Period: October 1, 2025 through September 30, 2026

Plan Developed by: **D**iaz, **S**mith, and **A**ssociates

Review Scope & Schedules

This financial monitoring plan provides the schedule and scope of the *annual* financial monitoring reviews of the contractors reflected in the review population. The basis for the scope and schedule is the *Workforce Solutions North Texas* (the Board) annual financial risk assessment and fiscal integrity evaluations.

Proposed Review Scope and Schedule by Contractor

It is the position of the Board that certain areas must be included in the scope of any financial monitoring evaluation without regard to risk assessment/fiscal integrity determinations. These beliefs derive from the nature of *Workforce Development/Child Care* contracts and past review experiences. The must review areas are *cash management, cost allocation, payroll, transaction testing and fiscal integrity*. The balance of each entities financial monitoring review scope is risk assessment/fiscal integrity determined.

In addition to the financial risk assessment and fiscal integrity evaluations determined areas, risk consideration is given to the applicable TWC review areas. TWC recently issued a document outlining their review areas. Accordingly, where applicable, the following areas excerpted from their document will be examined.

A. Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions (EQUUS)

EQUUS Review Areas by Category Based on Risk Assessment

Based on the *financial risk assessment results* the following areas will be examined in the annual financial monitoring review of the EQUUS. Each areas/category(s) sample size will be determined based on the categorical risk scores.

Items denoted in red will receive additional review attention.

A. Organization Structure, Internal Controls and Compliance History

- **Current Entity Structure**
- **Current Entity Internal Control Structure**
- **Current Audit Report Evaluation**
- **Current Monitoring Reports**
- **Current Entity Accounting policies and procedures *relevant to sample selections***

B. Cost Allocation, Budget, Reporting, and Resolution

- Cost Allocation Plan Compliance with the FMGC
- Cost Allocation Transaction Testing
- Indirect Cost
- Disbursement Transactions Testing
- Payroll Transaction Testing
- Budget vs. Expenditures *to include line-Item projections*

C. Program Specific Items/Areas

- Individual Training Accounts (policies and transactions)
- Work Experience (policies, procedures and transactions)
- On the Job Training, if applicable (policies, procedures and transactions)
- Support Services (policies, procedures and transactions)

D. Contracting and Procurement

- Current Contract *(limited scope review)*
- Financial Reporting
- Testing of a representative sample of formal procurements occurring in and/or applicable to the review period.
- Procurement policies and procedures to include micro purchase policy
- *Testing a 15% of micro-purchase procurements from disbursement sample (if 15% sample yields less than five micro procurements 100% will be tested)*

E. Cash and Cash Equivalents

- Cash Equivalents
- Bank reconciliations (policies, procedures, and transactions)
- Collateral agreement adequacy
- Petty Cash and Cash Equivalents (policies and transactions)

F. Conflict of Interest

- Examine conflict of interest policies/amendments
- Examine executed conflict of interest certifications where applicable

EQUUS Review Type, Period and Schedule

Following are the proposed financial monitoring *Type, Period and Schedule* for the October 1, 2025 through September 30, 2026 fiscal year.

Review Type:	Annual Financial Review
Period Covered by Review:	February 1, 2025 – December 31, 2025
Issue Review Document Request:	January 26, 2026
Review Dates:	February 23 – March 6, 2026
Exit Conference:	March 10, 2026
Issue Review Draft Report:	Within fifteen (15) days of the exit conference

B. Rolling Plains Management Corporation (Rolling Plains)

Review Areas by Category Based on Risk Assessment

Based on the *financial risk assessment results* the following areas will be examined in the annual financial monitoring review of Rolling Plains. Each areas/category(s) sample size will be determined based on the categorical risk scores.
Items denoted in red will receive additional review attention.

- A. Organization Structure, Internal Controls and Compliance History**
 - **Current Audit Report Evaluation**
 - Accounting policies, procedures and internal controls *relevant to sample selections*

- B. Cost Allocation, Budget, Reporting, and Resolution**
 - Cost Allocation Plan Compliance with the FMGC
 - Cost Allocation Transaction Testing
 - **Management Fee vs Indirect Cost**
 - Disbursement Transactions Testing
 - Payroll Transaction Testing
 - Budget vs. Expenditures *to include line-Item projections*

- C. Program Specific Items/Areas**
 - **Child Care Provider Payments (policies, procedures and transaction allowability)**
 - Child Care Quality Plan and Provider Compliance
 - **Child Recoupment (policies, procedures and transactions)**

D. Contracting and Procurement

- Current Contract (*limited scope review*)
- Financial Reporting
- Testing of a representative sample of formal procurements occurring in and/or applicable to the review period.
- Procurement policies and procedures to include micro purchase policy
- Testing a 15% of micro-purchase procurements from disbursement sample (if 15% sample yields less than five micro procurements 100% will be tested)

E. Cash Management

- Bank reconciliations (policies, procedures, and transactions)
- Collateral agreement adequacy

G. Conflict of Interest

- Examine conflict of interest policies/amendments
- Examine executed conflict of interest certifications where applicable

Rolling Plains Review Type, Period and Schedule

Following are the proposed financial monitoring *Type, Period and Schedule* for the October 1, 2025 through September 30, 2026 fiscal year.

Review Type: Annual Financial Review

Period Covered by Review: February 1, 2025 – December 31, 2025

Issue Review Document Request: February 2, 2026

Review Dates: March 2 - 13, 2026

Exit Conference: March 17, 2026

Issue Review Draft Report: Within fifteen (15) days of the exit conference

Report on the
Annual Financial
Risk Assessment
Evaluation
Of the:

Contractors of Workforce Solutions North Texas

In their capacities of Workforce Center, Child Care and Specialty
Contractors in the **North Texas Workforce Development Area**

August 22, 2025

R

Report Demographics

Report Number: WFSNT 26-02

Report Type: Final

Report Issue Date: August 22, 2025

Review Type: Annual *Child Care, Workforce and Specialty grants contractors* financial risk assessment

Review Population:
Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions (EWS)

Rolling Plains Management Corp (RPMC)

In their capacities of Workforce Center, Child Care and Specialty Contractors in the North Texas Workforce Development Area

Applicable Period: October 1, 2025 through September 30, 2026

Review Conducted by: Diaz, Smith, and Associates
Sujuane Smith
Anna Rocha-Diaz
Edward Taylor

Report Developed by: Edward Taylor

Financial Risk Assessment Background

Background

Risk assessment is the identification, analysis, and measuring of relevant risk(s) that may impede or impair an organization's ability to achieve contracted goals and objectives.

This report provides the results of the financial and procurement risk assessment evaluation of the Boards *Workforce, Child Care* and *Specialty* contractors.

This risk assessment of the Board subcontractors was conducted pursuant to the *Texas Workforce Commission's Agency Monitoring Activities, rule §802.83, Risk Assessment* below.

§802.83. Risk Assessment.

- (a) Boards and workforce service providers shall include the use of a risk assessment tool in their monitoring functions.*
- (b) The risk assessment tool shall identify high-risk workforce service providers and high areas of risk within an individual workforce service provider's operation. The entity responsible for including the risk assessment tool in their monitoring functions shall be responsible for determining what constitutes high risk or an area of high risk.*
- (c) Boards and workforce service providers shall establish monitoring schedules and monitoring programs that best use monitoring resources. Boards and workforce service providers shall quantify, as much as possible, and document areas of risk identified for assessment.*

The provisions of this §802.83 adopted to be effective February 7, 2011, as published in the Texas Register, February 4, 2011, 36 Texas Register 604.

Additionally, the Texas Workforce Commission (TWC) has promulgated a number of rules that have impacted the conduct of this year's risk assessment analysis. These rules adopted under the *Texas Labor Code* include the following:

§802.20. Definitions

§802.21. Board Contracting Guidelines

(a) Fiscal Integrity Provisions

(b) Bonding, Insurance, and Other Methods of Securing Funds to Cover Losses

(c) Standards of Conduct

(d) Disclosures

§802.41. Board Member Conflicts of Interest

§802.64. Fiscal Monitoring Activities

§802.83. Risk Assessment.

Certain applicable aspects of a TWC risk assessment model have been utilized in the conduct of the Boards risk assessment evaluation.

In consideration of the TWC model the following definitions shall apply:

Risk Category

The Risk Category provides the topical area for which the risk is being measured. The risk category evaluates a number of directly and indirectly relevant and related category items.

Maximum Risk Score for Category

The Maximum Risk Score Identifies the highest possible risk scores for the reflected category.

Entity Category Score

The number depicted for each risk category represents the subjective score determination of the entity being reviewed. This score measures the risk possibility of potential issues within the topical area and is used to determine the financial monitoring review scope.

Risk Rank for Category

The risk ranking categories are alpha designated and color coded. In addition to the color-coded risk rankings, the Board also assigns numeric score ranges for each of the risk categories. The contractor in the risk assessment population was evaluated with the final categorical risk designation depicted with a color-coded alpha designation and a numeric score using the parameters reflected in the diagram. The cumulative scores utilized to determine the contractor's overall score in the conduct of this risk assessment evaluation, are reflected in the diagram below.

Max Score	3,741.00	
RANGE	LOW	HIGH
HIGH	3,325.33	3,741.00
HM	2,909.67	3,325.33
HL	2,494.00	2,909.67
MH	2,078.33	2,494.00
MM	1,662.67	2,078.33
ML	1,247.00	1,662.67
LH	831.33	1,247.00
LM	415.67	831.33
L	-	415.67

Range Designations

High: The Occurrence of risk at this level could impact the accuracy of fiscal information and potential noncompliance with federal and state rules and regulations. Strong evidence exists to suggest that controls may not be in place or may not be effective. An element within a category with a high designation will be included in the scope of the fiscal monitoring review.

Medium: The Occurrence of risk at this level could impact the accuracy of fiscal information. Evidence, (not as strong as that in the High designation) exists to suggest that controls may not be in place or may not be effective. An element within a category with a medium designation will be included in the scope of the fiscal monitoring review. However, the sample size may be less than that of the high designation.

Low: The Occurrence of risk at this level could minimally impact the accuracy of fiscal information. There are indications that suggest that current controls maybe weak and/or need minor improvements to alleviate the possibility of future issues. An element within a category with a low designation may not be included in the scope of the fiscal monitoring review. Depending on the item it may be treated as a briefing item during the financial monitoring review.

Population

This financial risk assessment evaluated the contractors of *Workforce Solutions North Texas* identified in on the demographic's page of this report.

R Review Population and Documents Reviewed

Reflected following are the documents, itemized by entity, evaluated in the conduct of this financial risk assessment evaluation. The evaluation was conducted on the behalf of **Workforce Solutions North Texas** (the Board) as required by the TWC requirements at its rule §802.83.

A. Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions (EWS)

1. Current Contract

Contract #: 201-005 WFC FY2025, October 1, 2024 through September 30, 2025, Budget Per Amendment \$6,664,803.46.

2. Questionnaire: Diaz, Smith, and Associates' (DSA) Fiscal Integrity and Financial Risk Assessment Questionnaire (FIRA) completed by the EWS Project Accountant and dated July 14, 2025. The completed questionnaire indicates:

- **Their contract for the October 1, 2025 through September 30, 2026 year will be cost reimbursement without funds advanced which includes profit and a budget of approximately \$3,500,000.**
- **In the current period FIRA response EWS indicated it incurred questioned/disallowed costs in the preceding five-year period in the amount \$7,504.00 (specifically in the 2023).**
- **EWS states the following regarding the TWC 10% fiscal integrity requirement: "N/A – Cost reimbursable contract and Equus does not draw down Federal funds nor requires advances from the Board"**
- **The EWS FIRA responses indicate the following *anticipated budget amounts*;**
 - Miscellaneous \$2,909,850.00,
 - Indirect cost \$247,000.00
 - Supplies 25,000.00,
 - Employee Development \$7,000.00
 - Travel \$31,150.00.
- **EWS indicates a *contractual maximum* indirect rate of 10% for the fiscal year ended September 30, 2025. Additionally, EWS indicates "Equus does not receive direct Federal Funding; therefore, does not have a cognizant USG agency to approve/obtain a NICRA"**
- **EWS states it will provide clients gas cards (\$25), gift cards (\$25, \$50) and bus passes (\$25) at various workforce center locations during the period covered by this evaluation.**

3. **Organization Chart:** The EWS North Texas Organizational Chart dated June 13, 2025 was reviewed.
4. **Cost Allocation Plan:** The following allocation items were provided:
 - *Indirect Rate: EWS states it will use a ten (10) percent indirect rate to allocate overhead expenses for the period covered by this evaluation.*
 - *The “Equus Workforce Solutions Cost Allocation Plan for Contracts with the North Texas Workforce Development Board” for the Program Year 2024-2025. The plan was signed by the Director of Revenue on May 9, 2025.*
5. **Audit Reports:** The following EWS audit reports/documents were reviewed:
 - *Equus Workforce Solutions Report on Financial Statements and Expenditures of Federal Awards in Accordance with the Uniform Guidance for the Fiscal Year Ended June 30, 2024. The report was prepared by ML Weekes & Company, PC; dated April 30, 2025. No findings and/or questioned costs were identified.*
 - *Equus Workforce Solutions Report on Financial Statements and Expenditures of Federal Awards in Accordance with the Uniform Guidance for the Eight Month Period Ended June 30, 2023. The report was prepared by ML Weekes & Company, PC; dated January 12, 2024. No findings and/or questioned costs were identified.*
 - *Equus Workforce Solutions Career Services Equitable Social Solutions Final Indirect Cost Rates for the Eight Month Period Ended June 30, 2023; Audited By: ML Weekes & Company, PC; undated.*
 - *Equus Workforce Solutions Career Services FY2024 Provisional Indirect Cost Rates Schedule, Independent Accountant’s Report for the Twelve Months Ended June 30, 2024; Audited By: ML Weekes & Company, PC; dated January 30, 2024.*
6. **Monitoring Reports:** The following monitoring reports were provided by EWS:

Excel spreadsheets reflecting the following monitoring reviews:

 - *Spreadsheets Reflecting monthly Support Services Reviews 2023.04 through 2503.12*
 - *Spreadsheets Reflecting Quarterly Procurement 2023 Q1 through 2024 Q4*

The following monitoring reports were provided with the prior period FIRA’s:

 - *DSA Monitoring report WSNT23-05, issued March 31, 2023*
 - *February 7, 2023, CAP WIOA, Follow up for 2022 WIOA Program Monitoring review*
 - *Texas Workforce Commission Report #22.03.0001 reflecting the results of their review of the Boards Child Care Services, Choices, Employment Services and WIOA programs. The report is dated November 9, 2022*
 - *Texas Workforce Commission Report #21.03.0001 reflecting the results of their review of the Boards Child Care Services, Choices, Employment Services and WIOA programs. The report is dated March 7, 2022*
 - *Richard Rogers, Board Monitor; Equus Choices and SNAP Program Monitoring Final Report – North Texas; Date: February 3, 2023*

- *Richard Rogers, Board Monitor; Equus WIOA Program Monitoring Final Report – North Texas; Date: February 3, 2023*

External

- *-Richard Rogers, Board Monitor; Choices Program Monitoring Final Report – North Texas; Date: February 7, 2022*
- *-Richard Rogers, Board Monitor; SNAP Program Monitoring Report – North Texas; Date: February 7, 2022*
- *-Richard Rogers, Board Monitor; WIOA Program Monitoring Final Report – North Texas; Date: February 7, 2022*

- Cash Management:** *EWS provided its Arbor E &T, LLC North Texas Support Services Account June 2025 bank statement and reconciliation.*
- Escrow Accounts:** *EWS states the following regarding the TWC 10% fiscal integrity requirement: “N/A – Cost reimbursable contract and Equus does not draw down Federal funds nor requires advances from the Board”*
- Conflict of Interest:** *EWS provided the following:*
 - *The EWS response to item 62 in the FIRA questionnaire states that EWS requires its Board members and personnel to sign a (non) conflict of interest attestation.*
 - *EWS indicates that its personnel are required to disclose gifts greater than \$50, given to a Board member or Board employee.*
- Policies and Procedures:** *EWS provided the following policies and procedures:*
 - *Workforce Solutions North Texas Board Policy Cash Equivalent Oversight and Monitoring Effective June 25, 2024*
 - *Workforce Solutions North Texas Procurement Policy and Procedure Revised January 1, 2023*
 - *Workforce Solutions North Texas Support Services Guide undated*

The following procedures were provided with prior period FIRA’s:

 - *ResCare Accounting Policies and Procedures Manual issued January 16, 2007 and last revised May 31, 2018.*
 - *Accounting Policies and Procedures Manual Fraud Prevention dated December 06, 2018*
 - *Process Document -Ordering, Preparing Gas, Incentive Cards and Bus Passes (undated)*
 - *Project Accountant Training Procedure – Oracle Invoice and Payment Lookup (denoted as Cash Disbursement Procedure-Invoice Lookup in Oracle)*
 - *Policy and Procedure Number 00-13, Fraud Prevention, Original Issue Date: 12/31/2006; Revised Date: 12/06/2018.*
 - *Incentives for Choices Participants*
 - *Workforce Solutions North Texas Procedure Month End-ITA Payment Reconciliation dated April 6, 2023*
 - *Workforce Solutions North Texas Support Services Guide dated 03/06/2022*

- *Procurement Policy and Procedure; Effective Date: 5/10/2016; Revised Date: 01/10/2023.*

11. **Insurance:** The Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions *Certificates of Insurance* reflecting the following coverages for the period September 30, 2024 through September 30, 2025. The Certificate Holder was not identifiable in the documents provided.

Type of Insurance	Limits	
Commercial General Liability	each occurrence	\$1,000,000.00
Damage to rented premises	each occurrence	100,000.00
Medical Expenses	any one person	10,000.00
	Personal and ADV injury	1,000,000.00
	general aggregate	2,000,000.00
	Products	2,000,000.00
Automobile Liability	Combined single limit each accident	3,000,000.00
Professional Liability	Each occurrence/Aggregate	5,000,000.00
	Excess	5,000,000.00
Workers Compensation	Each accident	1,000,000.00
	Disease each employee/policy limit	1,000,000.00
	Disease Policy Limit	1,000,000.00

12. **Adverse Judgements:** EWS indicated it did not have any adverse judgements or findings during the last twelve months that would impede their ability to perform the services pursuant to a contract with the Board.

B. Rolling Plains Management Corporation (RPMC)

1. Contract: The following contract was provided:

Contract No. 2022-008 CCS FY2025-4; Contract Period: 10/1/24 to 10/31/25 reflecting the following current period funding per amendment 4:

• Child Care Services Formula	\$8,025,453.60
• Child Care DFPS	\$588,050.00
• CCDF Quality Improvement Activity (#33-1077)	\$565,244.00
• Child Care Match	\$579,564.00
• CCDF Quality Improvement Activity (#33-1081)	\$506,128.00

2. Fiscal Integrity Questionnaire: *Diaz, Smith, and Associates'* (DSA) *Fiscal Integrity and Financial Risk Assessment Questionnaire (FIRA)* for the period October 1, 2025 through September 30, 2026 completed by the RPMC Financial Director signed and dated July 18, 2025. The questionnaire responses indicate the following:

- RPMC's contract with the Board will be cost reimbursement without fund advances of approximately \$9,000,000.
- Per the FIRA RPMC conducted a physical inventory in March 2025 but did not provide a value of the assets. RPMC states this value is "*maintained at the Board level.*"
- RPMC indicates it has incurred \$3.87 in disallowed costs in the preceding five (5) years.
- RPMC states that it will utilize "*Directors and Officers Insurance of \$2,000,00/\$100,000 to satisfy the TWC 10% fiscal integrity requirement*". Per the FIRA the contract with the Board will be cost reimbursement without funds advanced.
- Per the FIRA the RPMC Program Director departed June 2022 and their replacement was hired in August 2022.
- RPMC indicates it will use a *De Minimis* indirect rate of 15 % to allocate overhead expenses with a base of *modified total direct costs*.
- RPMC provided the following anticipated budget amounts for the period 10/1/25 through 9/30/26.

○ Equipment	\$0.00
○ Supplies	\$44,500.00
○ Employee Development	\$8,635.00
○ Indirect Costs	\$260,719.00 <u><i>(a significant increase over last year)</i></u>
○ Travel	\$21,801.00
○ Miscellaneous	\$7,902.00

3. Organization Charts:

- *The Rolling Plains Management Corporation Organization Agency Chart dated July 18, 2025.*
- *The Rolling Plains Management Corporation Organization Admin Chart dated July 18, 2025.*
- *The Rolling Plains Management Corporation Organization Chart (Child Care Assistance) dated July 18, 2025.*

4. Audit: RPMC provided the following:

- *The RPMC audit report for their fiscal year ended November 30, 2024 was not provided in response to this fiscal integrity evaluation. The audit is required to be completed on or before August 31, 2025.*
- **Financial Statements:** *RPMC provided its unaudited Balance Sheet -Entire Agency and Statement of Revenues and Expenditures -Budget to Actual, and Statement of Functional Expenses -Budget to Actual for the period ended May 31, 2025.*
- *Rolling Plains Management Corporation of Baylor, Cottle, Foard, Hardeman and Wilbarger Counties Financial Statements and Independent Auditor's Report, For the Year Ended November 30, 2023; Audited By: MWH Group, Certified Public Accountants Consultants; Dated: July 31, 2024. No findings or questioned costs are indicated*
- *Rolling Plains Management Corporation of Baylor, Cottle, Foard, Hardeman and Wilbarger Counties Auditor Management Letter for the Year Ended November 30, 2023, dated July 31, 2024, indicating the auditor encountered no significant, difficulties and/or disagreements with RPMC management in the conduct of the audit.*
- *Rolling Plains Management Corporation of Baylor, Cottle, Foard, Hardeman and Wilbarger Counties Financial Statements and Independent Auditor's Report, For the Year Ended November 30, 2022; Audited By: MWH Group, Certified Public Accountants Consultants; Dated: July 18, 2023. No findings or questioned costs are indicated*

5. Cash Management: RPMC provided the following bank statement and reconciliation:

- *Herring Bank Investment Account Bank Reconciliation and Statement for the month of June 2025*

The following bank statements and reconciliations for the accounts per the prior year's FIRA were not provided

- *Operating Account*
- *Payroll Account*
- *Herring Bank Cash Account*
- *Cash Account RPMC 1*

Note: DSA Financial Monitoring Cash Management review workpapers were also considered in this FIRA evaluation.

6. **Monitoring:** The following RPMC monitoring reports were considered in the conduct of this fiscal integrity evaluation:
 - Office of Head Start Administration for Children and Families Program Performance Summary Report dated July 15, 2024 (the period covered was not specified) Findings and Corrective Actions Indicated
 - Seven (7) quarterly Texas Department of Transportation; Financial Monitoring Reports Texas: No Findings Indicated
 - Department of Housing and Community Affairs Monitoring Report; Dated: May 7, 2024: Findings and Observations Indicated
7. **Cost Allocation Plan:** RPMC provided its Rolling Plains Corporation Fiscal Year 2025 Cost Allocation Plan for the for the period December 1, 2024 through November 30, 2025. The plan was executed on December 1, 2024 by the RPMC Financial Director.
8. **IRS Form 990:** RPMC provided its IRS forms 990 and supporting schedules for the fiscal year ended November 30, 2021 (provided with prior years FIRA), November 30, 2022 and November 30, 2023. Our review of the 990's did not discern any reportable financial concerns.
9. **Policies and Procedures:** The following RPMC procedures were considered in the conduct of this fiscal integrity evaluation:
 - Employee Code of Conduct/Ethics Training (required to be signed by RPMC employees)
 - Conflict of Interest Disclosure Statement for RPMC
 - Requisition Form (used to determine potential procurement conflicts of interest)
 - Board Members Conflict of Interest Policy
 - RPMC Employees Conflict of Interest Disclosure Acknowledgement form dated July 2024
 - Financial Procedures Manual, updated December 2, 2024 (includes procurement policy)
 - Personnel Policies of RPMC, updated April 4, 2023
 - RPMC Personnel Policies amended December 2024
10. **Adverse Judgments:** RPMC indicated it did not have any adverse judgements or findings during the last twelve months that would impede their ability to perform the services pursuant to a contract with the Board.

11. **Insurance:** The RPMC provided documentation reflecting the following insurance coverages for the period January 11, 2025 through January 11, 2026. *The Certificate Holder is not identified*

D&O/EPLI	Limits	
EPLI	Limit	2,000,000.00
	Flat	10,000.00
Directors and Officers	Limit	1,000,000.00
	Flat	10,000.00

F inancial Risk Assessment Determinations

Our evaluation of the documents and completed questionnaires submitted by the contractors in the review population determined overall and categorical risk rankings as reflected in the following diagrams.

Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions (EWS)

EQUUS OVERALL

Risk Category	Maximum Risk Score	EQUUS Score	Risk Rank	Number of Risk Elements	Number of high-risk elements	Number of medium risk elements	Number of low-risk elements
Overall	3,741.00	1,663.00	MM	129	57	32	40

EQUUS CATEGORICAL

Risk Category	Maximum Risk Score for Category	Entity Category Score	Risk Rank for Category	Number of Risk Elements in Category	Number of high-risk elements	Number of medium risk elements	Number of low-risk elements
Fiscal Controls and General Risk Items	638	296	MM	22	10	6	6
Cash Management	783	309	ML	27	12	4	11
Cost Allocation	464	280	MH	16	14	0	2
Procurement, Budgeting, Reporting	696	207	LH	24	5	7	12
Audit and Monitoring	464	291	MH	16	11	5	0
Tax Return and Conflict of Interest	377	80	LM	13	4	0	9
Financial Reporting, Obligations, Provider Payments, Support Services, ITA'S	319	200	MH	11	1	10	0

Rolling Plains Management Corporation (RPMC)

ROLLING PLAINS OVERALL

Risk Category	Maximum Risk Score	Entity Score	Risk Rank	Number of Risk Elements	Number of high-risk elements	Number of medium risk elements	Number of low-risk elements
Overall	3,741.00	1,122.00	LH	129	15	53	61

ROLLING PLAINS CATEGORICAL

Risk Category	Maximum Risk Score for Category	Entity Category Score	Risk Rank for Category	Number of Risk Elements in Category	Number of high-risk elements	Number of medium risk elements	Number of low-risk elements
Fiscal Controls and General Risk Items	638	132	LM	22	1	8	13
Cash Management	783	174	LH	27	2	7	18
Cost Allocation	464	188	ML	16	0	13	3
Procurement, Budgeting, Reporting	696	250	ML	24	4	11	9
Audit and Monitoring	464	209	MM	16	8	1	7
Tax Return and Conflict of Interest	377	65	LM	13	0	5	8
Financial Reporting, Obligations, Provider Payments, Support Services, ITA'S	319	104	LH	11	0	8	3

Report on the Fiscal
Integrity Evaluation
of:

Contractors of Workforce Solutions North Texas

In their capacities of Workforce Center, Child Care and Specialty
Contractors in the **North Texas Workforce Development Area**

August 22, 2025

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eport Demographics

Report Number: WFSNT 26-01
Report Type: Final
Report Issue Date: August 22, 2025
Report Type: Annual Fiscal Integrity Evaluation

Review Population:
Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions (EWS)
Rolling Plains Management Corp (RPMC)
In their capacities of Workforce Center, Child Care and Specialty Contractors in the North Texas Workforce Development Area

Applicable Period: October 1, 2025 through September 30, 2026

Review Conducted by: Diaz, Smith, and Associates
Sujuane Smith
Anna Rocha-Diaz
Edward Taylor

Report Developed by: Edward Taylor

Report Review and Approval:

Reviewed by:

1. Printed Name: Sharon Hulcy Printed Title: Contract Mgr.

Signature: Sharon Hulcy

Approved by:

1. Printed Name: Lisa McDaniel Printed Title: Executive Director

Signature: Lisa McDaniel

The provisions of the TWC rule §802.21 as outlined below requires the *Workforce Solutions North Texas* (the Board) to conduct an annual fiscal integrity evaluation of its applicable subcontractors as identified in the review population on page 2 of this report.

§802.21. Board Contracting Guidelines

(a) Fiscal Integrity Provisions.

- (1) A Board shall develop fiscal integrity evaluation indicators designed to appraise the fiscal integrity of its workforce service contractors.*
- (2) A Board shall assess its workforce service contractors to ensure the contractors meet the requirements of the Board's fiscal integrity evaluation based on the following schedule:
 - (A) contracts under \$100,000-the fiscal indicators must be verified prior to the award of the contract and at each renewal of the contract;*
 - (B) contracts between \$100,000 and \$500,000-the fiscal indicators must be verified prior to the award of the contract, at each renewal of the contract, and not less than biennially; and*
 - (C) contracts over \$500,000-the fiscal indicators must be verified prior to the award of the contract, at each renewal of the contract, and not less than once annually.**
- (3) The fiscal integrity evaluation shall include the following provisions for ensuring that workforce service contractors are meeting performance measures in compliance with requirements contained in:
 - (A) federal and state statutes and regulations and directives of the Commission or Agency;*
 - (B) Office of Management and Budget (OMB) circulars applicable to the entity, such as OMB Circulars A-21, A-87, or A-122, and the Office of the Governor's Uniform Grant Management Standards; and*
 - (C) any other safeguards a Board has identified that are designed to ensure the proper and effective use of funds placed under the control of its workforce service contractors.**
- (4) The fiscal integrity evaluation shall also include the review and consideration of the prospective or renewing workforce service contractor's prior three-year financial history before the Board awards or renews a workforce service contract. The review shall include any adverse judgments or findings, such as administrative audit findings; Commission, Agency, or Board monitor findings; or sanctions by a Board or court of law.*
- (5) The fiscal integrity evaluation may include provisions such as accounting for program income in accordance with federal regulations, resolving questioned costs and the repayment of disallowed costs in a timely manner, and safeguarding fixed assets, as well as those referenced in the Texas Workforce Commission's Financial Manual for Grants and Contracts.*

(b) Bonding, Insurance, and Other Methods of Securing Funds to Cover Losses.

- (1) A Board shall ensure that at least 10% of the funds subject to the control of the workforce service contractors is protected through bonds, insurance, escrow accounts, cash on deposit, or other methods to secure the funds consistent with this subchapter. A Board and its workforce service contractors may, consistent with this section, use any method or combination of methods to meet this requirement. At the Board's discretion, the Board may pay for the bonding, insurance, or other protection methods or require its workforce service contractors, to the extent allowable under state and federal law, to pay for such protection.
- (2) In conducting the fiscal integrity evaluation required in this section, a Board may determine that more than 10% of the funds subject to the control of its workforce service contractors shall be secured through bonds, insurance, escrow accounts, or other methods consistent with this subchapter.
- (3) Escrow of funds may also be used to satisfy the requirements of §801.54(b) provided that:
 - (A) the funds placed in escrow require the signature of persons other than the persons with signatory authority for the Board's workforce service contractors;
 - (B) the funds do not lapse due to requirements for timely expenditure of funds; and
 - (C) this provision does not conflict with any provision in contract, rule, or statute for the timely expenditure of funds.
- (4) If a bond is used, a Board shall ensure that the bond is executed by a corporate surety or sureties holding certificates of authority, authorized to do business in the state of Texas.
- (5) A Board shall ensure, based on the schedule referenced in §801.54(a)(2) of this section, that each of its workforce service contractors is required to verify that:
 - (A) the insurance or bond policy is valid, premiums are paid to date, the company is authorized to provide the bonding or insurance, and the company is not in receivership, bankruptcy or some other status that would jeopardize the ability to draw upon the policy;
 - (B) the escrow account balances are at an appropriate level;
 - (C) the method of securing the funds has not been withdrawn, drawn upon, obligated for another purpose, or is no longer valid for use as the method of security; and
 - (D) other such protections as are applicable and relied upon by the Board are verified as in force.
- (6) A Board shall ensure that the workforce service contractors are required to disclose any changes in and circumstances regarding the method of securing or protecting the funds under the workforce service contractors' control.

(c) Standards of Conduct. A Board shall ensure that the workforce service contractors:

- (1) comply with federal and state statutes and regulations regarding standards of conduct and conflict of interest provisions including, but not limited to, the following:
 - (A) 29 C.F.R. §97.36(b)(3), which includes requirements from the Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments;
 - (B) professional licensing requirements, when applicable; and
 - (C) applicable OMB circular requirements and the Office of the Governor's Uniform Grant Management Standards.

- (2) *avoid any conflict of interest or any appearance of a conflict of interest; and*
- (3) *refrain from using nonpublic information gained through a relationship with the Commission, an Agency employee, a Board, or a Board employee, to seek or obtain financial gains that would be a conflict of interest or the appearance of a conflict of interest.*

(d) Disclosures. A Board shall require its workforce service contractors to disclose the following:

- (1) *Matters Subject to Disclosure. A Board shall ensure that its workforce service contractors promptly disclose in writing the following:*
 - (A) *a substantial financial interest that the workforce service contractor, or any of its workforce service contractor employees in decision-making positions, have in a business entity that is a party to any business transaction with a Board member or Board employee who is in a Board decision-making position;*
 - (B) *a gift greater than \$50 in value given to a Board member or Board employee by a workforce service contractor or its employees; and*
 - (C) *the existence of any conflict of interest and any appearance of a conflict of interest, or the lack thereof.*
- (2) *Content of Disclosure. A Board shall ensure that its workforce service contractors' written disclosures contain the following:*
 - (A) *information describing the conflict of interest; and*
 - (B) *information describing the appearance of a conflict of interest, and actions the workforce service contractor and its employees will take in order to prevent any conflict of interest from occurring.*
- (3) *Frequency of Disclosure. A Board shall ensure that its workforce service contractors disclose:*
 - (A) *at least annually, and as frequently as necessary, any conflict of interest and any appearance of a conflict of interest;*
 - (B) *within 10 days of giving a gift greater than \$50 in value as referenced in this section; and*
 - (C) *at least annually that no conflict of interest and no appearance of a conflict of interest exists.*
- (4) *Matters Not Subject to Disclosure. This provision does not apply to:*
 - (A) *a financial transaction performed in the course of a contract with the Board; or*
 - (B) *a transaction or benefit that is made available to the general public under the same terms and conditions.*

Review Population and Documents Reviewed

Following are the documents, itemized by entity, evaluated in the conduct of this fiscal integrity evaluation. The evaluation was conducted on the behalf of **Workforce Solutions North Texas** (the Board) pursuant to the TWC requirements at its rule §802.21.

A. Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions (EWS)

1. Current Contract

Contract #: 201-005 WFC FY2025, October 1, 2024 through September 30, 2025, Budget Per Amendment \$6,664,803.46.

2. Questionnaire: *Diaz, Smith, and Associates' (DSA) Fiscal Integrity and Financial Risk Assessment Questionnaire (FIRA) completed by the EWS Project Accountant and dated July 14, 2025. The completed questionnaire indicates:*

- *Their contract for the October 1, 2025 through September 30, 2026 year will be cost reimbursement without funds advanced which includes profit and a budget of approximately \$3,500,000.*
- *In the current period FIRA response EWS indicated it incurred questioned/disallowed costs in the preceding five-year period in the amount \$7,504.00 (specifically in the 2023).*
- *EWS states the following regarding the TWC 10% fiscal integrity requirement: "N/A – Cost reimbursable contract and Equus does not draw down Federal funds nor requires advances from the Board"*
- *The EWS FIRA responses indicate the following anticipated budget amounts;*
 - Miscellaneous \$2,909,850.00,
 - Indirect cost \$247,000.00
 - Supplies 25,000.00,
 - Employee Development \$7,000.00,
 - Travel \$31,150.00.
- *EWS indicates a contractual maximum indirect rate of 10% for the fiscal year ended September 30, 2025. Additionally, EWS indicates "Equus does not receive direct Federal Funding; therefore, does not have a cognizant USG agency to approve/obtain a NICRA"*
- *EWS states it will provide clients gas cards (\$25), gift cards (\$25, \$50) and bus passes (\$25) at various workforce center locations during the period covered by this evaluation.*

3. **Organization Chart:** The EWS North Texas Organizational Chart dated June 13, 2025 was reviewed.
4. **Cost Allocation Plan:** The following allocation items were provided:
 - *Indirect Rate: EWS states it will use a ten (10) percent indirect rate to allocate overhead expenses for the period covered by this evaluation.*
 - *The “Equus Workforce Solutions Cost Allocation Plan for Contracts with the North Texas Workforce Development Board” for the Program Year 2024-2025. The plan was signed by the Director of Revenue on May 9, 2025.*
5. **Audit Reports:** The following EWS audit reports/documents were reviewed:
 - *Equus Workforce Solutions Report on Financial Statements and Expenditures of Federal Awards in Accordance with the Uniform Guidance for the Fiscal Year Ended June 30, 2024. The report was prepared by ML Weekes & Company, PC; dated April 30, 2025. No findings and/or questioned costs were identified.*
 - *Equus Workforce Solutions Report on Financial Statements and Expenditures of Federal Awards in Accordance with the Uniform Guidance for the Eight Month Period Ended June 30, 2023. The report was prepared by ML Weekes & Company, PC; dated January 12, 2024. No findings and/or questioned costs were identified.*
 - *Equus Workforce Solutions Career Services Equitable Social Solutions Final Indirect Cost Rates for the Eight Month Period Ended June 30, 2023; Audited By: ML Weekes & Company, PC; undated.*
 - *Equus Workforce Solutions Career Services FY2024 Provisional Indirect Cost Rates Schedule, Independent Accountant’s Report for the Twelve Months Ended June 30, 2024; Audited By: ML Weekes & Company, PC; dated January 30, 2024.*
6. **Monitoring Reports:** The following monitoring reports were provided by EWS:

Excel spreadsheets reflecting the following monitoring reviews:

 - *Spreadsheets Reflecting monthly Support Services Reviews 2023.04 through 2503.12*
 - *Spreadsheets Reflecting Quarterly Procurement 2023 Q1 through 2024 Q4*

The following monitoring reports were provided with the prior period FIRA’s:

 - *DSA Monitoring report WSNT23-05, issued March 31, 2023*
 - *February 7, 2023, CAP WIOA, Follow up for 2022 WIOA Program Monitoring review*
 - *Texas Workforce Commission Report #22.03.0001 reflecting the results of their review of the Boards Child Care Services, Choices, Employment Services and WIOA programs. The report is dated November 9, 2022*
 - *Texas Workforce Commission Report #21.03.0001 reflecting the results of their review of the Boards Child Care Services, Choices, Employment Services and WIOA programs. The report is dated March 7, 2022*
 - *Richard Rogers, Board Monitor; Equus Choices and SNAP Program Monitoring Final Report – North Texas; Date: February 3, 2023*

- *Richard Rogers, Board Monitor; Equus WIOA Program Monitoring Final Report – North Texas; Date: February 3, 2023*

External

- *-Richard Rogers, Board Monitor; Choices Program Monitoring Final Report – North Texas; Date: February 7, 2022*
- *-Richard Rogers, Board Monitor; SNAP Program Monitoring Report – North Texas; Date: February 7, 2022*
- *-Richard Rogers, Board Monitor; WIOA Program Monitoring Final Report – North Texas; Date: February 7, 2022*

7. Cash Management: *EWS provided its Arbor E &T, LLC North Texas Support Services Account June 2025 bank statement and reconciliation.*

8. Escrow Accounts: *EWS states the following regarding the TWC 10% fiscal integrity requirement: “N/A – Cost reimbursable contract and Equus does not drawn down Federal funds nor requires advances from the Board”*

9. Conflict of Interest: *EWS provided the following:*

- *The EWS response to item 62 in the FIRA questionnaire states that EWS requires its Board members and personnel to sign a (non) conflict of interest attestation.*
- *EWS indicates that its personnel are required to disclose gifts greater than \$50, given to a Board member or Board employee.*

10. Policies and Procedures: *EWS provided the following policies and procedures:*

- *Workforce Solutions North Texas Board Policy Cash Equivalents Oversight and Monitoring Effective June 25, 2024*
- *Workforce Solutions North Texas Procurement Policy and Procedure Revised January 1, 2023*
- *Workforce Solutions North Texas Support Services Guide undated*

The following procedures were provided with prior period FIRA's:

- *ResCare Accounting Policies and Procedures Manual issued January 16, 2007 and last revised May 31, 2018.*
- *Accounting Policies and Procedures Manual Fraud Prevention dated December 06, 2018*
- *Process Document -Ordering, Preparing Gas, Incentive Cards and Bus Passes (undated)*
- *Project Accountant Training Procedure – Oracle Invoice and Payment Lookup (denoted as Cash Disbursement Procedure-Invoice Lookup in Oracle)*
- *Policy and Procedure Number 00-13, Fraud Prevention, Original Issue Date: 12/31/2006; Revised Date: 12/06/2018.*
- *Incentives for Choices Participants*
- *Workforce Solutions North Texas Procedure Month End-ITA Payment Reconciliation dated April 6, 2023*

- Workforce Solutions North Texas Support Services Guide dated 03/06/2022
- Procurement Policy and Procedure; Effective Date: 5/10/2016; Revised Date: 01/10/2023.

11. Insurance: The Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions Certificates of Insurance reflecting the following coverages for the period September 30, 2024 through September 30, 2025. The Certificate Holder was not identifiable in the documents provided.

Type of Insurance	Limits	
Commercial General Liability	each occurrence	\$1,000,000.00
	Damage to rented premises	100,000.00
	Medical Expenses	10,000.00
	Personal and ADV injury	1,000,000.00
	general aggregate	2,000,000.00
	Products	2,000,000.00
Automobile Liability	Combined single limit each accident	3,000,000.00
Professional Liability	Each occurrence/Aggregate	5,000,000.00
	Excess	5,000,000.00
Workers Compensation	Each accident	1,000,000.00
	Disease each employee/policy limit	1,000,000.00
	Disease Policy Limit	1,000,000.00

12. Adverse Judgements: EWS indicated it did not have any adverse judgements or findings during the last twelve months that would impede their ability to perform the services pursuant to a contract with the Board.

B. Rolling Plains Management Corporation (RPMC)

1. Contract: The following contract was provided:

Contract No. 2022-008 CCS FY2025-4; Contract Period: 10/1/24 to 10/31/25 reflecting the following current period funding per amendment 4:

• Child Care Services Formula	\$8,025,453.60
• Child Care DFPS	\$588,050.00
• CCDF Quality Improvement Activity (#33-1077)	\$565,244.00
• Child Care Match	\$579,564.00
• CCDF Quality Improvement Activity (#33-1081)	\$506,128.00

2. Fiscal Integrity Questionnaire: *Diaz, Smith, and Associates'* (DSA) *Fiscal Integrity and Financial Risk Assessment Questionnaire (FIRA)* for the period October 1, 2025 through September 30, 2026 completed by the RPMC Financial Director signed and dated July 18, 2025. The questionnaire responses indicate the following:

- RPMC's contract with the Board will be cost reimbursement without fund advances of approximately \$9,000,000.
- Per the FIRA RPMC conducted a physical inventory in March 2025 but did not provide a value of the assets. RPMC states this value is "*maintained at the Board level.*"
- RPMC indicates it has incurred \$3.87 in disallowed costs in the preceding five (5) years.
- RPMC states that it will utilize "*Directors and Officers Insurance of \$2,000,00/\$100,000 to satisfy the TWC 10% fiscal integrity requirement*". Per the FIRA the contract with the Board *will be cost reimbursement without funds advanced.*
- Per the FIRA the RPMC Program Director departed June 2022 and their replacement was hired in August 2022.
- RPMC indicates it will use a *De Minimis* indirect rate of 15 % to allocate overhead expenses with a base of *modified total direct costs*.
- RPMC provided the following anticipated budget amounts for the period 10/1/25 through 9/30/26.

○ Equipment	\$0.00
○ Supplies	\$44,500.00
○ Employee Development	\$8,635.00
○ Indirect Costs	\$260,719.00 <u><i>(a significant increase over last year)</i></u>
○ Travel	\$21,801.00
○ Miscellaneous	\$7,902.00

3. Organization Charts:

- *The Rolling Plains Management Corporation Organization Agency Chart dated July 18, 2025.*
- *The Rolling Plains Management Corporation Organization Admin Chart dated July 18, 2025.*
- *The Rolling Plains Management Corporation Organization Chart (Child Care Assistance) dated July 18, 2025.*

4. Audit: RPMC provided the following:

- *The RPMC audit report for their fiscal year ended November 30, 2024 was not provided in response to this fiscal integrity evaluation. The audit is required to be completed on or before August 31, 2025.*
- **Financial Statements:** *RPMC provided its unaudited Balance Sheet -Entire Agency and Statement of Revenues and Expenditures -Budget to Actual, and Statement of Functional Expenses -Budget to Actual for the period ended May 31, 2025.*
- *Rolling Plains Management Corporation of Baylor, Cottle, Foard, Hardeman and Wilbarger Counties Financial Statements and Independent Auditor's Report, For the Year Ended November 30, 2023; Audited By: MWH Group, Certified Public Accountants Consultants; Dated: July 31, 2024. No findings or questioned costs are indicated*
- *Rolling Plains Management Corporation of Baylor, Cottle, Foard, Hardeman and Wilbarger Counties Auditor Management Letter for the Year Ended November 30, 2023, dated July 31, 2024, indicating the auditor encountered no significant, difficulties and/or disagreements with RPMC management in the conduct of the audit.*
- *Rolling Plains Management Corporation of Baylor, Cottle, Foard, Hardeman and Wilbarger Counties Financial Statements and Independent Auditor's Report, For the Year Ended November 30, 2022; Audited By: MWH Group, Certified Public Accountants Consultants; Dated: July 18, 2023. No findings or questioned costs are indicated*

5. Cash Management: RPMC provided the following bank statement and reconciliation:

- *Herring Bank Investment Account Bank Reconciliation and Statement for the month of June 2025*
- The following bank statements and reconciliations for the accounts per the prior years FIRA were not provided
- *Operating Account*
 - *Payroll Account*
 - *Herring Bank Cash Account*
 - *Cash Account RPMC 1*

Note: DSA Financial Monitoring Cash Management review workpapers were also considered in this FIRA evaluation.

6. **Monitoring:** The following RPMC monitoring reports were considered in the conduct of this fiscal integrity evaluation:
 - Office of Head Start Administration for Children and Families Program Performance Summary Report dated July 15, 2024 (the period covered was not specified) Findings and Corrective Actions Indicated
 - Seven (7) quarterly Texas Department of Transportation; Financial Monitoring Reports Texas: No Findings Indicated
 - Department of Housing and Community Affairs Monitoring Report; Dated: May 7, 2024: Findings and Observations Indicated
7. **Cost Allocation Plan:** RPMC provided its Rolling Plains Corporation Fiscal Year 2025 Cost Allocation Plan for the for the period December 1, 2024 through November 30, 2025. The plan was executed on December 1, 2024 by the RPMC Financial Director.
8. **IRS Form 990:** RPMC provided its IRS forms 990 and supporting schedules for the fiscal year ended November 30, 2021 (provided with prior years FIRA), November 30, 2022 and November 30, 2023. Our review of the 990's did not discern any reportable financial concerns.
9. **Policies and Procedures:** The following RPMC procedures were considered in the conduct of this fiscal integrity evaluation:
 - Employee Code of Conduct/Ethics Training (required to be signed by RPMC employees)
 - Conflict of Interest Disclosure Statement for RPMC
 - Requisition Form (used to determine potential procurement conflicts of interest)
 - Board Members Conflict of Interest Policy
 - RPMC Employees Conflict of Interest Disclosure Acknowledgement form dated July 2024
 - Financial Procedures Manual, updated December 2, 2024 (includes procurement policy)
 - Personnel Policies of RPMC, updated April 4, 2023
 - RPMC Personnel Policies amended December 2024
10. **Adverse Judgments:** RPMC indicated it did not have any adverse judgements or findings during the last twelve months that would impede their ability to perform the services pursuant to a contract with the Board.

11. Insurance: The RPMC provided documentation reflecting the following insurance coverages for the period January 11, 2025 through January 11, 2026. *The Certificate Holder is not identified*

D&O/EPLI	Limits	
EPLI	Limit	2,000,000.00
	Flat	10,000.00
Directors and Officers	Limit	1,000,000.00
	Flat	10,000.00

Because of inherent limitations in any system of internal accounting and administrative controls used in administering federal financial assistance programs, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the systems to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Fiscal Integrity Determinations

Our fiscal integrity assessment of the entities in the review population evaluated compliance with the citations below and those on the following pages. Following each citation is our determination.

1. Compliance

The TWC rules provide the following compliance requirements.

The fiscal integrity evaluation shall include the following provisions for ensuring that workforce service contractors are meeting performance measures in compliance with requirements contained in:

- (A) federal and state statutes and regulations and directives of the Commission or Agency;*
- (B) Office of Management and Budget (OMB) circulars applicable to the entity, such as OMB Circulars A-21, A-87, or A-122, and the Office of the Governor's Uniform Grant Management Standards; and*
- (C) any other safeguards a Board has identified that are designed to ensure the proper and effective use of funds placed under the control of its workforce service contractors.*

Review Determination

Our review determined the Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions and Rolling Plains Management Corp (RPMC) are materially in compliance with the requirements of the above cited TWC provisions with the following qualifications:

- A. Both of the Entities should provide the Board their latest Audit reports to the promptly upon their completion.*
- B. Upon provision of the audit reports to the Board Both entities should provide documentation the audit reports have been submitted to the (audit) Clearing House.*

2. Cash on Deposit or Other methods to Secure Funds

The TWC rules provide the following securing funds requirements.

- (1) A Board shall ensure that at least 10% of the funds subject to the control of the workforce service contractors is protected through bonds, insurance, escrow accounts, **cash on deposit, or other methods to secure the funds** consistent with this subchapter. A Board and its workforce service contractors may, consistent with this section, use any method or combination of methods to meet this requirement. At the Board's discretion, the Board may pay for the bonding, insurance, or other protection methods or require its workforce service contractors, to the extent allowable under state and federal law, to pay for such protection.*
- (2) In conducting the fiscal integrity evaluation required in this section, a Board may determine that more than 10% of the funds subject to the control of its workforce service contractors shall be secured through bonds, insurance, escrow accounts, or other methods consistent with this subchapter.*

- (3) Escrow of funds may also be used to satisfy the requirements of §801.54(b) provided that:
- (A) the funds placed in escrow require the signature of persons other than the persons with signatory authority for the Board's workforce service contractors;
 - (B) the funds do not lapse due to requirements for timely expenditure of funds; and
 - (C) this provision does not conflict with any provision in contract, rule, or statute for the timely expenditure of funds.

Review Determination

Our review determined Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions and Rolling Plains Management Corp (RPMC) are materially in compliance with the requirements with the requirements of the above cited TWC provisions.

3. Bonding, Insurance, and Other Methods of Securing Funds to Cover Losses

The TWC rules provide the following securing funds requirements.

If a bond is used, a Board shall ensure that the bond is executed by a corporate surety or sureties holding certificates of authority, authorized to do business in the state of Texas.

- (5) A Board shall ensure, based on the schedule referenced in §801.54(a)(2) of this section, that each of its workforce service contractors is required to verify that:
- (A) the insurance or bond policy is valid, premiums are paid to date, the company is authorized to provide the bonding or insurance, and the company is not in receivership, bankruptcy or some other status that would jeopardize the ability to draw upon the policy;
 - (B) the escrow account balances are at an appropriate level;
 - (C) the method of securing the funds has not been withdrawn, drawn upon, obligated for another purpose, or is no longer valid for use as the method of security; and
 - (D) other such protections as are applicable and relied upon by the Board are verified as in force.

Review Determination

Our review determined Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions and Rolling Plains Management Corp (RPMC) are materially in compliance with the requirements with the requirements of the above cited TWC provisions.

4. Standards of Conduct a Board shall ensure that the workforce service contractors:

The TWC rules provide the following standard of conduct requirements.

- (1) *comply with federal and state statutes and regulations regarding standards of conduct and conflict of interest provisions including, but not limited to, the following:*
 - (A) *29 C.F.R. §97.36(b)(3), which includes requirements from the Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments;*
 - (B) *professional licensing requirements, when applicable; and*
 - (C) *applicable OMB circular requirements and the Office of the Governor's Uniform Grant Management Standards.*
- (2) *avoid any conflict of interest or any appearance of a conflict of interest; and*
- (3) *refrain from using nonpublic information gained through a relationship with the Commission, an Agency employee, a Board, or a Board employee, to seek or obtain financial gains that would be a conflict of interest or the appearance of a conflict of interest.*

Review Determination

Our review determined the Board, Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions and Rolling Plains Management Corp (RPMC) are materially in compliance with the requirements with the requirements of the above cited TWC provisions.

5. Disclosures: A Board shall require its workforce service contractors to disclose the following:

The TWC rules provide the following standard of conduct requirements.

- (1) *Matters Subject to Disclosure. A Board shall ensure that its workforce service contractors promptly disclose in writing the following:*
 - (A) *a substantial financial interest that the workforce service contractor, or any of its workforce service contractor employees in decision-making positions, have in a business entity that is a party to any business transaction with a Board member or Board employee who is in a Board decision-making position;*
 - (B) *a gift greater than \$50 in value given to a Board member or Board employee by a workforce service contractor or its employees; and*
 - (C) *the existence of any conflict of interest and any appearance of a conflict of interest, or the lack thereof.*
- (2) *Content of Disclosure. A Board shall ensure that its workforce service contractors' written disclosures contain the following:*
 - (A) *information describing the conflict of interest; and*
 - (B) *information describing the appearance of a conflict of interest, and actions the workforce service contractor and its employees will take in order to prevent any conflict of interest from occurring.*

- (3) *Frequency of Disclosure. A Board shall ensure that its workforce service contractors disclose:*
- (A) *at least annually, and as frequently as necessary, any conflict of interest and any appearance of a conflict of interest;*
 - (B) *within 10 days of giving a gift greater than \$50 in value as referenced in this section; and*
 - (C) *at least annually that no conflict of interest and no appearance of a conflict of interest exists.*
- (4) *Matters Not Subject to Disclosure. This provision does not apply to:*
- (A) *a financial transaction performed in the course of a contract with the Board; or*
 - (B) *a transaction or benefit that is made available to the general public under the same terms and conditions.*

Review Determination

Our review determined the Board, Ross Innovative Employment Solutions Corporations; DB Grant Associates, Inc.; Dynamic Educational Systems, Inc; The Kaiser Group, LLC DBA: dba Equus Workforce Solutions and Rolling Plains Management Corp (RPMC) are materially in compliance with the requirements with the requirements of the above cited TWC provisions.

**Workforce Solutions North Texas
Grant Spending Report
Report Date: As of 07/31/2025**

Acct Code	Grant Number	Grant Period	Total Grant Award	Total Grant Expended	Balance Remaining	% Remaining
33-1040	0323WOY001	07/01/23 - 06/30/25	\$ 612,132.00	\$ 612,132.00	\$ 0.00	0.0%
33-1044	3024VRS039	09/01/23 - 08/31/27	\$ 452,000.00	\$ 156,398.49	\$ 295,601.51	65.4%
33-1051	3024VRS096	10/01/23 - 09/30/27	\$ 375,000.00	\$ 42,538.55	\$ 332,461.45	88.7%
33-1052	3022VRS028 1	10/01/23 - 09/30/25	\$ 178,962.98	\$ 68,044.37	\$ 110,918.61	62.0%
33-1063	0324WOA001	07/01/24 - 06/30/26	\$ 597,903.00	\$ 362,252.09	\$ 235,650.91	39.4%
33-1064	0324WOD001	07/01/24 - 06/30/26	\$ 673,382.00	\$ 462,441.18	\$ 210,940.82	31.3%
33-1065	0324WOY001	07/01/24 - 06/30/26	\$ 665,068.00	\$ 218,729.67	\$ 446,338.33	67.1%
33-1066	0324WOR001	07/01/24 - 06/30/25	\$ 17,947.00	\$ 17,947.00	\$ -	0.0%
33-1067	0325COL001	09/01/24 - 10/31/25	\$ 161,760.89	\$ 114,387.27	\$ 47,373.62	29.3%
33-1068	0325CCF001	08/31/24 - 12/31/25	\$ 8,786,831.00	\$ 5,431,007.11	\$ 3,355,823.89	38.2%
33-1070	0325TAF001	10/01/24 - 10/31/25	\$ 897,110.00	\$ 579,785.33	\$ 317,324.67	35.4%
33-1071	0325CCP001	09/01/24 - 08/31/25	\$ 619,000.00	\$ 481,603.32	\$ 137,396.68	22.2%
33-1072	0325SNE001	10/01/24 - 09/30/25	\$ 143,337.00	\$ 125,894.20	\$ 17,442.80	12.2%
33-1073	0325WPA001	10/01/24 - 12/31/25	\$ 12,935.00	\$ 6,558.12	\$ 10,175.88	78.7%
33-1074	0325WOO001	10/01/24 - 09/30/25	\$ 646.00	\$ 646.00	\$ -	0.0%
33-1075	0325RAG001	10/01/24 - 09/30/25	\$ 6,346.00	\$ 3,594.04	\$ 2,751.96	43.4%
33-1076	0325TVC001	10/01/24 - 09/30/25	\$ 19,921.00	\$ 16,284.32	\$ 3,636.68	18.3%
33-1077	0325CCQ001	10/01/24 - 10/31/25	\$ 566,244.00	\$ 399,041.81	\$ 167,202.19	29.5%
33-1078	0325REA001	10/01/24 - 09/30/25	\$ 348,664.00	\$ 194,255.06	\$ 154,408.94	44.3%
33-1079	0325TRA001	10/01/24 - 09/30/25	\$ 5,000.00	\$ -	\$ 5,000.00	100.0%
33-1080	0325CCM001	10/01/24 - 12/31/25	\$ 579,564.00	\$ -	\$ 579,564.00	100.0%
33-1081	0325CQF001	10/01/24 - 10/31/25	\$ 506,128.00	\$ 349,403.67	\$ 156,724.33	31.0%
33-1082	0325WCI001	10/01/24 - 09/30/25	\$ 40,317.00	\$ 6,771.31	\$ 33,545.69	83.2%
33-1083	0325EXT001	04/01/25 - 03/31/26	\$ 63,807.00	\$ 5,463.51	\$ 58,343.49	91.4%
33-1084	0325MTC001	04/17/25 - 04/30/26	\$ 210,514.00	\$ 14,015.68	\$ 196,498.32	93.3%
33-1085	0325TRPN001	03/01/25 - 04/30/27	\$ 200,000.00	\$ 14,482.49	\$ 185,517.51	92.8%
33-1086	0325WOA001	07/01/25 - 06/30/27	\$ 518,911.00	\$ 1,037.43	\$ 517,873.57	99.8%
33-1087	0325WOD001	07/01/25 - 06/30/27	\$ 617,803.00	\$ 665.70	\$ 617,137.30	99.9%
33-1088	0325WOY001	07/01/25 - 06/30/27	\$ 573,812.00	\$ 175.89	\$ 573,636.11	100.0%
33-1089	0325WOR001	07/01/25 - 06/30/26	\$ 16,270.00	\$ 35.02	\$ 16,234.98	99.8%

**Board Procurement List
8/1/2024 - 7/31/2025**

Contractor/Vendor	Purchase date	Total cost	Goods/Services	Type	Since last meeting	12-Month rolling
A1 Fire Extinguisher Co	6/2/2025	\$ 15.00	Annual maintenance check	Micro	\$ 15.00	\$ 15.00
Adobe	8/28/2024	\$ 119.95	Acrobat Pro DC for 6	Micro		
Adobe	9/28/2024	\$ 119.95	Acrobat Pro DC for 6	Micro		
Adobe	10/5/2024	\$ 419.88	Creative Cloud	Micro		
Adobe	10/23/2024	\$ 119.95	License fee	Micro		
Adobe	11/24/2024	\$ 119.95	License fee	Micro		
Adobe	12/24/2024	\$ 119.95	License fee	Micro		
Adobe	1/23/2025	\$ 119.95	5 Adobe Pro License	Micro		
Adobe	2/23/2025	\$ 119.95	5 Adobe Pro License	Micro		
Adobe	3/23/2025	\$ 119.95	5 Adobe Pro License	Micro		
Adobe	4/25/2025	\$ 119.95	5 Adobe Pro License	Micro		
Adobe	5/25/2025	\$ 119.95	5 Adobe Pro License	Micro		
Adobe	6/23/2025	\$ 119.95	5 Adobe Pro License	Micro	\$ 119.95	
Adobe	7/23/2025	\$ 119.95	5 Adobe Pro License	Micro	\$ 119.95	\$ 1,859.28
AFAB Ventures, LLC	9/25/2024	\$ 60.00	September window cleaning	Micro		
AFAB Ventures, LLC	10/23/2024	\$ 60.00	Window cleaning	Micro		
AFAB Ventures, LLC	1/4/2025	\$ 90.00	Window cleaning	Micro		
AFAB Ventures, LLC	2/5/2025	\$ 60.00	Window cleaning	Micro		
AFAB Ventures, LLC	3/5/2025	\$ 60.00	Window cleaning	Micro		
AFAB Ventures, LLC	4/29/2025	\$ 60.00	Window cleaning	Micro		
AFAB Ventures, LLC	6/11/2025	\$ 60.00	Window cleaning	Micro	\$ 60.00	
AFAB Ventures, LLC	7/2/2025	\$ 60.00	Window cleaning	Micro	\$ 60.00	\$ 510.00
Amazon	8/11/2024	\$ 126.99	Startech docking stations	Micro		
Amazon	9/18/2024	\$ 129.95	monitor stand for new hire cc	Micro		
Amazon	10/16/2024	\$ 161.60	Synology NAS storage for staff	Micro		
Amazon	10/16/2024	\$ 1,194.88	Synology NAS storage for staff	Micro		
Amazon	10/16/2024	\$ 88.14	Synology NAS storage for staff	Micro		
Amazon	10/16/2024	\$ 132.22	Synology NAS storage for staff	Micro		
Amazon	10/16/2024	\$ 66.11	Synology NAS storage for staff	Micro		
Amazon	10/16/2024	\$ 22.04	Synology NAS storage for staff	Micro		
Amazon	10/25/2024	\$ 33.73	Office supplies from Amazon	Micro		
Amazon	10/25/2024	\$ 105.90	Office supplies from Amazon	Micro		
Amazon	10/25/2024	\$ 41.17	Office supplies from Amazon	Micro		
Amazon	12/11/2024	\$ 57.58	Board office supplies	Micro		
Amazon	12/11/2024	\$ 68.72	Board office supplies	Micro		
Amazon	12/11/2024	\$ 212.38	Board office supplies	Micro		
Amazon	12/11/2024	\$ 76.00	Board office supplies	Micro		
Amazon	12/18/2024	\$ 61.52	Board office supplies	Micro		
Amazon	1/19/2025	\$ 36.98	docking station	Micro		
Amazon	2/13/2025	\$ 309.05	cables	Micro		
Amazon	2/20/2025	\$ 21.64	surge cord	Micro		
Amazon	2/26/2025	\$ 49.99	Docking stations	Micro		
Amazon	5/20/2025	\$ 141.74	Document scanner	Micro		
Amazon	5/25/2025	\$ 42.40	surge protector power strip	Micro		
Amazon	6/9/2025	\$ 51.98	board office supplies	Micro	\$ 51.98	
Amazon	6/9/2025	\$ 12.59	board office supplies	Micro	\$ 12.59	
Amazon	6/10/2025	\$ 114.85	board office supplies	Micro	\$ 114.85	
Amazon	7/9/2025	\$ 87.00	Brother Printer drum-unit	Micro	\$ 87.00	\$ 3,447.15
Art's Home Pest Exterminators	9/1/2024	\$ 75.00	September pest control	Micro		
Art's Home Pest Exterminators	10/30/2024	\$ 75.00	pest control	Micro		
Art's Home Pest Exterminators	12/23/2024	\$ 75.00	pest control	Micro		
Art's Home Pest Exterminators	2/26/2025	\$ 75.00	pest control	Micro		
Art's Home Pest Exterminators	4/30/25	\$ 75.00	pest control	Micro		
Art's Home Pest Exterminators	7/30/2025	\$ 75.00	pest control	Micro	\$ 75.00	\$ 450.00
AT&T Mobile Rec	8/3/24	\$ 580.75	Business Cell phones	Micro		
AT&T Mobile Rec	8/15/2024	\$ 253.80	5 board cell phones	Micro		
AT&T Mobile Rec	9/3/24	\$ 730.75	Business Cell phones	Micro		
AT&T Mobile Rec	9/15/2024	\$ 253.80	5 board cell phones	Micro		

**Board Procurement List
8/1/2024 - 7/31/2025**

Contractor/Vendor	Purchase date	Total cost	Goods/Services	Type	Since last meeting	12-Month rolling
AT&T Mobile Rec	10/3/2024	\$ 655.75	10 board cell phones	Micro		
AT&T Mobile Rec	10/15/2024	\$ 254.15	5 board cell phones	Micro		
AT&T Mobile Rec	11/3/2024	\$ 656.04	10 board cell phones	Micro		
AT&T Mobile Rec	11/15/2024	\$ 254.15	5 board cell phones	Micro		
AT&T Mobile Rec	12/3/2024	\$ 656.04	10 board cell phones	Micro		
AT&T Mobile Rec	12/15/2024	\$ 254.15	5 board cell phones	Micro		
AT&T Mobile Rec	1/3/2025	\$ 656.04	10 board cell phones	Micro		
AT&T Mobile Rec	1/15/2025	\$ 254.45	5 board cell phones	Micro		
AT&T Mobile Rec	2/3/2025	\$ 656.04	10 board cell phones	Micro		
AT&T Mobile Rec	2/15/2025	\$ 254.45	5 board cell phones	Micro		
AT&T Mobile Rec	3/3/2025	\$ 656.04	10 board cell phones	Micro		
AT&T Mobile Rec	3/15/2025	\$ 254.45	5 board cell phones	Micro		
AT&T Mobile Rec	4/3/2025	\$ 656.24	10 cell phones	Micro		
AT&T Mobile Rec	4/15/2025	\$ 254.40	5 cell phones	Micro		
AT&T Mobile Rec	5/3/2025	\$ 656.24	10 cell phones	Micro		
AT&T Mobile Rec	5/15/2025	\$ 254.40	5 cell phones	Micro		
AT&T Mobile Rec	6/25/2025	\$ 254.40	5 cell phones	Micro	\$ 254.40	
AT&T Mobile Rec	7/15/2025	\$ 254.24	6 cell phones	Micro	\$ 254.24	\$ 9,610.77
B&H Photo	12/18/2024	\$ 19.99	Wireless keyboard/mouse for childcare	Micro		
B&H Photo	1/17/2025	\$ 20.99	keyboard	Micro		
B&H Photo	3/7/2025	\$ 799.00	New office equipment for RESEA	Micro		
B&H Photo	6/10/2025	\$ 13,979.80	(20) HP Probooks	Micro	\$ 13,979.80	\$ 14,819.78
Best Buy	6/24/2025	\$ 9.99	Travel port	Micro	\$ 9.99	\$ 9.99
BJD Engraving, LLC	7/17/2025	\$ 12.00	Board office name tag	Micro	\$ 12.00	
BJD Engraving, LLC	7/17/2025	\$ 240.00	Workforce Center & childcare name tags	Micro	\$ 240.00	\$ 252.00
BlueAlly Tech	5/1/2025	\$ 7,602.34	Meraki License renewal	Micro		
BlueAlly Tech	5/7/2025	\$ 430.11	Teleworker gateway	Micro		
BlueAlly Tech	5/8/2025	\$ 2,344.68	MerakiAppliance updates	Micro		\$ 10,377.13
BOOSTLINGO, LLC	8/5/2024	\$ 95.00	Language Services	Micro		
BOOSTLINGO, LLC	9/10/2024	\$ 95.00	Language Services	Micro		
BOOSTLINGO, LLC	10/31/2024	\$ 95.00	Boostlingo Communications	Micro		
BOOSTLINGO, LLC	11/30/2024	\$ 95.00	Boostlingo Communications	Micro		
BOOSTLINGO, LLC	12/31/2024	\$ 95.00	Language app	Micro		
BOOSTLINGO, LLC	1/31/2025	\$ 95.00	Language app	Micro		
BOOSTLINGO, LLC	2/28/2025	\$ 95.00	Language app	Micro		
BOOSTLINGO, LLC	4/1/2025	\$ 95.00	Language app	Micro		
BOOSTLINGO, LLC	4/30/2025	\$ 95.00	Language app	Micro		
BOOSTLINGO, LLC	5/31/2025	\$ 95.00	Language app	Micro		
BOOSTLINGO, LLC	7/10/2025	\$ 95.00	Language app	Micro	\$ 95.00	
BOOSTLINGO, LLC	7/26/2025	\$ 95.00	Language app	Micro	\$ 95.00	\$ 1,140.00
Burkburnett Chamber of Commerce	12/2/2024	\$ 103.60	Membership dues	Micro		\$ 103.60
CDW Government Inc	9/18/2024	\$ 133.42	1 docking station	Micro		
CDW Government Inc	9/19/2024	\$ 376.98	2 portable monitors	Micro		
CDW Government Inc	9/26/2024	\$ 133.42	1 docking station	Micro		
CDW Government Inc	4/7/2025	\$ 382.18	2 monitors	Micro		
CDW Government Inc	4/10/2025	\$ 1,526.52	2 destops	Micro		
CDW Government Inc	4/11/2025	\$ 1,614.29	Surface pro	Micro		
CDW Government Inc	6/30/2025	\$ 287.61	Printer	Micro	\$ 287.61	
CDW Government Inc	7/1/2025	\$ 2,286.17	Thinkbook,monitors,scanner, printer	Micro	\$ 2,286.17	
CDW Government Inc	7/10/2025	\$ 31.36	Power adapter	Micro	\$ 31.36	\$ 6,771.95
Clean as Keck	8/1/2024	\$ 635.33	Board Janitorial	Micro		
Clean as Keck	9/1/2024	\$ 635.33	Board Janitorial	Micro		\$ 1,270.66
Cleanco	11/1/2024	\$ 658.67	Board Janitorial	Micro		
Cleanco	12/1/2024	\$ 658.67	Board Janitorial	Micro		
Cleanco	1/1/2025	\$ 658.67	Board Janitorial	Micro		
Cleanco	2/1/2025	\$ 582.67	Board Janitorial	Micro		
Cleanco	3/1/2025	\$ 658.67	Board Janitorial	Micro		

**Board Procurement List
8/1/2024 - 7/31/2025**

Contractor/Vendor	Purchase date	Total cost	Goods/Services	Type	Since last meeting	12-Month rolling
Cleanco	3/30/2025	\$ 658.67	Board Janitorial	Micro		
Cleanco	5/1/2025	\$ 658.67	Board Janitorial	Micro		
Cleanco	6/1/2025	\$ 658.67	Board Janitorial	Micro	\$ 658.67	
Cleanco	7/1/2025	\$ 658.67	Board Janitorial	Micro	\$ 658.67	\$ 5,852.03
COGNITO FORMS	10/31/2024	\$ 104.00	Cognito Form	Micro		
COGNITO FORMS	11/30/2024	\$ 109.00	Cognito Forms	Micro		
COGNITO FORMS	12/31/2024	\$ 116.19	Cognito Forms	Micro		
COGNITO FORMS	1/31/2025	\$ 116.19	Cognito Forms	Micro		
COGNITO FORMS	2/28/25	\$ 116.19	Cognito Forms	Micro		
COGNITO FORMS	4/30/25	\$ 121.52	Cognito Forms	Micro		
COGNITO FORMS	6/30/25	\$ 121.52	Cognito Forms	Micro	\$ 121.52	\$ 804.61
COI Group LLC	8/27/24	\$ 5,757.24	panel system for large office desk	Micro		
COI Group LLC	8/27/24	\$ 960.00	panel system for large office desk	Micro		\$ 6,717.24
Constant Contact	8/24/2024	\$ 227.00	Email marketing platform	Micro		
Constant Contact	9/24/2024	\$ 245.00	Email marketing platform	Micro		
Constant Contact	10/24/2024	\$ 245.00	Constant Contact	Micro		
Constant Contact	11/24/2024	\$ 245.00	Constant Contact	Micro		
Constant Contact	12/24/2024	\$ 245.00	Constant Contact	Micro		
Constant Contact	1/24/2025	\$ 245.00	Constant Contact	Micro		
Constant Contact	2/24/2025	\$ 245.00	Constant Contact	Micro		
Constant Contact	3/24/2025	\$ 245.00	Constant Contact	Micro		
Constant Contact	4/25/2025	\$ 245.00	Constant Contact	Micro		
Constant Contact	5/24/2025	\$ 245.00	Constant Contact	Micro		
Constant Contact	6/24/2025	\$ 245.00	Constant Contact	Micro	\$ 245.00	
Constant Contact	7/24/2025	\$ 325.00	Constant Contact	Micro	\$ 325.00	\$ 3,002.00
CPA Membership	9/19/2024	\$ 100.00	Comptroller membership	Micro		\$ 100.00
Dell Marketing, LP	7/25/2025	\$ 10,900.23	Dell Pro Support Plus	Micro	\$ 10,900.23	\$ 10,900.23
Dept of Information Resources	6/20/25	\$ 318.96	T-1 Connection	Micro	\$ 318.96	
Dept of Information Resources	7/21/25	\$ 318.96	T-1 Connection	Micro	\$ 318.96	\$ 637.92
Diaz, Smith and Associates	4/16/2025	\$ 50,720.00	Fiscal and Program Monitoring, integrity	Formal		\$ 50,720.00
Dollar General, Wichita Falls, TX	12/9/2024	\$ 42.22	batteries	Micro		\$ 42.22
Facebook	8/27/2024	\$ 224.93	Facebook Ads	Micro		
Facebook	9/24/2024	\$ 50.00	Facebook Ads	Micro		
Facebook	10/9/2024	\$ 107.40	Facebook Ads	Micro		
Facebook	11/7/2024	\$ 175.00	Facebook Ads	Micro		
Facebook	11/9/2024	\$ 14.84	Facebook Ads	Micro		
Facebook	12/9/2024	\$ 157.87	Facebook Ads	Micro		
Facebook	12/20/2024	\$ 6.41	Facebook Ads	Micro		
Facebook	1/9/2025	\$ 12.78	Facebook Ads	Micro		
Facebook	2/6/2025	\$ 134.03	Facebook Ads	Micro		
Facebook	2/9/2025	\$ 9.33	Facebook Ads	Micro		
Facebook	3/9/2025	\$ 147.43	Facebook Ads	Micro		
Facebook	4/7/2025	\$ 175.00	Facebook Ads	Micro		
Facebook	4/9/2025	\$ 8.13	Facebook Ads	Micro		
Facebook	5/3/2025	\$ 175.00	Facebook Ads	Micro		
Facebook	5/9/2025	\$ 37.85	Facebook Ads	Micro		
Facebook	5/30/2025	\$ 175.00	Facebook Ads	Micro		
Facebook	6/3/2025	\$ 175.00	Facebook Ads	Micro	\$ 175.00	
Facebook	6/9/2025	\$ 34.36	Facebook Ads	Micro	\$ 34.36	
Facebook	6/29/2025	\$ (219.00)	Facebook Ads credit	Micro	\$ (219.00)	
Facebook	7/9/2025	\$ 138.92	Facebook Ads	Micro	\$ 138.92	
Facebook	7/9/2025	\$ 6.63	Facebook Ads	Micro	\$ 6.63	\$ 1,746.91
Francotyp-Postalia, Inc	8/21/2024	\$ 66.50	Postage Machine Lease	Micro		
Francotyp-Postalia, Inc	9/5/2024	\$ 113.35	Postage Machine Lease	Micro		
Francotyp-Postalia, Inc	12/3/2024	\$ 179.85	Postage Machine Lease	Micro		
Francotyp-Postalia, Inc	3/4/2025	\$ 179.85	Postage Machine Lease	Micro		

**Board Procurement List
8/1/2024 - 7/31/2025**

Contractor/Vendor	Purchase date	Total cost	Goods/Services	Type	Since last meeting	12-Month rolling
Francotyp-Postalia, Inc	6/3/2025	\$ 179.85	Postage Machine Lease	Micro	\$ 179.85	\$ 719.40
GAN*TX-NM LOCALIQ ADV2	2/4/2025	\$ 171.71	Ad Board plan for comment	Micro		\$ 171.71
GoTo Technologies	8/15/2024	\$ 1,264.80	Annual renewal	Micro		\$ 1,264.80
Government Social Media	7/21/2025	\$ 399.00	Registration for conference	Micro	\$ 399.00	\$ 399.00
Hobby Lobby	6/23/2025	\$ 20.68	Board Meeting lunch supplies	Micro	\$ 20.68	\$ 20.68
Hoegger Communications	8/7/2024	\$ 1,725.00	Website Hosting /Maintenance Fee	Micro		\$ 1,725.00
Home Depot	11/1/2024	\$ 4.30	Brass key for Robin R.	Micro		\$ 4.30
HomeGoods	11/6/2024	\$ 6.48	November board meeting plates	Micro		\$ 6.48
HOOTSUITE	1/12/2025	\$ 294.00	media platform	Micro		\$ 294.00
Jason's Deli	8/22/2024	\$ 418.80	August 2024 Board Meeting Lunch	Micro		\$ 418.80
LIBERTY MUTUAL INS	2/7/2025	\$ 1,695.00	insurance	Micro		\$ 1,695.00
MarCom Products	5/29/2025	\$ 1,394.00	2024 Annual Reports	Micro		\$ 1,394.00
Mardel	11/27/2024	\$ 1.62	Staff Development Day	Micro		\$ 1.62
Microsoft	8/27/2024	\$ 45.60	Microsoft Software	Micro		
Microsoft	9/24/2024	\$ 45.60	Microsoft Software	Micro		
Microsoft	10/7/2024	\$ 45.60	Synology NAS storage for staff	Micro		
Microsoft	11/15/2024	\$ 45.60	Synology NAS storage for staff	Micro		
Microsoft	12/7/2024	\$ 45.60	Synology NAS storage for staff	Micro		
Microsoft	1/7/2025	\$ 45.60	2 MS license	Micro		
Microsoft	2/7/2025	\$ 72.00	2/6 license	Micro		
Microsoft	2/7/2025	\$ 45.60	IT MSE5 license	Micro		
Microsoft	3/7/2025	\$ 45.60	Microsoft Software	Micro		
Microsoft	4/7/2025	\$ 45.60	Microsoft Software	Micro		
Microsoft	5/7/2025	\$ 45.60	Microsoft Software	Micro		
Microsoft	6/7/2025	\$ 45.60	Microsoft Software	Micro	\$ 45.60	
Microsoft	7/7/2025	\$ 45.60	Microsoft Software	Micro	\$ 45.60	\$ 619.20
NameCheap.com	9/23/2024	\$ 17.06	Network Connections	Micro		
NameCheap.com	3/19/2025	\$ 17.16	Network Connections	Micro		
NameCheap.com	6/17/2025	\$ 17.16	Network Connections	Micro	\$ 17.16	\$ 51.38
NATIONAL ASSOC. WORKFORCE BOARDS	12/9/2024	\$ 1,000.00	Membership dues	Micro		\$ 1,000.00
			Domain name, privacy protection			
Network Solutions	8/8/2024	\$ 64.17	renewal	Micro		
Network Solutions	12/9/2024	\$ 61.47	Network Solutions	Micro		\$ 125.64
Party City	11/6/2024	\$ 6.50	November board meeting cups	Micro		\$ 6.50
PDQ.Com	7/9/2025	\$ 1,575.00	PDQ DEPLOY & INVENTORY	Micro	\$ 1,575.00	\$ 1,575.00
Philadelphia Insurance Companies	5/8/2025	\$ 300.00	Liability Insurance EXT	Micro		\$ 300.00
Sam's Club	11/6/2024	\$ 65.16	November board meeting desserts	Micro		
Sam's Club	6/25/2025	\$ 65.62	June board meeting drinks & desserts	Micro	\$ 65.62	\$ 130.78
SCW	8/6/2024	\$ 672.69	laptop	Micro		
SCW	9/18/2024	\$ 669.48	laptop	Micro		
SCW	9/23/2024	\$ 25.40	wireless keyboard & mouse	Micro		
SCW	4/7/2025	\$ 349.88	wireless keyboard & mouse	Micro		
SCW	6/17/2025	\$ 461.64	Toner	Micro	\$ 461.64	
SCW	6/27/2025	\$ 192.49	Toner	Micro	\$ 192.49	
SCW	7/14/2025	\$ 230.82	Toner	Micro	\$ 230.82	\$ 2,602.40
SOCIETY FOR HUMAN RESOURC	12/27/2024	\$ 132.00	SRM membership	Micro		\$ 132.00
Solid Border	8/16/2024	\$ 1,190.00	Software renewal	Micro		\$ 1,190.00
Tech Soup	2/28/2025	\$ 480.00	antivirus for libraries	Micro		\$ 480.00
Texas Assn of Workforce Boards	9/1/2024	\$ 3,375.00	TAWB Dues FY24 Annual dues	Formal		\$ 3,375.00
Texas Comptroller of Public Account	7/31/2025	\$ 100.00	Membership dues	Formal	\$ 100.00	\$ 100.00
TEXAS SECRETARY OF STATE	10/16/2024	\$ 1.00	Report from secretary of State	Micro		\$ 1.00
Texas Workforce Commission	8/21/2024	\$ 36.72	BUSINESS CARDS	Micro		
Texas Workforce Commission	5/12/2025	\$ 245.00	Child Care Recoupment	Micro		
Texas Workforce Commission	7/15/2025	\$ 2,640.00	Recoupment Tadpole	Micro	\$ 2,640.00	
Texas Workforce Commission	7/16/2025	\$ 550.00	Registration for conference	Micro	\$ 550.00	
Texas Workforce Commission	7/16/2025	\$ 550.00	Registration for conference	Micro	\$ 550.00	
Texas Workforce Commission	7/18/2025	\$ 550.00	Registration for conference	Micro	\$ 550.00	
Texas Workforce Commission	7/18/2025	\$ 150.00	RESEA Pre-conference	Micro	\$ 150.00	\$ 4,721.72

**Board Procurement List
8/1/2024 - 7/31/2025**

Contractor/Vendor	Purchase date	Total cost	Goods/Services	Type	Since last meeting	12-Month rolling
United Express	6/26/2025	\$ 5.94	Ice for June board meeting	Micro	\$ 5.94	\$ 5.94
United Supermarket	11/4/2024	\$ 390.58	November Board meeting lunch	Micro		
United Supermarket	2/24/2025	\$ 328.72	February Board Meal	Micro		
United Supermarket	4/21/2025	\$ 360.19	April Board Meal	Micro		
United Supermarket	6/20/2025	\$ 177.97	June Board Meal	Micro	\$ 177.97	\$ 1,257.46
UNIVERSITY KIWANIS CLUB OF WIC	1/24/2025	\$ 100.00	Booth @ Pancake Festival	Micro		\$ 100.00
Visual Edge IT (Benchmark)	8/26/2024	\$ 108.90	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	9/25/2024	\$ 30.27	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	10/25/2024	\$ 31.34	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	11/25/2024	\$ 231.21	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	12/26/2024	\$ 14.90	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	1/27/2025	\$ 23.35	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	2/24/2025	\$ 36.06	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	3/25/2025	\$ 280.43	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	4/25/2025	\$ 18.47	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	5/27/2025	\$ 222.90	Board Copier Rate	Micro		
Visual Edge IT (Benchmark)	6/25/2025	\$ 29.95	Board Copier Rate	Micro	\$ 29.95	
Visual Edge IT (Benchmark)	7/25/2025	\$ 149.07	Board Copier Rate	Micro	\$ 149.07	\$ 1,176.85
Walmart	8/20/2024	\$ 35.09	August Board Meeting drinks	Micro		
Walmart	2/2/2025	\$ 6.35	supplies	Micro		
Walmart	6/13/2025	\$ 129.99	Universal Dock	Micro	\$ 129.99	
Walmart	7/10/2025	\$ 90.13	board office supplies	Micro	\$ 90.13	\$ 261.56
Welcome to Texoma	8/12/2024	\$ 95.00	WELCOME BASKETS	Micro		
Welcome to Texoma	4/9/2025	\$ 16.00	WELCOME BASKETS	Micro		
Welcome to Texoma	5/9/2025	\$ 12.00	WELCOME BASKETS	Micro		
Welcome to Texoma	6/6/2025	\$ 19.00	WELCOME BASKETS	Micro	\$ 19.00	
Welcome to Texoma	6/30/2025	\$ 20.00	WELCOME BASKETS	Micro	\$ 20.00	\$ 162.00
Wichita Falls Human Resource Management Assoc.	7/18/2025	\$ 150.00	Membership dues	Micro	\$ 150.00	\$ 150.00
WorkQuest (Amplify)	8/7/2024	\$ 135.00	Shredding Services	Micro		
WorkQuest (Amplify)	10/1/2024	\$ 300.00	Shredding Services	Micro		
WorkQuest (Amplify)	11/13/2024	\$ 360.00	Shredding Services	Micro		
WorkQuest (Amplify)	12/26/2024	\$ 160.00	Shredding Services	Micro		
WorkQuest (Amplify)	1/8/2025	\$ 360.00	Shredding Services	Micro		
WorkQuest (Amplify)	2/12/2025	\$ 160.00	Shredding Services	Micro		
WorkQuest (Amplify)	3/13/2025	\$ 60.00	Shredding Services	Micro		
WorkQuest (Amplify)	4/3/2025	\$ 360.00	Shredding Services	Micro		
WorkQuest (Amplify)	5/1/2025	\$ 135.00	Shredding Services	Micro		
WorkQuest (Amplify)	6/1/2025	\$ 135.00	Shredding Services	Micro	\$ 135.00	
WorkQuest (Amplify)	7/14/2025	\$ 375.00	Shredding Services	Micro	\$ 375.00	\$ 2,540.00
ZOOM VIDEO COMMUNICATIONS	8/29/2024	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	9/29/2024	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	10/29/2024	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	11/29/2024	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	12/29/2024	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	1/29/2025	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	2/28/2025	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	3/29/2025	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	4/29/2025	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	5/29/2025	\$ 40.00	Zoom Video Communications Inc.	Micro		
ZOOM VIDEO COMMUNICATIONS	6/29/2025	\$ 40.00	Zoom Video Communications Inc.	Micro	\$ 40.00	\$ 440.00
\$ 161,779.69					\$ 41,040.32	\$ 161,779.69

Currently this list does not include most leases, travel, training cost, or telecommunications

DIR vendors on TX Comptrollers website

LAURA KOERNER
US Navy Veteran
Chairwoman

KEVIN BARBER
US Army Veteran
Vice Chair

CHUCK WRIGHT
US Marine Corps Veteran
Secretary



MIKE P. HERNANDEZ
Corporal, US Marine Corps (Retired)
Member

MARY LOPEZ DALE
US Army Veteran
Member

THOMAS P. PALLADINO
Colonel, US Army (Retired)
Executive Director

TEXAS VETERANS COMMISSION

June 5, 2025

Ms. Lisa McDaniel
Executive Director
Workforce Solutions North Texas
1501 Midwestern Parkway Ste. 101
Wichita Falls, TX 76302

Mr. Tom Ostovich
Workforce Solutions North Texas
4309 Old Jacksboro Highway, Ste. 500
Wichita Falls, TX 76302

Dear Ms. McDaniel and Mr. Ostovich:

It is my great pleasure to congratulate Mr. Tom Ostovich on being recognized as the American Job Center (AJC) Business Services Unit (BSU) Team Member of the Year.

The AJC BSU Team of the Year award recognizes an outstanding team member that partners with Jobs for Veterans State Grant (JVSG) Veteran Employer Liaisons to provide employment, training, and placement services to veterans. Individuals nominated for a Performance Incentive Award display outstanding customer service skills, communications, and collaboration with JVSG staff ensuring the success of all veterans served by the AJC.

Authorized by the Department of Labor Veterans Employment and Training, the AJC Team Member of the Year is a cash incentive award. Its objective is to promote the improvement and modernization of employment, training, and placement services for veterans; and to recognize eligible employees and employment service offices for excellence in providing those services or making demonstrable strides in improving service delivery. A cash award of \$750 will be distributed to Mr. Ostovich in the next few weeks.

Thank you for your continued support and partnership in serving veterans.

Respectfully,


THOMAS P. PALLADINO
Executive Director

Cc: Ed Serna, Executive Director, Texas Workforce Commission
Mary York, Workforce Division Director, Texas Workforce Commission
Bob Gear Jr., Director Texas Veterans Leadership Program, Texas Workforce Commission
Brian Schroeffer, State Director, Department of Labor, Veterans Employment and Training

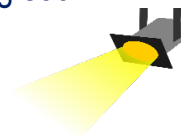
Program Updates

Seven providers became TRS Certified in July: Legacy Church dba Lion Cub, YMCA afterschool program at Booker T Washington, YMCA afterschool program at City View Elementary, University Academy, Happy Hearts, Solid Rock Tiny Tots, and Itty Bitty 2.

TECPDS Shout Outs!! *(Texas Early Childhood Professional Development Systems)*

- *Children Come First - 99% staff have completed all TECPDS requirement for Category 1*
- *Stepping Stones - 99% staff have completed all TECPDS requirement for Category 1*
- *Children's Corner - 50% staff have completed all TECPDS requirement for Category 1*
- *KNA - 50% staff have completed all TECPDS requirement for Category 1*

Learning Depot is opening 3 new classrooms to accommodate infants all the way to 5 years of age. Congratulations to Learning Depot for their expansion coming soon.



CCAS Employee Spotlight

Shelly Donaldson is our Employee Spotlight. Shelly started as a Client Services Specialist over 6 years ago. She is currently in Provider Services as our Infant Toddler Specialist. She holds monthly trainings for our providers over all topics related to Infant & Toddlers. She tag-teams with our Texas Rising Star Mentors to go to the centers and homes and helps teachers set up their Infant & Toddler classrooms. She gives insight and knowledge to the teachers to help them increase their star levels. Inside the office, she is an exceptional team player and is always willing to help where needed, providing ideas and bringing motivation to her co-workers. She has an eye for people in need and is always the first to help unload a truck, decorate for events, find families to donate to, or community events to support.

Jasmine Wade – Client Services Specialist



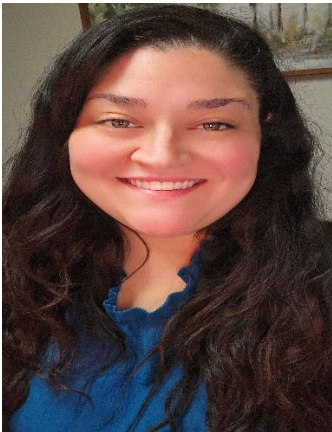
“MY NAME IS JASMINE WADE, AND I USE TO OWN A HOME DAYCARE. I HAVE THE EXPERIENCE IN NURTURING CHILDREN FROM ALL AGES AND AS A HOME DAYCARE PROVIDER OFFERING A SAFE, ENGAGING, AND EDUCATIONAL ENVIRONMENT FOR CHILDREN. I AM PASSIONATE ABOUT FOSTERING GROWTH AND DEVELOPMENT THROUGH PLAY AND AGE-APPROPRIATE ACTIVITIES, CREATING A POSITIVE AND SUPPORTIVE ATMOSPHERE FOR LITTLE ONES TO THRIVE IN DAYCARE AND IN MY PERSONAL LIFE.”

Angie Edwards – Client Services Specialist



“HI Y’ALL. I’M ANGIE EDWARDS, THE NEWEST CLIENT SERVICES SPECIALIST. TO BREAK THE ICE, HERE ARE FOUR FUN FACTS ABOUT ME: MY CHILDREN ARE MY WORLD (I HAVE TWO BOYS. AGES 23 AND 20), MY MOM IS MY BEST FRIEND, I HAVE A GREAT DANE NAMED GUNNER DUKE EDWARDS, AND I LOVE LAUGHING AND MAKING OTHERS LAUGH. I AM LOOKING FORWARD TO WORKING WITH EACH OF YOU!”

Melissa Echols – TRS Mentor In Training



“I AM MELISSA ECHOLS AND I AM EXCITED TO SERVE AS A TEXAS RISING STAR MENTOR AND EARLY CHILDHOOD INTERVENTIONIST. I HAVE A MASTER’S DEGREE IN SPECIAL EDUCATION WITH A DYSLEXIA MINOR AND A BACHELOR’S DEGREE IN SPECIAL AND GENERAL EDUCATION. WITH 5 YEARS AS AN EDUCATIONAL DIAGNOSTICIAN AND 7 YEARS AS A SPECIAL EDUCATION TEACHER, I AM DEDICATED TO HELPING PROGRAMS ENHANCE QUALITY, SUPPORT DEVELOPMENT, AND ENSURE EVERY CHILD HAS THE BEST START POSSIBLE.

I WAS BORN AND RAISED IN THE AREA AND I AM PASSIONATE ABOUT GIVING BACK TO THE COMMUNITIES I CALL HOME. I AM COMMITTED TO STRENGTHENING EARLY LEARNING ENVIRONMENTS, OFFER MENTORSHIP, AND PRACTICAL STRATEGIES GROUNDED IN RESEARCH AND COMPASSION. I WILL ALSO FOSTER INCLUSIVE PRACTICES AND ENSURE EVERY CHILD’S UNIQUE STRENGTHS ARE RECOGNIZED AND SUPPORTED.

OUTSIDE OF WORK, I ENJOY SPENDING TIME WITH MY CHILDREN, BAKING, CREATIVE PROJECTS, PLAYING DUNGEONS AND DRAGONS, AND CONTINUING MY PROFESSIONAL GROWTH AS A MENTOR AND ADVOCATE.”

Client Services

Waiting List Information

--As of August 21, 2025, there are **152 children waiting** for child care services.

--The estimated wait time for child care services is currently **5-8 months**.

	<i>Archer</i>	<i>Baylor</i>	<i>Clay</i>	<i>Cottle</i>	<i>Foard</i>	<i>Hardeman</i>	<i>Jack</i>	<i>Montague</i>	<i>Wichita</i>	<i>Wilbarger</i>	<i>Young</i>	<i>Total</i>
<i>Children on Waitlist</i>	5	0	4	0	0	2	4	4	122	2	9	152

We are currently in open enrollment.

Performance and Enrollment Numbers

Enrollment as of the end of July 2025:

- Total Children in Care = 1074 (1138 with DFPS)
- Total New Referrals = Families Children (no data available)

Enrollment as of August 8, 2025:

- Total Children in Care = 1098 (1160 with DFPS)
- Total New Referrals = Families Children (no data available)

Flash placement for enrollment was held July 14-19.

- *237 waitlist applicants were outreached*
- *128 Children (84 Families) care was started*
(these numbers are not reflected in the total children in care above as they are still being processed in the system)

Provider Services Training Schedule

Director's Luncheon Training

The next Director's Luncheon Training will be held on September 17, 2025, over Category 2: Teacher-Child Interactions. It will be presented by our very own TRS Mentors, Adela Sanjuan and Mark Cisneros.

Infant/Toddler Trainings will be held once a month for all our providers and their staff to attend and each attendee will get a certificate for one hour of training.

At every training session, each attendee will receive multicultural and real-life items that they can take back to their centers and help them with their assessments.

❖ **July:** Infant/Toddler training was held July 29, 2025, over Core Competencies Part 6: Diversity and Dual Language Learners. It was presented by our Infant & Toddler Specialist, Shelly Donaldson. We had 14 in-person attendees and 7 online.

**The next Infant/Toddler training will be scheduled for August 26, 2025, and will cover Core Competencies Part 7: Family and Community Relationships.

ECI Trainings will be coming back soon. Melissa Echols is currently in training to become a certified TRS Mentor and will be ready to schedule trainings soon.

Connections Trainings are held at the Region 9 ESC. The next training will be held on October 11, 2025.

Frog Street Curriculum Training was held at the CCAS office for providers who received Frog Street Curriculum through our Child Care Quality initiatives. We had 4 classes: Infant Curriculum Implementation, Toddler Curriculum Implementation, Pre-Kindergarten Curriculum Implementation, and Preschool Curriculum Implementation. There were 48 in-person and 53 online participants.

Community Involvement

2025 Beat the Heat Summer Job Fair held July 10

Linda Crabtree (TECPDS Specialist) and Michaela Sanders (TRS Mentor) attended this event in Iowa Park at the Optimist Club. 40 attendees stopped by the table to discuss the program and a total of 7 were needing services. Flyers and required information were given to them so they could apply for services.

HISD Back to School Bash held August 5

Nannette Holmes (Provider Services Liaison) and Adela Sanjuan (TRS Mentor) attended the event in Henrietta at the Junior High Gym. The event provided school supplies, backpacks, haircuts, and more to the children in Pre-K through 12th grade. Over 85 attendees came by the table.

Annual Breastfeeding Celebration 2025 held August 8

Nannette Holmes (Provider Services Liaison) and Angie Edwards (Client Services Specialist) attended this event at the Wichita Falls Public Library. There were over 300 people in attendance and over 90 came to the table to discuss our program. Some attendees were already on the program. There were about 20 other vendors.

WFHA Back to School Bash held August 11

Nannette Holmes (Provider Services Liaison) and Shelly Donaldson (Infant Toddler Specialist) attended this event at Paul Irwin Center. The event is for students (Grades Pre-K – 12th) & their families of the Housing Authority residents. It is held to start the school year with a safe celebration. Polo shirts, personal hygiene products, food vouchers, haircuts, and more are free to all the students.

Professional Development

2025 Frog Street Splash was July 10-12

Adela Sanjuan (TRS Mentor), Mark Cisneros (TRS Mentor), Shelly Donaldson (Infant Toddler Specialist) and Nannette Holmes (Provider Services Liaison) attended the conference. This is an early education professional development conference that is designed to inspire, educate, and to connect professionals in early education.

TWC CCQ Strategic Planning Meeting was held July 14-16

Donna Adams (Program Director) and Mark Cisneros (TRS Mentor), along with Kayla Crowley from the board office attended this 2-day meeting and networking event.

2025 July TRS Early Educator's Conference was July 30-Aug 1

Linda Crabtree (TECPDS Specialist) and Shelly Donaldson (Infant Toddler Specialist) attended the conference.

2025 Leaderfest was Aug 1

Donna Adams (Program Director) and Tiffany Jones (Client Services Manager) joined other workforce staff and members of the board office at the largest leadership experience that is offered in North Texas. Leaders and content experts were brought in for a one-day gathering to answer the call to lead.

.....

EVENTS COMING UP

Community Involvement

Vernon College Resource Fair (Vernon) – September 8
Vernon College Resource Fair (Wichita Falls)– September 9
2025 Wichita County Health & Wellness Fair – September 18

Professional Development

2025 QAN– September 24-26

Texas Rising Star Providers as of 07/22/2015.



4-Star Providers

Building Blocks Play 2 Learn	Kinder Kids	SAFB School Age Center
CCP-Herschel Zale Center	KNA Daycare	SAFB Youth Center
Children Come 1 st	Lynns Play Station	Stepping Stones in Development
Children's Corner	Perfected Praise CDC	St Pauls Lutheran School
Happy Hearts Learning Center	Rose's Learning Garden	Teresa Love
Jacksboro ISD Child Care	RPMC-Paducah CDC	The Kids Castle
Kids Central Learning Center Too	RPMC-Turner CDC	YMCA-Dillard Learning Academy
	SAFB CDC	

22

3-Star Providers

Building Blocks LC	Learn and Play	McBride's Daycare
CCP-Ben Donnell Center	Legacy Church/Lion Cub	Olney ISD Childcare
CCP-Huey Learning Center	Lewis Learning Center-Bryson	RPMC-Crowell CDC
CCP-Martin Luther King Center	Lewis Learning Center-Graham	RPMC-Olney CDC
Cherished Dreams Daycare	Machelle's Daycare	Solid Rock Tiny Tots
First Baptist Church CDC***		University Academy

17

2-Star Providers

Fase/Kiddie Kottage	Little World Learning Center	The Arc Child Care
Itty Bitty Child Care	MiMi's Club House	YMCA-Booker T Washington
Itty Bitty 2	Southside Youth Senter	YMCA-City View
Learning Depot	Tadpole Children's Academy	

11

Entry-Level Designation

Above It All Academy	Imagination Station***	Oh2BKids
RPMC-Chillicothe CDC	Learning Depot 2	Sarahi Cristina Munoz
Country Campus	Learning Essentials Daycare	The Wagner Nursery & Academy
Curious Minds ECE	Lewis Learning Center-Windthorst	Tot City***
Growing Center***	Little Bulldogz Nursery	YMCA Early Learning-Colonial
Iliana Rodriguez		

16

TRS Distribution

Archer	Baylor	Clay	Cottle	Foard	Hardeman	Jack	Montague	Wichita	Wilbarger	Young
0	0	1	1	1	1	3	3	32	4	4
of	of	of	of	of	of	of	of	of	of	of
2	0	1	1	1	2	3	3	44	4	5

7/22/25 66 Providers



Jun 2025

Fund	Archer	Baylor	Clay	Cottle	Foard	Hardeman	Jack	Montague	Wichita	Wilbarger	Young	Other	Total Serviced	Oct 2024-Jun 2025
WIOA Adult	1							1	22	2		0	26	108
WIOA DW									5	1	1	0	7	22
Statewide Adult									4	1		0	5	36
Statewide DW									1	1		0	2	7
Statewide Youth								1	3			0	4	12
WIOA Youth								1	9			1	11	21
TAA												0	0	1
TANF/Choices	1		4				1	1	18	3		0	28	116
SNAP E&T		1						4	22		1	0	28	109
Wagner-Peyser	23	5	40	2	1	7	17	73	728	50	62	53	1061	5,455
Vets	3	1	6			1	1	4	43		4	4	67	367
Total	28	7	50	2	1	8	19	85	855	58	68	58	1239	6,254

WIT Entered Employment

38 Placements + 25 Went to work = 63 Total Entered Employment for June 2025

Employers Served	Total Services to Employers
<u>210</u>	<u>2,748</u>

Jul 2025

Fund	Archer	Baylor	Clay	Cottle	Foard	Hardeman	Jack	Montague	Wichita	Wilbarger	Young	Other	Total Serviced	Oct 2024-Jul 2025
WIOA Adult	2							1	17	3		0	23	119
WIOA DW								1	6		1	0	8	25
Statewide Adult									4	1		0	5	41
Statewide DW									1	1		0	2	8
Statewide Youth								1	2			0	3	15
WIOA Youth								2	5	1		0	8	25
TAA												0	0	1
TANF/Choices			1					1	11	1		0	14	116
SNAP E&T		2						4	21	1		0	28	125
Wagner-Peyser	18	4	31	1	2	10	15	72	724	49	58	54	1038	5,974
Vets	2		4			1	1	3	53		2	6	72	397
Total	22	6	36	1	2	11	16	85	844	57	61	60	1201	6,846



WIT Entered Employment

34 Placements + 18 Went to work = 52 Total Entered Employment for July 2025

Employers Served	Total Services to Employers
<u>178</u>	<u>389</u>

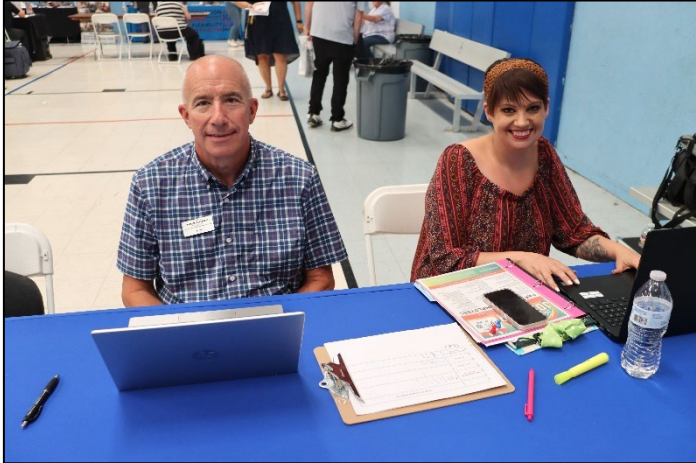
Region/LWDB: North Texas WF Board Active Date: 10/01/2024 to 07/31/2025					
County	State	Country	Total Job Orders	Total Job Openings	Total Job Referrals
<u>Archer County</u>	TX	US	12	80	14
<u>Baylor County</u>	TX	US	21	387	6,171
<u>Clay County</u>	TX	US	64	1,388	12,087
<u>Cottle County</u>	TX	US	14	16	9
<u>Foard County</u>	TX	US	23	59	865
<u>Hardeman County</u>	TX	US	31	45	105
<u>Jack County</u>	TX	US	46	320	9,115
<u>Montague County</u>	TX	US	115	3,362	49,266
<u>Wichita County</u>	TX	US	1,174	50,905	462,830
<u>Wilbarger County</u>	TX	US	162	1,597	30,458
<u>Young County</u>	TX	US	128	617	13,284
County	State	Country	Total Job Orders	Total Job Openings	Total Job Referrals
Report Totals			1,946	72,206	1,210,695

Event Results

Event	Date	Job Seekers	Employers
City of Wichita Falls Hiring Event	Wed, Jun 18	42	
TDCJ Hiring Event	Tue, Jun 24	8	
Cottle County Job Fair	Thu, Jun 26	3	5
Beat the Heat Summer Job Fair	Thu, Jul 10	175	43
TDCJ Hiring Event	Fri, Jul 11	9	
TDCJ Hiring Event	Tue, Jul 22	11	
1954 Manufacturing Hiring Event	Thu, Jul 24	18	
Montague County Job Fair	Tue, Jul 29	48	11
Tower Extrusions Hiring Event	Thu, July 31	40	
TDCJ Hiring Event	Fri, Aug 8	7	
TDCJ Parole Officer Hiring Event	Thu, Aug 14	8	
H&R Block Hiring Event	Thu, Aug 21	8	

WORKFORCE SOLUTIONS
NORTH TEXAS

Beat the Heat Job Fair, Thursday, July 10, 2025



Rural Service Delivery



NCTC Open House-Graham, TX



Cottle County Job Fair-June 26th



Montague County Job Fair-July 29th

Upcoming Events



HIRING EVENT

August 22

10AM - 2PM

Galaxy Center - Entrance 5
4309 Old Jacksboro Hwy
Wichita Falls, TX 76302



- Entry Level Positions
- 12-Hour Day & Night Shifts
- 60-hour work week, 20 hours OT weekly pay
- Medical, Dental, and Vision after 90 Days
- Transportation provided from Wichita Falls location



TEXAS DEPARTMENT OF CRIMINAL JUSTICE

Allred Unit Hiring Event



August 26
10AM to 3PM



Workforce Solutions North Texas
Galaxy Center - Entrance 5
4309 Old Jacksboro Hwy
Wichita Falls, TX 76302

WHAT TO BRING

- Drivers License
- Social Security Card
- Proof of Education

-  Paid Training
-  Full Healthcare & Retirement
-  Full & Part-Time Positions Available

Baylor County JOB FAIR

TUESDAY, AUGUST 26



Baylor County Extension Office
500 N. Main Street,
Seymour, TX 76380

1PM - 3PM

Bring Your Resume and Dress to Impress!

Join OUR Winning Company

NOW HIRING!

FOR OUR NEW

WICHITA FALLS LOCATION



Join us for an interview!

September 3, 4, 5
9AM - 4PM

Workforce Solutions North Texas
4309 Old Jacksboro Hwy - Entrance 5
Wichita Falls, TX 76302

A career at WinCo is more than a paycheck

- Great First Job (16+)
- Medical/Dental/Vision/RX benefits
- As low as \$45/month
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- Career Growth

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nbworksolutions.org/events



TEXAS VETERANS
COMMISSION



Success Story

Shaquita Thomas participated in the Choices and WIOA Adult programs at Workforce Solutions.

“When I first walked through the doors of Workforce Solutions, I was nervous and unsure of what my future looked like. I had a criminal background and was struggling to find stable employment. Many doors had been closed in my face, and I started to lose hope that anyone would give me a second chance.

But the team at Workforce Solutions believed in me.

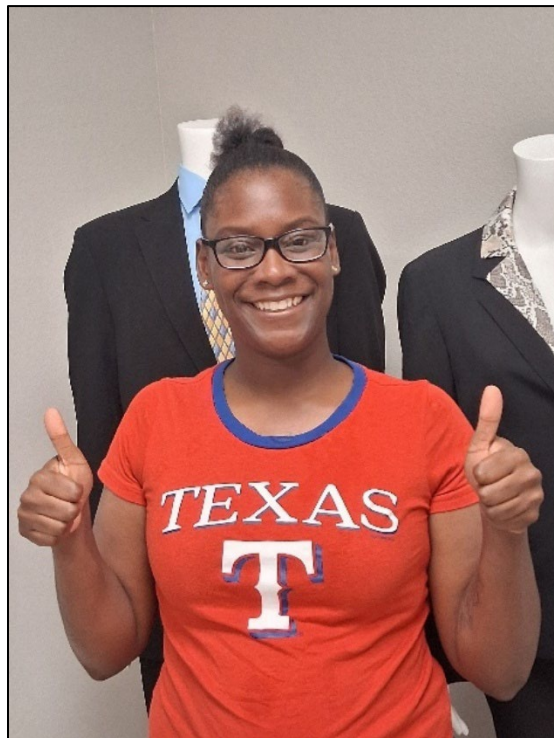
They took the time to sit down with me, listen to my story, and help me create a plan for success. I enrolled in several classes that helped me build skills and confidence — including job **readiness training, resume writing, interview techniques, and computer literacy.** These classes gave me the tools I needed to present myself professionally and communicate my strengths.

What stood out the most was how Workforce Solutions didn’t judge me for my past — they focused on my potential. They connected me with employers who were willing to look beyond my record and see the motivated, hardworking person I am today. I was matched with a job that not only pays the bills but also makes me feel valued and proud.

Thanks to Workforce Solutions, I now have steady employment, a sense of direction, and the confidence to keep moving forward. I’m proof that with the right support, second chances are real — and success is possible.

I’m forever grateful to Workforce Solutions for helping me rewrite my story.”

Shaquita began a subsidized work experience contract at Our Blood Institute on June 11, 2025.



Employee Spotlight

Tom Ostovich has been recognized by the Texas Veterans Commission as the American Job Center (AJC) Business Services Unit (BSU) Team Member of the Year.

The AJC BSU Team of the Year award recognizes an outstanding team member that partners with Jobs for Veterans State Grant (JVSG) Veteran Employer Liaisons to provide employment, training, and placement services to veterans. Individuals nominated for a Performance Incentive Award display outstanding customer service skills, communications, and collaboration with JVSG staff ensuring the success of all veterans served by the AJC.





Leaderfest

#Where Leaders Strike a Pose!



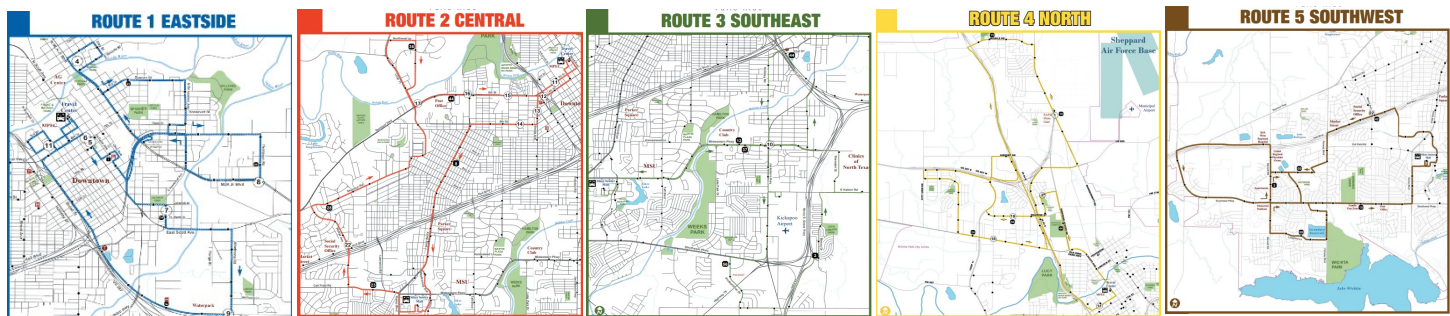
GRUBBS
Family of Dealerships



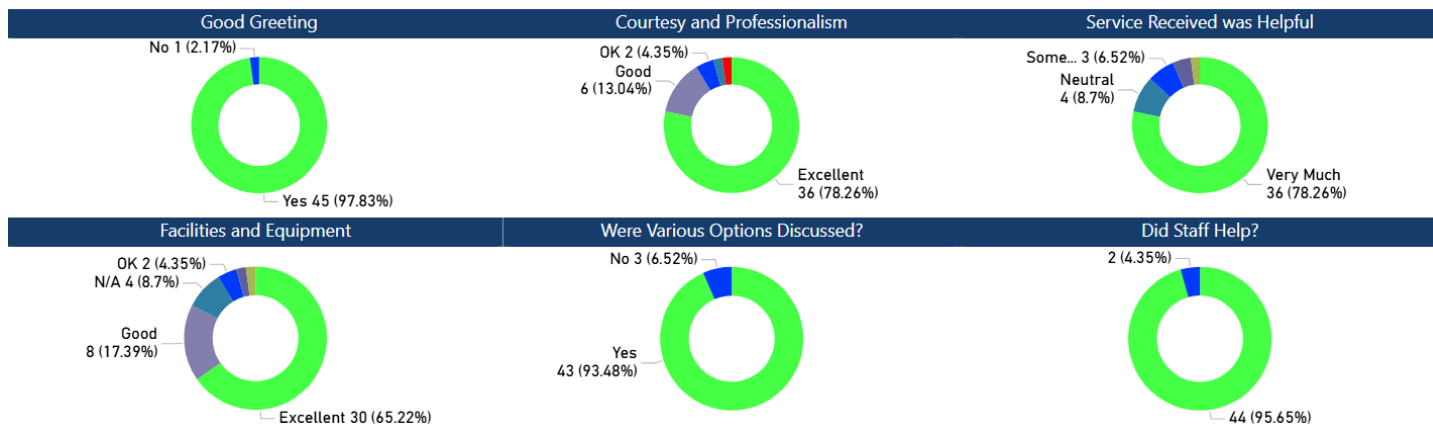
Workforce Solutions North Texas leaders attended the 2025 Leaderfest, hosted by the Wichita Falls Chamber of Commerce, on Friday, August 1, 2025. The event featured six dynamic speakers who delivered powerful messages that inspired, challenged, and re-energized our leadership team.



Lisa McDaniel, Executive Director, and Crystal Keel, Project Director, rode the city bus on Tuesday, August 19, 2025, to gain firsthand insight into the daily experiences of public transit users. By immersing themselves in the journey, they were able to observe accessibility, comfort, safety, and service reliability from the customer’s perspective. This activity is valuable because it fosters empathy, informs better decision-making, and helps identify areas for improvement that might not be visible from behind a desk.



91.18% Positive June 2025-July 2025 Survey Results



“Alicia, went above and beyond helping me understand the necessary steps to unemployment. She showed me how to navigate the work in Texas site, and made sure I understood everything before leaving her office. She was friendly and professional!”

“Very clear instructions on how to do a resume and classes to assist with finding a job.”

“Everyone was polite and friendly. The workshops are very helpful. Every employee I came in contact with was very professional and very eager to help.”

“Very nice and professional.”



A proud partner of the **americanjobcenter** network

Layoffs, Closures, and Rapid Response Services

****Please Note: This report contains estimates in lieu of real data when unavailable.****

We attempt to reach the employer when we learn of layoffs and closures. It is common, however, that we are unable to reach someone if they are already closed.

Effective Date	Month Reported	Layoff/ Closure	Trade Affected	Business Name	Business Type / Industry	County	On-Site RR Date	# Empl. Rec'd RR Svc	# Empl. Impacted (Estimate)	Notes
1/25/2025	Oct 2024	Closure	N	Party City	Retail	Wichita	1/14/2025	18	18	
2/28/2025	Dec	Closure	N	Big Lots	Retail-Home	Wichita	none	16	16	Employer declined on-site, accepted RR packets for staff
6/30/2025	Jan	Closure	N	Durham School Services	Transportation	Wichita	4/25/2025		139	
2/10/2025	Feb	Closure	N	Advanced Auto Parts	Retail-Auto	Wichita	none	0	12	Store closed before notified
2/10/2025	Feb	Hours	N	Covercraft	Mfc-Textiles	Wichita	none	0	50	Reduction in hours; possible layoffs if slowdown sustained
2/10/2025	Feb	Layoff	N	Affiliated Energy Products, Inc.	Mfc-Machining	Wichita	none	0	22	2 layoffs and 20 reduced hours
2/12/2025	Feb	Closure	N	Rose Street Clinic	Healthcare	Wichita	none	0	20	18 clinicians plus support staff; most clinical staff were able to find placements at
2/21/2025	Feb	Hours	N	United Electric dba Magic Aire	Mfc	Wichita	none	0		
3/25/2025	Mar	Closure	N	Wyatt Motor & Brake	Mechanic	Wichita	none	1	5	Business slowdown; all employees have found employment with other shops.
4/10/2025	Mar	Closure	N	Endurance House	Retail	Wichita	none		5	Owner moving and did not renew franchise.
4/17/2025	Mar	Closure	N	Holder's Jewelers	Retail	Wichita	none	1	4	3 out of 4 employees do not need services
4/11/2025	Apr	Closure	N	Keeno's Jerky	Retail-Food	Wichita	none	1	2	Beef prices too high to sustain jerky business; location sold and will reopen as BBQ
4/26/2025	Apr	Closure	N	Aeropostale	Retail-Clothing	Wichita	none	0	5	Store closed before notified
4/30/2025	Apr	Closure	N	CVS - Seymour Hwy	Retail-Pharmacy	Wichita	none	0	15	Closed prior to notice
5/11/2025	Apr	Closure	N	EntertainMart	Retail-Media	Wichita	none	0	5	Cited looking for another location, so may be a lease issue
6/1/2025	Apr	Closure	N	Family Dollar/Dollar Tree	Retail	Wichita		1	25	Nationwide downsizing of stores; local management stated that they may reopen as
6/2/2025	Apr	Closure	N	US Cellular - Lawrence Rd.	Retail-Telecom	Wichita	none		30	US Cellular has been acquired by T-Mobile; plans are to retain staff at similar wage
6/2/2025	Apr	Closure	N	US Cellular - Reilly Rd.	Retail-Telecom	Wichita	none		30	US Cellular has been acquired by T-Mobile; plans are to retain staff at similar wage and benefits. Transition will commence in July 2026
5/14/2025	May	Closure	N	Nocona Daycare	Child Care	Montague	none	1	10	Facility announced closure and spoke with CC staff, not able to remain open.
5/21/2025	May	Closure	N	Kaitlyn Solorio	Child Care	Wichita	none	0	1	Home child care facility closed. Spoke with CC staff, not able to remain open.

Effective Date	Month Reported	Layoff/ Closure	Trade Affected	Business Name	Business Type / Industry	County	On-Site RR Date	# Empl. Rec'd RR Svc	# Empl. Impacted (Estimate)	Notes
5/31/2025	Jun	Closure	N	Texas Knifeworks and Guns Inc	Retail-SportgGd	Wichita	6/26/2025	1	1	Closed prior to notice
6/30/2025	Jun	Closure	N	Chooch Axe Throwing	Recreation	Wichita	none	0	3	Closed prior to notice
6/30/2025	Jun	Layoff	N	Work Services Corporation	Food Service	Wichita	6/25/2025	38	38	Layoff commenced due to federal cuts; WSC was able to hire back most of the employees during Jul-Aug 2025.
7/31/2025	Jul	Closure	N	Carey's Corner	Retail-Gas Stn	Wichita	7/29/2025	1	5	Property sold, unsure future but the gas station has not closed business yet.
8/3/2025	Aug	Closure	N	Mazzio's	Restaurant	Wichita	8/4/2025	1	10	Close day after notice, no on-site management remaining at time of contact, so no RR services provided.
10/31/2025	Aug	Closure	N	Claire's	Retail-Fashion Accessories	Wichita	8/12/2025			In progress
Total Employees Receiving Rapid Response Services									39	
Total Employees Impacted by a Layoff / Closure									414	

* Status of rapid response services offered to employer:

Y = connection with management made, but declined or closed without further contact
 closed = already closed when reported, contacted attempted but no connection made
 attempted = still open, and contact attempted but no connection made

NOTE: The data herein provides a running total of the estimated number of employees affected by business layoffs and closures in the 11 counties Workforce Solutions North Texas (WSNT) serves. Employment estimates are provided to WSNT by staff, customers, media, past FTE data reports, or the company itself when available. Contact with the employer is attempted to ensure accuracy, however supplemental data is used in the absence of employer report. As such, this data should not be used as a comprehensive accounting of all layoffs and closures nor the total number of employees impacted.



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