



WORKFORCE DEVELOPMENT BOARD
OF SOLANO COUNTY

BUDGET COMMITTEE
Tuesday, August 31, 2018, 8:30 – 10:00 a.m.
320 Campus Lane, Training Room 7
Fairfield, CA 94534

MEETING AGENDA

- I. Welcoming/Convening**
- II. Agenda Additions and/or Deletions**
- III. Public Comment** - *Workforce Development Board (WDB) members, staff, or the public may address the WDB on subjects relating to employment and training in Solano County. A time limit of 3 minutes may be imposed. No action may be taken on non-agenda items.*
- IV. Review and Approval of the Modified 2018-19 Program Year Budget**
- V. Other Business**
- VI. Adjournment**

Note: The next Budget Committee meeting will be scheduled within the next quarter.

MINUTES
BUDGET COMMITTEE MEETING
April 17, 2018

I. Welcoming/Convening

Committee Chair, Jerry Wilkerson, called the meeting to order at 8:35 a.m. Quorum was established.

Members Present: Jerry Wilkerson (Chair), Dr. Celia Esposito-Noy, Mario Giuliani, Fadi Halabi

Members Absent: none

Staff Present: Heather Henry, Kitt Lee, Tammy Gallentine

II. Additions and/or Deletions from the Agenda

There were no additions and/or deletions from the agenda.

III. Public Comment

There were no public comments.

IV. Review of Budget Committee's Role

Ms. Henry clarified the role of the Budget Committee. Roles and responsibilities will include digging deeper into the budget and expenditures, funding priorities, and providing insight to support staff when presenting reports to the Board of Directors.

V. FY18 Budget Update

Ms. Lee gave an overview of the handout provided titled "Budget Discussion: FY17/18 Adjusted & FY18/19 Preliminary" and attachments provided in the agenda packet. Discussion around the youth program and steps being taken to overhaul and revamp the program to heighten enrollment and training. The committees suggested considering having a youth aged 18-24 sit on the Board of Directors to help with the youth project. It was also suggested that Ms. Henry speak to PAL's Heather Sanderson to discuss the possibility of having a student work with the WDB or having a youth committee. Additional information was provided of different options to utilize resources and outreach programs for the youth program to help obligate available funds for the youth grant. Ms. Lee provided a breakdown of specific expenses related to different grant funded programs.

Ms. Lee explained there has been a shift in direction funding is going from basic job training programs to emphasis on systems building. The impact on the budget is no longer based on new grants but includes new tasks. Ms. Henry provided a detailed overview for some of the newer grant programs outlined in the expenditure report.

Ms. Lee explained how allocations and carry overs work and affect the budget for each grant and how budget modifications are completed. Discussion and clarification of the budget approval process and how modification updates are completed continued.

VI. FY19 Budget Review

Due to timing constraints, there was no detailed discussion on this item. Ms. Lee did note there was a decrease in FY19's overall budget.

VII. Presentation of the Budget to the Board

Due to timing constraints, there was no detailed discussion on this item.

VIII. Budget Priorities & Challenges

Due to timing constraints, there was no detailed discussion on this item.

IX. Other Business

There was no discussion.

IX. Adjournment

The meeting was adjourned at 9:45 a.m.

Note: The next Budget Committee meeting will be scheduled during the third quarter.

Respectfully submitted by:



Tammy Gallentine, Executive & Board Support Specialist



WORKFORCE DEVELOPMENT BOARD
OF SOLANO COUNTY

Budget Committee
AGENDA SUBMITTAL

SUBJECT: Review and Approval of the Modified 2018-19 Program Year Budget	MEETING DATE August 31, 2018	AGENDA ITEM IV.
FROM: Heather Henry President/Executive Director	ACTION REQUIRED YES ✓ NO	ATTACHMENTS CHARTS A, B, C

RECOMMENDATION:

Attached is a proposed modification to the 2018-19 agency budget, presented to the Budget Committee of the Workforce Development Board of Solano County (WDB) for consideration at its August 31st meeting. This proposed budget will be reviewed by the Committee for consideration of recommendation of approval to the WDB at its September 21st meeting.

SUMMARY:

Funding allocations for the grants have been received for program year 2018-19. This budget has been adjusted to include, funding award changes, and the actual amount of unspent funds remaining at June 30, 2018 which are available for expenditure in the 2018-19 year. This modified 2018-19 year budget of \$6,513,944 represents an overall increase of \$791,002, or + 14%, in available grant funding from the preliminary 2018-19 budget.

DISCUSSION:

Influences on the Agency Budget:

The WDB uses its various program resources to provide effective services to job seekers; ranging from labor market information services to vocational training geared toward high wage/high growth occupations. The WDB also responds to employers, working in conjunction with education and other community partners, to build a workforce to meet the present and future needs of the area economy.

The WIOA legislation has a number of tasks/activities the local Workforce Development Board must perform which relate to research, collaborative efforts, employer engagement, system changes, continuous improvement, etc., to be performed locally and regionally. A continuing budget challenge is to support these planning and development tasks, in addition to the demand for increased training for the enrolled job seekers.

Revenue – 2018-19:

Unknowns:

---the amount of additional requested WIOA discretionary funding that may be awarded in 2018-19.

Expenditures - 2018-19:

The expenditure levels are current calculations, and estimates, of what will be required to implement programs in the 2018-19 year. As current unknowns become known, the budget line-items will need recalculation and revision.

Unknowns:

---Vallejo AJCC supporting cost structure and the level of Partner participation in sharing costs; and
---changes in availability of suitable vocational training; and
---cost to increase access to suitable Youth work experience sites and to enhance Youth services; and
---cost to finish the stabilization and upgrade of the communication and information network; and
---premium increases under various insurance policies; Healthcare, Workers Compensation, Liability, Director's & Officer's.

Funding Detail:

- ◆ **Chart A:** This bar chart shows formula allocations, discretionary grants, TANF projects, and Regional grants, from 2015-16 through the proposed 2018-19 budget.
- ◆ **Chart B:** This chart details the funding; carryover, current, and carryout for each grant, compared to the grant totals in the preliminary 2018-19 budget. Grant awards have varying time periods which can span multiple years, requiring the management of the flow and use of funds over current and future periods.

Revenue and Expenditure Detail:

- ◆ **Chart C:** This chart compares the Grant Funding and the corresponding Line-Item Budget for the 2018-19 year, to the approved preliminary budget for the year.

➤ ***Revenue - Grant Program Funding:***

WIOA Adult and Dislocated Workers Programs emphasis is on the client's securing and retaining employment, and increasing earnings. This plan relies on a mix of services. Direct placement services are for clients who do not need extensive vocational training. For others, training is provided through both, low cost courses from public educational institutions, and higher cost vocational programs from private schools. At least 30% of the full grant amount from both Adult and Dislocated Worker must be spent on training.

WIOA Youth Skill Enhancement Program central purpose is to assist individuals in the "youth to adult transition", with a focus on working and learning. Work is consistently the number one opportunity youth seek; work experience and preparation is the number one preparatory activity employers seek in new entrants to their workforce. Learning is the foundation of educational attainment that spurs both initial and long-term success in the workplace. This budget contains the cost of work experience in subsidized jobs, as well as financial rewards for academic achievement. At least 20% of the program budget must be spent on work experience activities.

WIOA Rapid Response funds are used to serve workers who are facing imminent lay-off and to assist businesses to avert layoffs. Employers are provided with a variety of services to assist them with their hiring and retention needs.

TANF Success Track – Pathway to Employment funds have been awarded by the Solano County Health & Social Services for services to active County CalWORKS customers to assist them to find employment. Success Track seeks subsidized employment placements for clients that may transfer into unsubsidized employment positions with that specific employer. A wage subsidy will be paid

based on the number of actual hours worked within the specific job function, typically for a maximum of 6 months. Pathway to Employment focuses on job readiness and assistance with obtaining unsubsidized employment.

WIOA Regional Planner-Organizer / Capacity Building / Implementation funds are available to NBEC to assist with the enhancement of regional cooperation and effectiveness; collaboration within NBEC continues in the areas of professional development, capacity building, and updating the structural organization for governance of the NBEC regional activities. The Fiscal Agent responsibility for new NBEC grants has shifted to the Sonoma WDB starting with the most recent Regional Plan Implementation grant.

WIOA Work Based Learning Accelerator is a \$150,000 grant awarded for the period March 2018 through August 2019. This project will help the work-based learning providers in Solano County to align work-based learning (WBL) strategies, scale strategies throughout the county, and coordinate business engagement. This grant will further this effort by giving the partners an infrastructure to coordinate work-based learning activities and a software platform to organize alignment efforts.

WIOA Disability Employment Accelerator is a \$350,000 grant from California Employment Development Department (EDD) to fund increased employment services and system alignment for individuals with disabilities. The grant award period is from March 2018 through December 2019. The purpose of the DEA grant is to provide service delivery to individuals with disabilities in Solano County, particularly those who have completed two or four-year degrees, or who are in the last year of their degreed program. Sixty (60) individuals with disabilities, in addition to numerous system improvements to the workforce system to better serve individuals with disabilities.

North Bay Fire Response is a \$500,000 grant from Tipping Point Community Emergency Relief Fund to fund targeted employment services for Solano residents affected by the North Bay Fires of October 2018. The grant award period is from April 2018 through December 2019. The purpose of the grant is to help reconnect individuals whose livelihood was affected by the North Bay Fires through job connections, business development, and skills enhancement. Project services will include short-term training, job coaching, and wrap-around services to not only get individuals back to work quickly, but also set the stage for long-term sustainable employment with family-sustaining wages. The project will also support Solano County small businesses to take advantage of fire rebuilding contracts, thereby expanding the job opportunities for Solano residents.

➤ ***Expenditures - Explanation of Line-items:***

Direct Program Costs benefit job seekers, enrolled clients, and the business community:

- Training services provide vocational skills and “job keeping” skills. (Training costs under Adult and Dislocated Worker are required to equal 30% of the grant amount.):
 - Vocational classroom training; including training tuition, materials and fees,
 - Job Readiness; teaching job retention skills and Skills Upgrade training,
 - On-the-Job Training reimbursements to employers,
 - Work Based Learning and Incumbent Training focused on developing skills directly linked to employment,
 - Training-Related Support Services (e.g. transportation and childcare, fees and supplies) enabling clients to complete their programs.
- Job Search: Success Track Wage Subsidy is the cost of reimbursement to employers for partial wages of program clients.

- Job Search Support Services costs (e.g. transportation and childcare, fees and supplies) enabling clients to complete their programs.
- Youth Work Experience places youth in work sites where they gain experience in a temporary assignment, or reimburses employers who hire youth. Work Experience costs also include the cost of staff that develop and monitor sites; these staff costs have been recorded under the Personnel line-item.
- Youth Vocational Skills / Work Based Learning / Services are the costs of skills training and of tutoring and leadership services.
- Youth Incentives / Support Services enable clients to complete their programs, e.g. transportation and childcare, fees and supplies. Incentives are the payments to Youth program clients who have achieved goals set for their academic and work success. This provides incentives for youth to get their GED, to complete work experience assignments, etc.
- Workforce System: AJCC Services / Outreach... costs include basic career services in the AJCC (all job seekers and employers are able to access these services); job seeker guidance, workshops and skills building sessions, self-service software applications and materials. A range of business services are made available to employers; recruitments, the Career Fair, and layoff aversion. Service information is provided to the community to encourage use of the AJCCs, business services, and to recruit for WIOA programs, both in-person and through the agency website and other media outreach.
- Program Design: Research / Equipment... costs for 2018-19 include research and analysis of youth demographic data, as well as the LaunchPath platform to organize work-based learning activities across secondary, post-secondary, and workforce systems. Opportunities to redesign AJCC facilities and services may be available in 2018-19 as the WIOA mandated services mature, and investments in new technologies may be evaluated and determined necessary

Regional costs will be incurred under the WIOA Regional Organizer / Capacity Building / Implementation grants through Solano and the other NBEC WDBs; Sonoma and Workforce Alliance of the North Bay (Lake, Marin, Mendocino, Napa). Costs include contracted assistance with regional coordination and collaboration, building staff capacity through professional development to better serve the workforce needs of employers.

Partners: Project Services is the cost of the contract with the Solano County Office of Education to provide Disability Navigator coordination in the Disability Employment project. This project was designed to require the efforts of the WDB and SCOE to be fully integrated in a seamless service delivery system.

Personnel cost includes all salaries and benefits/payroll taxes. The average benefit/tax rate is 35.6%. Staffing levels and activities may change due to potential increases in health care (December), upcoming negotiation with the employee bargaining unit to renew the contract (October), and changes in program's funding and purposes.

Operating Expenses include:

- Facilities costs cover the Fairfield WDB offices, and both AJCCs. The two Partner agencies share space and services in the AJCC facilities, primarily Vallejo, to serve the job seekers and employers. TANF program services will be provided in the Vallejo and Fairfield buildings. A challenge for 2018-19 is to increase the level of partner participation at the comprehensive AJCC in Vallejo.

- Communications & Information Network / Equipment... costs include the telephone system, the computer network and Internet access, data lines, software, Network Administration, and estimated amounts for continuing upgrades to the communication/information systems.
- Supplies / Printing... costs include office supplies, copying and printing, postage, books and subscriptions, furniture and office equipment.
- Professional Development costs include attendance of staff and Board members at conferences and training seminars.
- Employee Mileage cost is for the staff daily mileage.
- Accounting / Legal... costs are fees for payroll and other business accounting, directors' insurance, filings, and legal assistance with contracting, personnel issues, discussions and negotiations with the employee bargaining unit, and settling outstanding audit findings. County costs include a set fee, calculated by formula, imposed by the Solano County for services rendered. The amount also includes the one-time audit fee imposed each year.

BACKGROUND:

The Budget Approval Process:

This is the second budget to be presented to the WDB; it is typical for the agency budget to be modified at times throughout a program year;

- This first modification, includes final grant allotments, replacement of estimated funds carried over from the prior year with the actual amounts, recalculated line-item expenditure amounts to replace estimates, changes in service delivery strategies; and
- Subsequent modifications will result from significant changes in available grant funding, program design, or from any regulatory change that alters elements of the program.

The WDB's budget responsibility to the County has already been satisfied by the submission of a budget for the 2018-19 year. The County budget cycle is timed differently than the WDB cycle. Changes may be made to the County budget for new grant awards and during the standard modification periods to align it with the WDB-approved program operation budgets.

ALTERNATIVES:

The WDB may reject the program budget as presented and require a different approach to allocating the financial resources. The WDB is expected, as stewards of public funds, to employ a budgeting process that will ensure the proper use of federal funds. The means and timing of this budget oversight is determined by the WDB, which can give further guidance to staff in order to redraft an alternative budget for subsequent WDB approval.

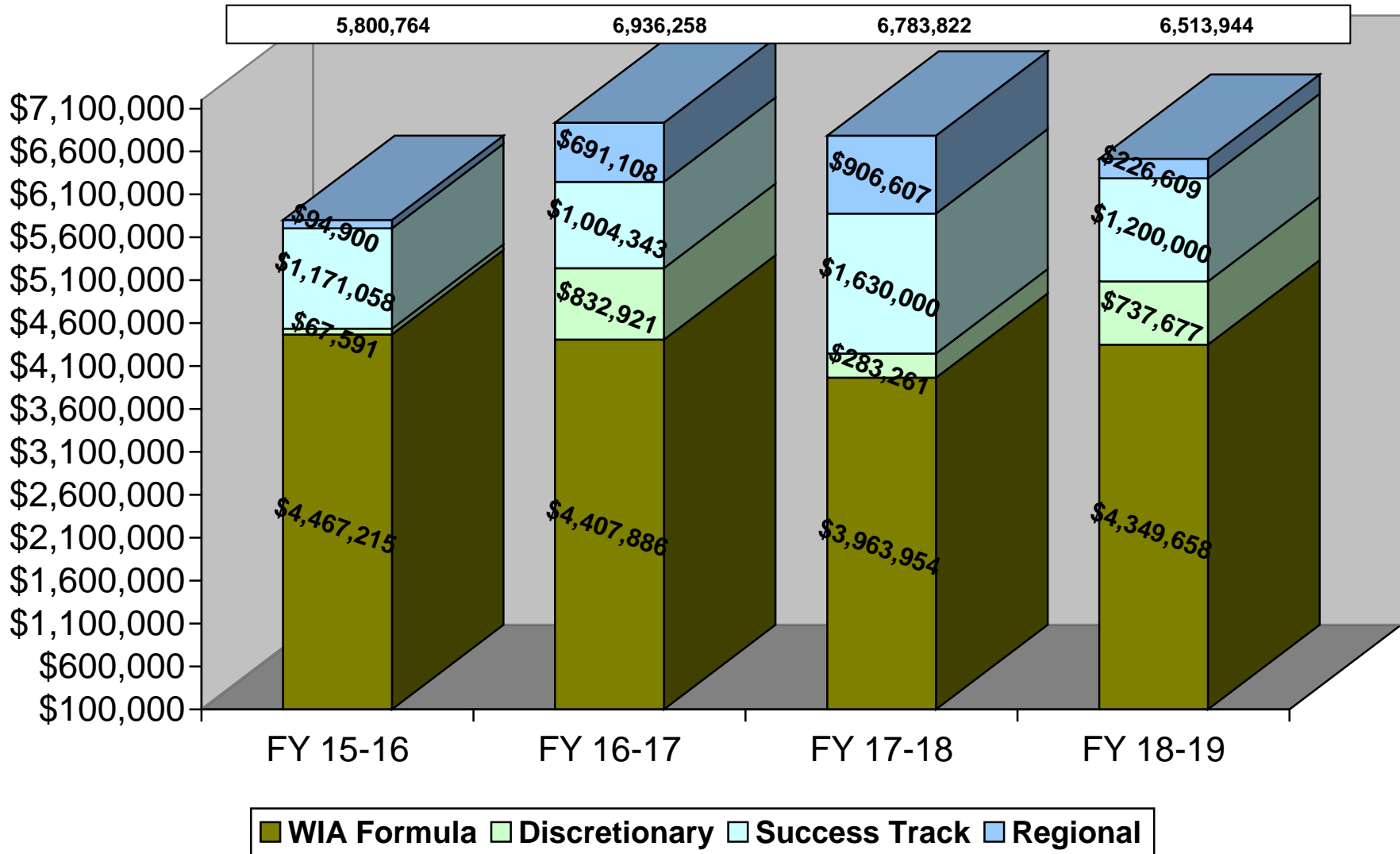
REPORT PREPARED BY:

Kitt Lee, Fiscal/Information Manager. Please contact Kitt at 707-863-3514 if you have any questions regarding the information outlined in this report.

Heather Henry, President/Executive Director

Grant Budgets: Funds Available - 09/21/18

(current year allotment + carryover from prior year)



Workforce Development Board of Solano County
REVENUE and EXPENDITURE PROJECTION
Program Year of JULY 2018 through JUNE 2019

Grant Budget Funding: 18/19 Supplemental Detail

Notes		(1)	(2)	(3a)	(3b)	(3c)	(3d)	(4)	(5)	(6)
see	GRANT FUNDING	BUDGET 18/19	%	BUDGET 18/19				%	DIFFERENCE	%
pg 2		Total	Share of	Carry-in 17/18	Funding 18/19	Carry-out 19/20	Total 18/19	Share of	Increase or	Change
		Approved 5/18	Budget	Actual	Actual 9/18	Planned	Proposed 9/18	Budget	(Decrease)	
	WIOA Formula Allocations:									
A	Adult	\$675,192	11.8%	\$158,043	\$638,545	(\$31,928)	\$764,660	11.7%	\$89,468	13%
	Training	\$330,029	5.8%	\$89,069	\$319,274	(\$31,927)	\$376,416	5.8%	\$46,387	14%
B	Youth	813,322	14.2%	227,333	736,776	(36,838)	927,271	14.2%	\$113,949	14%
	Work Experience	169,550	3.0%	173,105	184,194	(18,419)	338,880	5.2%	\$169,330	100%
C	Dislocated Workers	671,884	11.7%	208,402	636,941	(31,848)	813,495	12.5%	\$141,611	21%
	Training	355,694	6.2%	182,291	318,472	(31,847)	468,916	7.2%	\$113,222	32%
D	Administration	370,659	6.5%	116,791	314,911	(31,491)	400,211	6.1%	29,552	8%
E	Rapid Response	295,685	5.2%	94,625	183,536	(18,352)	259,809	4.0%	(35,876)	-12%
	SUB-TOTAL ALLOCATED WIOA:	\$3,682,015	64.3%	\$1,249,659	\$3,332,649	(\$232,650)	\$4,349,658	66.8%	\$667,643	18%
	Other:									
F1	TANF Success Track Employment	700,000	12.2%	0	700,000	0	700,000	10.7%	0	0%
F2	TANF Pathway to Employment	500,000	8.7%	0	500,000	0	500,000	7.7%	0	0%
G	WIOA Regional Organizer	33,569	0.6%	49,898	0	0	49,898	0.8%	16,329	49%
H	WIOA Regional Capacity Building	78,225	1.4%	142,711	0	0	142,711	2.2%	64,486	82%
I	WIOA Regional Implementation	34,000	0.6%	0	34,000	0	34,000	0.5%	0	100%
J	WIOA Work Based Learning Accelerator	111,500	1.9%	143,373	0	(14,337)	129,036	2.0%	17,536	16%
K	WIOA Disability Employment Accelerator	224,653	3.9%	339,068	0	(76,254)	262,814	4.0%	38,161	100%
L	North Bay Fire Response	358,980	6.3%	494,039	0	(148,212)	345,827	5.3%	(13,153)	100%
	SUB-TOTAL DISCRETIONARY:	\$2,040,927	35.7%	\$1,169,089	\$1,234,000	(\$238,803)	\$2,164,286	33.2%	\$123,359	6%
	TOTAL	\$5,722,942	100.0%	\$2,418,748	\$4,566,649	(\$471,453)	\$6,513,944	100.0%	\$791,002	14%

Preliminary Budget Calculation 5/18	\$1,760,779	\$4,483,104	(\$520,941)	\$5,722,942
Difference: Modified Budget Calculation 9/18	\$657,969	\$83,545	\$49,488	\$791,002
% Change	37%	2%	-9%	14%

Grant Funding Notes: 18/19 Supplemental Detail

(3a)	"Carry-in"	Actual funds that remained unspent as of June 30, 2018 that can be spent in the following fiscal year.
(3b)	"Funding 18/19"	New funding available during the fiscal year, typically funds have a life of 12 or more months.
(3c)	"Carry-out"	Funding is reserved and carried out into the following fiscal year to 1) smooth the expenditure rate from year to year, particularly if funding levels fluctuate, 2) ensure cash is available to cover 1st quarter costs of the following year, 3) defer training/work experience expense until the following period.
A	Adult	Grant may be spent over 24 months, with an award for 1st quarter received in July followed by the remainder in October. 18/19 grant amount is EDD's grant allocation; 0.92% more than prior year award.
	-----Training	Level of expenditure is mandated at 30% of grant. Carry-out funding is WDB's projection of unspent funds at 6/30/19.
B	Youth	Grant may be spent over 27 months, with the full award received in April. 18/19 grant amount is EDD's grant allocation; 6.4% more than prior year award.
	-----Work Experience	Level of expenditure is mandated at 20% of grant. Carry-out funding is WDB's projection of unspent funds at 6/30/19.
C	Dislocated Workers	Grant may be spent over 24 months, with an award for 1st quarter received in July followed by the remainder in October. 18/19 grant amount is EDD's grant allocation; 0.56% more than prior year award.
	-----Training	Level of expenditure is mandated at 30% of grant. Carry-out funding is WDB's projection of unspent funds at 6/30/19.
D	Administration + High Performing Board	Grant is spent over life of Adult, Dislocated Worker, and Youth grants; amount is equal to 10% of those grants. Admin carry-out funding is set-aside to cover mandated and regulated activities as expenditures vary from year to year. This line-item amount includes the remainder of the one-time High Performing Board grant @ \$20,755.
E	Rapid Response	Grant funds may be spent over 12 months, with an award for 1st quarter received in July followed by the remainder in October. 18/19 grant is EDD's grant allocation; 20.7% less than prior year award.
F1	TANF Success Track Employment	Funds awarded by County of Solano H&SS under 12 month contract running from July - June.
F2	TANF Pathway to Employment	Funds awarded by County of Solano H&SS under 12 month contract running from July - June.
G	WIOA Regional Organizer	Grants awarded to NBEC for regional activities through March 2019.
H	WIOA Regional Capacity Building	Grants awarded to NBEC for regional activities through March 2019.
I	WIOA Regional Implementation	Grants awarded to NBEC for regional activities through June 2019. Sonoma WDB is the grant Fiscal Agent
J	WIOA Work Based Learning Accelerator	Grant awarded March 2018 through August 2019.
K	WIOA Disability Employment Accelerator	Grant awarded March 2018 through December 2019.
L	North Bay Fire Response	Grant awarded April 2018 through December 2019; non-governmental funds.

Workforce Development Board of Solano County

REVENUE and EXPENDITURE PROJECTION

Program Year of JULY 2018 through JUNE 2019

	(1)	(2)	(3)	(4)	(5)	(6)
GRANT FUNDING	FUNDING	%	FUNDING	%	DIFFERENCE	%
	2018/19	Share of	2018/19	Share of	Increase or	Change
	Planned 05/18	Budget	Available 9/18	Budget	(Decrease)	
WIOA Formula Allocations:						
Adult	\$1,005,221	17.6%	\$1,141,076	17.5%	\$135,855	14%
Youth	982,872	17.2%	1,266,151	19.4%	283,279	29%
Dislocated Workers	1,027,578	18.0%	1,282,411	19.7%	254,833	25%
Administration	370,659	6.5%	400,211	6.1%	29,552	8%
Rapid Response	295,685	5.2%	259,809	4.0%	(35,876)	-12%
SUB-TOTAL ALLOCATED WIOA:	\$3,682,015	64.3%	\$4,349,658	66.8%	\$667,643	18.1%
Other:						
TANF Success Track Subsidized Employment	700,000	12.2%	700,000	10.7%	0	0%
TANF Pathway to Employment	500,000	8.7%	500,000	7.7%	0	0%
WIOA Regional Planning & Capacity Building	145,794	2.5%	226,609	3.5%	80,815	55%
WIOA Work Based Learning Accelerator	111,500	1.9%	129,036	2.0%	17,536	16%
WIOA Disability Employment Accelerator	224,653	3.9%	262,814	4.0%	38,161	17%
Tipping Point North Bay Fire Response	358,980	6.3%	345,827	5.3%	(13,153)	-4%
SUB-TOTAL DISCRETIONARY:	\$2,040,927	35.7%	\$2,164,286	33.2%	\$123,359	6.0%
TOTAL	\$5,722,942	100.0%	\$6,513,944	100.0%	\$791,002	14%

	(1)	(2)	(3)	(4)	(5)	(6)
LINE-ITEM BUDGET	BUDGET	%	BUDGET	%	DIFFERENCE	%
	2018/19	Share of	2018/19	Share of	Increase or	Change
	Approved 5/18	Budget	Proposed 9/18	Budget	(Decrease)	
Direct Program Costs:						
Training: Vocational Skills	\$520,723	9.1%	\$606,282	9.3%	85,559	16%
Training: On-the-Job-Training	100,000	1.7%	110,000	1.7%	10,000	10%
Training: Work Based Learning / Incumbent	0	0.0%	60,000	0.9%	60,000	0%
Training-Related: Support Services / Fees & Supplies	190,000	3.3%	202,350	3.1%	12,350	7%
Job Search: Success Track Wage Subsidy	90,000	1.6%	95,000	1.5%	5,000	6%
Job Search: Support Services / Fees	21,635	0.4%	15,150	0.2%	(6,485)	-30%
Youth: Work Experience	125,550	2.2%	182,986	2.8%	57,436	46%
Youth: Vocational Skills / Work Based Learning / Services	80,000	1.4%	151,000	2.3%	71,000	89%
Youth: Incentives / Support Services / Fees	18,300	0.3%	18,700	0.3%	400	2%
Workforce System: AJCC / Outreach / Business Services	156,225	2.7%	144,115	2.2%	(12,110)	-8%
Program Design: Research / Equipment-Software / Materials	0	0.0%	125,600	1.9%	125,600	0%
Sub-total	1,302,433	22.8%	1,711,183	26.3%	408,750	31%
Regional: Planning / Training / Employer Engagement	54,587	1.0%	120,003	1.8%	65,416	120%
Partners: Project Services	0	0.0%	114,000	1.8%	114,000	100%
Personnel: Salaries + Benefits/Taxes	3,367,477	58.8%	3,617,366	55.5%	249,889	7%
Operating Expenses:						
Facilities	599,215	10.5%	555,070	8.5%	(44,145)	-7%
Communications & Information Network / Equipment / Software	152,895	2.7%	148,565	2.3%	(4,330)	-3%
Supplies / Printing / Postage / Furniture-Office Equipment	52,050	0.9%	42,295	0.6%	(9,755)	-19%
Professional Development	65,287	1.1%	64,415	1.0%	(872)	-1%
Employee Mileage	28,603	0.5%	34,240	0.5%	5,637	20%
Accounting / Legal / D&O Insurance / County CAO & Auditor	100,395	1.8%	106,807	1.6%	6,412	6%
Sub-total	998,445	17.4%	951,392	14.6%	(47,053)	-5%
TOTAL	5,722,942	100.0%	6,513,944	100.0%	791,002	14%