

1 P R O C E E D I N G S

2 TUESDAY, APRIL 21, 2015

3 (10:31 a.m.)

4 CHAIRMAN ALCANTAR: Good morning. This
5 meeting will now be called to order.

6 Larry, who do you have up first on the
7 performance briefing?

8 MR. TEMPLE: Doyle will be giving us the
9 state of the state -- how do you like that?

10 CHAIRMAN ALCANTAR: Good morning, Doyle.

11 MR. FUCHS: Good morning, Mr. Chairman.

12 MR. TEMPLE: -- according to Doyle.

13 MR. FUCHS: Good morning, Mr. Chairman,
14 Commissioners. I hope I can live up to that intro.
15 Doyle Fuchs with LMCI with this quarter's economic
16 briefing.

17 First of all, I would like to take a
18 minute to thank the LMCI staff that were instrumental in
19 putting this report together and to all the folks there
20 that work on the surveys and estimates of the backbone
21 of this information.

22 So I couldn't do it without them.

23 CHAIRMAN ALCANTAR: I really appreciate
24 that sentiment. Thank you. That's a great way to
25 start.

1 bit; again, not unexpected, but did slow down a bit.
2 For the February to March numbers -- you know, back to
3 those for just a second -- 7 of the 11 economic sectors
4 did show a decline with financial activities. Education
5 and health services, leisure and hospitality and other
6 service is the only four sectors that posted a modest
7 increase.

8 I included a chart on the good-producing
9 sector employment for mining, construction and
10 manufacturing. No big surprises there. It shows a
11 spike in manufacturing -- excuse me -- in mining jobs,
12 and then the recent decline. I guess notable on this
13 chart is the flat to lower manufacturing jobs.

14 Ongoing concerns. Continue to read about
15 the replacement of higher-paying manufacturing jobs with
16 lower-paying jobs in retail or service sector. Again,
17 those continue to kind of flat line on us.

18 Our growth rates on the next slide -- U.S.
19 and Texas -- Texas, in spite of our decline, from
20 February to March continued to show a higher growth rate
21 in the U.S. as a whole, again, on a year-to-year basis.

22 I included a chart that shows the
23 relationship between total nonagricultural jobs and our
24 civilian labor force. The labor force is the darker of
25 the two lines, again, you know, showing our recent

1 downturn, but growth still is continuing above a year
2 ago on a year-to-year basis.

3 Unemployment rates on the next slide. The
4 unemployment rate for Texas declined a tenth of a point
5 to 4.2 percent. That's the lowest it's been since 2007
6 and I think 2001, and more than a point lower than the
7 U.S. as a whole.

8 It's interesting that both the employment
9 and unemployment rate went down. It happens when those
10 don't move in sync. So our number of folks looking for
11 work can drop faster than the folks that are available
12 and can cause that to happen.

13 The next slide shows continued and initial
14 unemployment claims by month; actually, a three-month
15 moving average. It shows there, you know, why our
16 employment is down as those claims have gone up.

17 Let's see. I want to look briefly at our
18 employment and unemployment rates by metro area. Metro
19 employment increased by 18,600 jobs during March. That
20 follows an increase of 72,600 in February.

21 For the first quarter of the year that was
22 the smallest increase in metro employment since 2009.
23 All metro areas posted an increase on a year-to-year
24 basis except for El Paso and Wichita Falls which showed
25 modest declines.

1 The unemployment rate was down in 16 of
2 the MSAs. The lowest was in Midland, followed by
3 Amarillo, Austin, Lubbock and Bryan-College Station.

4 It's interesting to me that in spite of
5 the loss of jobs in the oil and gas sector, the annual
6 growth rates were highest in the state in Midland and
7 Odessa in spite of that downturn in oil and gas, and
8 their unemployment rate stayed low.

9 In contrast, we've seen persistently
10 higher unemployment in Southeast Texas and the Lower Rio
11 Grande Valley. The next chart shows some data from Help
12 Wanted Online job postings by metro area. Of the five
13 largest metro areas, only Houston-Sugar Land showed a
14 decline of about 4 percent. The others showed
15 increases.

16 This can be a measure or a proxy at least
17 for short-term employment demand; so a lot of red on the
18 page showing the declines from last -- the last quarter,
19 but still some room for growth there.

20 Help Wanted listings by occupation, truck
21 drivers moved to the top of the list and replaced
22 registered nurses for the first time in my short tenure
23 here.

24 Then the last slide shows general economic
25 situations some indicator-type data. Sales tax

1 collections have declined since the first of the year.
2 That's not an unusual drop. That tends to be a seasonal
3 thing. Coming out of the holidays consumer spending is
4 a little bit lower, and so we see a drop in sales tax
5 collections.

6 The consumer confidence index did bounce
7 back somewhat this month after declining a month ago.
8 Some sources have tied that to the drop in gas prices,
9 having people feeling a little bit better when they go
10 stop to fill up.

11 Housing permits continue to show growth,
12 mostly due to a tight supply of homes available for
13 sale, a good sign for the home building sector. And
14 then last but not least, the price of West Texas
15 intermediate crude, the chart shows the sharp decline
16 we've seen in prices over the last two or three months,
17 but it's notable that they have stabilized in at least
18 prices haven't continued to drop as sharply.

19 I note that the Texas recount was down
20 pretty sharply in March from February, about 100 fewer
21 active drilling rigs in March than they were a month
22 before, with the biggest drop of that in the Permian
23 Basin.

24 Anyway, that concludes my prepared
25 presentation. Be glad to answer any questions you might

1 have.

2 CHAIRMAN ALCANTAR: Any questions for
3 Doyle?

4 COMM. CONGLETON: No.

5 CHAIRMAN ALCANTAR: Good job.

6 MR. FUCHS: Thank you.

7 CHAIRMAN ALCANTAR: Thank you for the
8 update.

9 MR. FUCHS: Thank you.

10 CHAIRMAN ALCANTAR: Larry.

11 MR. TEMPLE: Randy. Adam, why don't you
12 come on up.

13 MR. TOWNSEND: Good morning, Chairman,
14 Commissioners. For the record, Randy Townsend, Chief
15 Financial Officer.

16 CHAIRMAN ALCANTAR: Good morning, Randy.

17 MR. TOWNSEND: Good morning. Under Tab 2,
18 I'll give you a quick briefing of our status --
19 financial status for the first six months of the Fiscal
20 Year 2015. This, of course, is through February 28th at
21 this point. 50 percent of the year is complete.

22 We had expended just under 569 million of
23 our total budget of 1.2 billion as of February. That
24 represented just about 47 percent expended. So we're
25 right in there where you would expect to be.

1 On the graphs that I've included there for
2 the total strategies you can kind of see where we are.
3 There's still one strategy, support services, that
4 appears a little bit high. I've got a footnote at the
5 bottom explaining that. That had to do with an
6 adjustment that was made from Fiscal '14. Once you
7 account for that, the spending level is right at 54
8 percent. So that wasn't of a particular concern when I
9 looked a little bit more deeply into that particular
10 issue.

11 We do have several areas, several
12 strategies that are below what would be our target
13 threshold on a proportional basis of 45 percent of the
14 year, you know, assuming that we would try to be at
15 90 percent of the 50 percent number.

16 I've got an explanation of variance for
17 those items that follows the next couple of pages there
18 that would be in there. It actually follows your --
19 it's about three pages back, I guess.

20 For the most part, the strategies that are
21 falling under that percentage in several cases would be
22 expected. For example, the trade-affected workers, the
23 apprenticeship program, the adult education and skills
24 development, for example, are tied largely to contracted
25 performance, expected deliverables on those contracts

1 and the timing of the payment.

2 So nothing in those areas in terms of this
3 year's spending levels in relation to the budget
4 initially stood out as a particular concern when you
5 looked at those areas.

6 There's still some work to be done on the
7 self-sufficiency when you look at that one. They were
8 still trying to figure out exactly the best way moving
9 forward on that particular strategy in terms of the
10 self-sufficiency program.

11 The labor market information strategy, for
12 example, is tied to -- it's not a grant contract like
13 the other strategies I mentioned. It has to do with a
14 service contract that is -- as expected deliverables to
15 occur -- to be paid later in the fiscal year. So,
16 again, when you look at that one, that one was okay in
17 terms of where we are from a financial status
18 standpoint.

19 Some of the other explanations there again
20 had to do with timing of payments on the child care
21 administration. We did have a couple under Goal B under
22 Subrecipient Monitoring and Technical Assistance that
23 were tied for the most part to our staffing levels.
24 Either turnover or expect to try and having hiring
25 challenges in those particular strategies or making some

1 reassignments, et cetera, had more to do with those
2 particular spending levels, but I guess when you look at
3 the perspective it's probably better to be underspending
4 a little bit as opposed to being over -- overspending.
5 So I thought nothing really again struck me as being of
6 a particular concern that's not being managed at this
7 point, other than we're trying to, you know, make sure
8 we get a handle on that self-sufficiency which has been
9 a challenge for a while now.

10 The only other thing I thought I would
11 point out to you that's a good -- is a positive thing in
12 terms of the balance for our Fund 165, I made a
13 commitment a few months ago to keep you posted on where
14 we are.

15 This is the money that's collected from
16 employers for penalties and interest that are owed, if
17 they file late on their reports or owe us money back and
18 there's a penalty assessed on that.

19 And so what this is showing, if you follow
20 the September balances which starts out September of '13
21 of a 14 million balance -- these are actual balances --
22 14-and-a-half million in '14, we're estimating that the
23 September 15 balance will be closer to 17, and that
24 balance would still be right around 17-and-a-half
25 million by September of '16.

1 Now, that's looking pretty far down the
2 road. We're trying to get a handle on what was
3 causing -- it's a positive balance -- obviously a
4 positive increase in the balance -- about a couple
5 million. There's about six months in there and we're
6 still trying to study and figure out what exactly
7 happened here, but our collections were up during --
8 about five or six months there that accounts for this
9 two million and now it's gone back down, it looks like,
10 in terms of the collections.

11 So it has to do on the revenue side more
12 than the expenditure side. But, again, it's a positive
13 trend that we noticed for those particular months and --
14 although it doesn't seem like it's continuing at this
15 point going forward.

16 So we're still trying to get a better
17 handle on why that would have been, you know, more of a
18 one-time occurrence, but, again, a bit of good news
19 there for that balance.

20 And, Commissioners, unless you have
21 questions about the status -- financial status, that
22 concludes my comments -- remarks this morning.

23 CHAIRMAN ALCANTAR: Commissioners, any
24 comments on Randy's report?

25 COMM. CONGLETON: I have no comment.

1 CHAIRMAN ALCANTAR: Thank you, Randy.

2 Good update.

3 MR. TEMPLE: Adam.

4 MR. LEONARD: Good morning, Commissioners.

5 In tab -- starting in Tab 3 of the notebook we'll be
6 talking about some of the performance data that's in
7 there, as well as in Tab 4.

8 For those in the audience, there were some
9 printed copies up on the chair back here. I put a copy
10 of my notes in front of each of you before the meeting
11 began called, "Performance Observations for the February
12 2015 MPR."

13 In terms of just overall, we're currently
14 at about 55-and-a-half percent on LBB measures in a
15 meeting status, but what's interesting about it is that
16 it really kind of -- the ones that we're missing, quite
17 a few of them have to do with kind of production issues,
18 so areas where right now we're in a negative status, but
19 staff thinks that we're likely to end up finishing the
20 year in perfectly fine shape.

21 In some areas it has to do with,
22 basically, the trends -- some of the trends we've been
23 talking about in terms of numbers of job seekers or
24 numbers of the TANF case load being less than we
25 expected, things like that, having a negative impact on

1 the numbers that we're serving or the numbers of people
2 getting child care and Choices, things like that. So
3 some of it are kind of, I'll describe, as affected by
4 factors outside of our control, and then there's a few
5 in the middle where it does look like there may be some
6 underperformance and we're going to look at that a
7 little bit more closely as the years going on to see if
8 we can understand more of what might be driving some of
9 those things.

10 In terms of the DOL measures, we're
11 meeting all but two of them. And for our internally-set
12 measures, we're meeting all of those at the moment. The
13 Boards seem to be doing quite well. They are meeting
14 90.7 percent of the 280 measures between the 28 Boards,
15 10 measures each.

16 So we have 254 instances that are in a
17 meeting or positive status. The three -- 24 of the 26
18 misses are concentrated in three areas. We have 12 of
19 them associated with a number of employer job openings
20 filled, although six of those are doing -- they're very
21 close. They're right on the cusp of meeting.

22 We have six that are having issues with a
23 number of employers receiving Workforce assistance and
24 another six in the WIA Youth Literacy/Numeracy gains
25 measure that are having issues.

1 So the concentrations really are kind of
2 in those three areas, and I would tend to think that
3 we'll start seeing some improvement there in the number
4 of employer job openings filled, in particular, as we
5 start to scrape more of the job central jobs and some of
6 that data starts coming into play towards the end of the
7 year.

8 Looking at some of the --

9 COMM. ANDRADE: Excuse me. I have a
10 question. When you say that 254 out of a possible 280
11 instances that says "Boards meeting or exceeding
12 performance expectations," how many Board are exceeding
13 expectations?

14 Do you know that?

15 MR. LEONARD: If we turn to Tab 4 in the
16 notebook, there's a good overview of exactly how this
17 breaks out.

18 So I can do -- next time I can do a count
19 that tells you the number that are meeting all of their
20 measures versus the numbers that are missing.

21 But if you kind of glance down the page,
22 basically each row has a -P column. So you can see
23 that, it looks like, probably half the Boards are
24 missing -- a little over half the Boards are missing at
25 least one measure but very few are missing two or more.

1 So it looks like five -- four or five Boards are missing
2 two measures. And you've got -- 1, 2, 3, 4, 5 -- 6
3 meeting -- missing none of them and the rest are only
4 missing one.

5 COMM. ANDRADE: Okay. Thank you.

6 MR. LEONARD: I'll make that a highlight
7 point on here in the future.

8 COMM. ANDRADE: Thank you very much.

9 MR. LEONARD: Okay. So looking into some
10 of the Workforce division measures, the number of
11 employers served, those numbers have been going down,
12 but what's interesting is that those are using -- who
13 are using the system are using it more than ever.

14 We're seeing big increases in the number
15 of new openings that are posted in the WorkInTexas.
16 That's the blue line in the chart in the middle of Page
17 1 of the handout.

18 So you can see a very steep increase there
19 over the last, basically, 17, 18 months since November
20 of '13; a significant improvement in there.

21 For Choices, customers served and average
22 cost, our target on this was projected based on an
23 expected case load of about 41,000 cases per month for
24 receiving TANF. The number has been 31,000.

25 So we were using the HHSC projections to

1 develop these targets, and so you -- as you can imagine,
2 when the numbers are 33 percent less than what you were
3 expecting that's going to have some impact on our
4 absolute numbers of customers that we're serving.

5 That said, while we are missing, we're not
6 down 33 percent. So it's not -- it's not like it's a
7 linear reduction there. In terms of job seekers served
8 and ES customers served, you know, we've had
9 conversations about this, that those numbers have been
10 going down.

11 That was kind of the basis that got us
12 involved in looking at our new normal question about
13 2014 versus 2005. So those trends are continuing.
14 Skills development, we're seeing some positive things
15 there even if we're at a negative P right now, and, in
16 particular, when we're looking at our performance in the
17 second quarter of this year versus the second quarter of
18 last year, it's considerably higher; 93 percent more
19 trainees for the second quarter this quarter compared to
20 last year.

21 The average cost has decreased about 5
22 percent over the year change. We have more new
23 contracts this year compared to the same period last
24 year. So -- and we ended up -- or, therefore -- sorry.
25 We're ahead of where we were last year and so hopefully

1 that bodes well as we end in the last half of the
2 season.

3 CHAIRMAN ALCANTAR: Larry, I want to
4 acknowledge the efforts of Aaron, Dale Robertson and the
5 team there.

6 I think they certainly have been out there
7 outreaching our partners. Our goal to have as many of
8 these done in the third quarter. Minimizing the amount
9 that have to go out in the fourth quarter is something I
10 think we can really accomplish relative to what we've
11 been doing in past years, and I think it's certainly a
12 step in the right direction.

13 MR. TEMPLE: Good. They've done a great
14 job. They really worked hard, that whole time.

15 CHAIRMAN ALCANTAR: Great. Thank you.
16 Keep going.

17 MR. LEONARD: Sure. The employment
18 outcomes are generally strong. We are still seeing
19 strong numbers there, and our Choices participation
20 through employment continues to improve.

21 So even though the percent of the
22 mandatory numbers are changing, that we're getting more
23 and more exempt cases, we're still increasing on the
24 percent that are participating through employment, and
25 you can see that on the blue line in the middle of Page

1 2, that we've got a nice trend that's continuing to go
2 up there, as it has continued for about the last two
3 years now.

4 On the Choices full work rate, which is
5 the version of the measure that we gave to the Boards,
6 we have 15 Boards already achieving 50 percent or better
7 over the last 12 months, and another three are in the 45
8 to 50 percent range; so very strong performance for the
9 Boards there.

10 Turning to some of the other divisions, UI
11 division is meeting five of its six measures. The one
12 that is not is the average wait time on hold, and a lot
13 of that is seasonal. You know, this quarter includes
14 the December through January quarter, and we have more
15 state holidays and things in there that tend to back up
16 some of the calls in terms of people calling.

17 Also in January you have an increase in
18 calls of people trying to get information about their
19 1099-G. So that adjustment there really isn't
20 unexpected.

21 For Regulatory Integrity Division,
22 turnover has been a big part of the conversation around
23 that. The child labor law unit has enabled or has had
24 less turnover issues than payday law. Payday laws had
25 five in the last three months. Positions turn over on

1 them and so that's certainly impacting production. In
2 the Civil Rights Division, although they're missing two
3 measures right now, both of those are measures that
4 involve a schedule that they kind of -- they don't work
5 them 1/12th per month for the year.

6 They tend to focus on them at certain
7 times of the year and they remain on schedule and expect
8 to meet those targets by the end of the year.

9 COMM. ANDRADE: I have a question.

10 MR. LEONARD: Sure.

11 COMM. ANDRADE: Mr. Chairman, may I --

12 CHAIRMAN ALCANTAR: Please, Commissioner.

13 COMM. ANDRADE: I want to go back to
14 employment services served. That number is down quite a
15 bit from two years earlier.

16 CHAIRMAN ALCANTAR: What page are you on,
17 Commissioner?

18 COMM. ANDRADE: Page 1 of 10 on the
19 "System Summary Report - High Profiles Measure."

20 CHAIRMAN ALCANTAR: Okay.

21 MR. LEONARD: The number of employers
22 served is down from 83,679 to 80,240, you mean?

23 COMM. ANDRADE: Uh-huh.

24 MR. LEONARD: Yes.

25 COMM. ANDRADE: Do we know what we're

1 doing to pick those numbers up again? I mean, you know,
2 my concern is that this is the first month that we're
3 losing jobs, and I want to make sure that we're --

4 MR. TEMPLE: Fewer employers but we're
5 seeing an increase in the number of job postings.

6 So we do have more job postings than we've
7 had before, but we have, it looks like, fewer employers
8 putting those in.

9 I'm not sure what that dynamic is
10 happening or if we can isolate where that's happening,
11 but it seems that those that are using us are using us
12 more and putting in more jobs.

13 You know, we're looking at putting
14 together a marketing, branding initiative directed to
15 the employer community trying to get more participation,
16 and that will be coming forward with that, but I do know
17 that, you know, at least we're -- as Adam has said,
18 we're seeing more jobs being posted.

19 COMM. ANDRADE: Yeah, and that's great
20 news. I mean, I think the encouraging news is that as I
21 travel out there throughout the state and we're
22 concerned about some of the layoffs is WorkInTexas still
23 has job posted in their region which is good news.

24 But I am concerned that the numbers have
25 gone down on the employment services served. So -- and

1 I think we just need to continue getting the message out
2 that we can be a great partner for them. But also the
3 number is down on total job seekers served.

4 MR. LEONARD: Yes. That's the trend that
5 we've been following for, rather, a while now and have
6 been concerned about.

7 You may remember -- and on the last page
8 of the handout I've got a little more information about
9 this, but what we've been looking at was, the trend
10 between -- since 2003 forward and that right now we
11 really do have fewer job seekers served in any 12-month
12 period right now than we've had in the past, and some of
13 that, we think, has to do with the fact that you really
14 have more job search options out there, that the nature
15 of searching for employment has changed somewhat.

16 There are more online job matching
17 systems. There's a lot more use of social media and
18 personal contacts to help people find jobs. So what may
19 be happening here is that a lot of the people who are
20 not coming to us because it's tied in some way to
21 benefits, either through mandatory participation like
22 you would have in TANF, or kind of a semi-mandatory when
23 they're seeking UI benefits, that this voluntary group
24 of people, that a lot of them, their first stop, is kind
25 of their friends and certain other, you know, social

1 Are you guys getting close on -- I know you have Lisa
2 and a few other people working on that.

3 MR. McCARTY: Yes, sir. I believe Lisa's
4 got an appointment set up with your office next week to
5 brief you on what we have so far.

6 CHAIRMAN ALCANTAR: Okay. But we are
7 making progress? Do you think the Board volunteers have
8 a pretty good idea of where they want to go with this?

9 MR. McCARTY: Yes, sir. They do. They
10 want to -- they really want to focus on, you know,
11 having that flexibility at the local level to design
12 what they need for their area.

13 CHAIRMAN ALCANTAR: Part of a broader
14 statewide --

15 MR. McCARTY: Uh-huh, part of a broader --

16 CHAIRMAN ALCANTAR: -- campaign to pull
17 in --

18 MR. McCARTY: Yes, sir.

19 CHAIRMAN ALCANTAR: -- these targeted
20 groups and serve and make sure that employers are aware
21 of the service. But I look forward to those briefings
22 and am very interested in seeing what they put together.

23 MR. McCARTY: Yes, sir.

24 CHAIRMAN ALCANTAR: Thank you.

25 COMM. ANDRADE: I just want to make sure

1 that we don't get lost with all these numbers and that
2 the Boards know that we are indeed concerned any time
3 that our employers are being serviced.

4 MR. LEONARD: Certainly.

5 COMM. ANDRADE: Thank you.

6 MR. LEONARD: I think that's it.

7 CHAIRMAN ALCANTAR: All right. Thank you,
8 Adam. Good job.

9 MR. LEONARD: Thank you.

10 CHAIRMAN ALCANTAR: Larry, who's next?

11 MR. TEMPLE: LaSha, do you have anything?

12 MS. LENZY: (From the audience) Any
13 questions? Any questions about the UI measures?

14 MR. TEMPLE: Then, Reagan.

15 MS. MILLER: Reagan Miller. I do want to
16 say one thing. I'll mention two items. On Adult
17 Education and Literacy, we have been concerned about the
18 number of enrollments that we're seeing, and it's
19 something that we're tracking really closely with our
20 providers.

21 These were new contracts. There were
22 startup delays. So we expected a few hiccups, but we've
23 really been trying to provide some target of technical
24 assistance to those providers to increase their
25 enrollments.

1 One of those strategies that we've been
2 working with them on is what we're calling a
3 "Maymester," really looking at another opportunity for
4 enrollments during the summer period when traditionally
5 a lot of the providers have kind of gone on summer
6 breaks.

7 So we've asked that our grant recipients
8 as part of their third quarter plans provide us
9 information about potential Maymesters that they can
10 implement, and of the 30 grant recipients that have
11 submitted information 29 at this point plan on
12 implementing that type of Maymester service.

13 So we're hoping to continue to expand our
14 outreach and increase the enrollments in those programs.
15 We're also -- we've been looking at the GED attainment
16 rates. That's something that we're going to continue
17 tracking, and we'll update you as we continue to watch
18 those trends.

19 CHAIRMAN ALCANTAR: Well, certainly, on
20 the -- I think -- certainly that's a step in the right
21 direction.

22 The other part of what we need to do there
23 is to make sure that we're encouraging and supporting
24 these new approaches to content delivery like more of
25 the -- and make sure that we're supporting development

1 of these competency-based models as we're offering these
2 different semester approaches and on the GED attainment
3 certainly tracking what is going on over at the state
4 board.

5 In terms of our discussions a couple of
6 weeks ago when we talked about this program, making sure
7 that we refocus our efforts there in terms of how we can
8 support our grantees and expand the reach through some
9 of these other alternative forms of delivery and making
10 sure that we examine the approaches to provide more
11 mentoring for individuals that use these online tools is
12 something that we need to examine.

13 So I appreciate all the work that Aaron --
14 that Anson and the team are doing to try to give us some
15 good strategies to pursue and implement.

16 MS. MILLER: Great. Great. That's that
17 1.4 million for enhanced distance learning, and we'll be
18 working on that.

19 Thank you.

20 CHAIRMAN ALCANTAR: Thank you. Larry.

21 MR. TEMPLE: I don't think we have
22 anything else unless you had any questions on UI.

23 CHAIRMAN ALCANTAR: Commissioners, any
24 more questions on performance? Well, a lot of good
25 work.

1 There's always a lot of work to do, and we
2 need to remain very open to these new ideas in terms of
3 how we better fulfill the mission, Commissioners.

4 Larry, thank you, and the team, for all
5 the hard work getting us where we are right there.
6 We'll now transition into the IT Work Session.

7 (Proceedings concluded at 11:02 a.m.)

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