



Shasta Tehama Trinity Adult Education Consortium  
Public Meeting # 27  
Date: 06/18/2020  
Time: 3:00pm-5:00pm  
Meeting Location: Zoom <https://cccconfer.zoom.us/j/425638224>

### AGENDA

- 1) Introductions
- 2) Public Comment
- 3) Voting Items
  - a) Review March 23, 2020 Meeting Minutes
  - b) Review Bylaw Updates
  - c) Consortium Executive Committee (Chair & Co-Chair)
  - d) 20.21 Budget/Allocations
- 4) Informational Items
  - a) Consortium Update – Budget, Activity, Staffing
- 5) Schedule 20.21 Consortium Meetings
  - a) Wednesday, Sept. 16, 2020 @ 3:00pm- 5:00pm, Wednesday, Jan. 20, 2021 @ 3:00pm- 5:00pm, Wednesday, March 24, 2021 @ 3:00pm- 5:00pm, Wednesday, June 16, 2021 @ 3:00pm- 5:00pm
  - b) Thursday, Sept. 17, 2020 @ 3:00pm- 5:00pm, Thursday, Jan. 21, 2021 @ 3:00pm- 5:00pm, Thursday, March 25, 2021 @ 3:00pm- 5:00pm, Thursday, June 17, 2021 @ 3:00pm- 5:00pm
- 6) Announcements/Adjournment

*Note - \*Agenda items are subject to change\**

## Important Due Dates

### June 2020

- **Jun 18:** Public Meeting (Practitioner attendance optional). Location: SCOE PDC
- **Jun 30:** End of Q4

### Aug 2020

- **Aug 31:** Student data due in TOPSPro (Q4) and CAEP Data Integrity Report emailed to CASAS
- **Aug 15:** Annual Plan for 2020-2021 due in NOVA

### September 2020

- **Sep 1:** 18/19 and 19/20 Member Expense Report due in NOVA (Q4)
- **Sep 1:** July 1, 2019 to June 30, 2020 expenses by program area due (estimates only) in NOVA
- **Sep 30:** 18/19 and 19/20 Member Expense Report certified by Consortia in NOVA (Q4)
- **Sep 30:** 20/21 Member Program Year Budget and Work Plan due in NOVA
- **Sep 30:** End of Q1

**Shasta – Tehama – Trinity Adult Education Consortium  
Public Meeting #25  
Meeting Location: Zoom <https://cccconfer.zoom.us/j/425638224>  
Time: 3:00 PM to 5:00 PM  
Thursday, March 26, 2020**

MEETING MINUTES

**CALL TO ORDER**

The meeting was called to order by Jim Cloney, Board President, at 3:01 pm

**1. INTRODUCTIONS**

Board Members Present:

Member School/District	Voting Member	Proxy
Anderson Union High School Dist.	<input type="checkbox"/> Victor Hopper	<input checked="" type="checkbox"/> Lupe Cordova
Corning Union High School Dist.	<input type="checkbox"/> Jarod Caylor	<input type="checkbox"/> Jason Armstrong
Gateway Unified School Dist.	<input checked="" type="checkbox"/> James Harrell	<input type="checkbox"/> Steve Henson
Mountain Valley Unified School Dist.	<input type="checkbox"/> Debbie Miller	<input type="checkbox"/> Felicia Harrison
Red Bluff Joint Unified School District	<input type="checkbox"/> Todd Brose	<input checked="" type="checkbox"/> Barbara Thomas
Shasta-Tehama-Trinity CCD	<input checked="" type="checkbox"/> Dr. Joe Wyse	<input type="checkbox"/> Dr. Frank Nigro
Shasta Union High School Dist.	<input checked="" type="checkbox"/> Jim Cloney	<input type="checkbox"/> Milan Woollard
Southern Trinity Joint Unified School District	<input checked="" type="checkbox"/> Peggy Canale	<input type="checkbox"/> Cindy Dixon
Tehama County Department of Education	<input type="checkbox"/> Richard DuVarney	<input checked="" type="checkbox"/> Michelle Barnard
Trinity Alps Union High School Dist.	<input type="checkbox"/> Jamie Green	<input type="checkbox"/> Michael Martens
Trinity County Office of Education	<input checked="" type="checkbox"/> Fabio Robles	<input type="checkbox"/> Sarah Supahan

Presenters: Jim Cloney, Rachele Modena

Note Taker: Meeting was recorded for note taking.

## **2. Public Comment**

### **a. No public comments**

## **3. VOTING ITEMS**

### **a. Review January 23, 2020 Meeting Minutes**

Jim Cloney asked the board to review the 01.23.20 meeting minutes.

Jim Cloney called for a motion to approve the minutes.

Barbara Thomas moved to approve the minutes.

Jim Harrell seconded the motion.

The motioned carried.

### **b. 20.21 Budget Allocation**

Rachelle Modena reviewed the proposed 20.21 funding allocation options. Members discussed the options recognizing that the final budget will most likely be different due to COVID-19.

Jim Cloney called for a motion to approve Option A.

Joe Wyse moved to approve Option A for the 20.21 STTAEC budget.

Barbara Thomas seconded the motion.

The motioned carried.

## **4. INFORMATIONAL ITEMS**

### **a. Data and Accountability Workgroup**

Rachelle Modena provided an update on the workgroup. The current pandemic has paused the work of the group noting that enrollment and benchmarks will fall short due to COVID-19.

### **b. Consortium Update – Budget, Activity, Staffing**

Rachelle Modena stated that the current spending at the consortium will be below target due to not backfilling the Student Services Coordinator position during the Shelter in Place. The additional funds will be made available to Members in the fall. The activity highlight that Rachelle shared included the information she was able to gather at site visits with other consortiums. Information included consortium structure and data and accountability systems.

## **5. Next meeting- June 18, 2020 – Zoom**

## **6. Announcements/Adjournment**

Jim Cloney identified that we had reached the end of the agenda and asked if there were any other questions.

Jim Cloney called for any further announcements.

Jim Cloney asked if any of the CAEP due dates will be modified. Rachelle shared that no due dates have been changed. If individual schools need assistance or extensions please request help.

Meeting Adjourned.

## **BYLAWS**

### **ARTICLE I. NAME**

The name of this consortium shall be the Shasta-Tehama-Trinity Adult Education Consortium.

### **ARTICLE II. PURPOSE**

The purpose of this consortium is to identify strengths and gaps in adult education programming and services across the region, leverage resources, and offer professional development opportunities that lead to coordinated approaches that accelerate a student's progress towards his or her academic and career goals. The consortium shall accomplish this through shared leadership, collaboration and the development of a regional adult education plan. The region encompasses Shasta, Tehama and Trinity counties, which include the K-12 Districts, County Office of Education and Community College.

### **ARTICLE III. DUTIES**

The duties of the consortium shall address existing gaps in programs and plan to strategically assist adults, 18 years of age or older, in accordance with AB 104, Section 84920, Article 9:

- 1) Improved literacy skills.
- 2) Completion of high school diplomas or their recognized equivalents.
- 3) Completion of postsecondary certificates, degrees, or training programs.
- 4) Placement into jobs.
- 5) Improved wages.

The consortium shall collaborate to improve the delivery of adult education to adults, 18 years of age or older, in the following areas:

- 1) Elementary and secondary basic skills, including classes required for a high school diploma or high school equivalency certificate (GED or HiSET).
- 2) Classes and courses for immigrants eligible for educational services in citizenship and English as a second language, and workforce preparation classes in basic skills.
- 3) Education programs for adults with disabilities.

- 4) Entry/Re-Entry into the workforce.
- 5) Short-term career technical education programs with high employment potential.
- 6) Programs for apprentices.
- 7) Programs to help adults help K-12 students to succeed academically.

These duties will be accomplished by collaborative and joint planning efforts that address the following primary objectives of the consortium:

- Evaluation of current levels and types of adult education programs within the region, including education for adults in correctional facilities; credit, noncredit, and enhanced noncredit adult education coursework; and programs funded through Title II of the federal Workforce Investment Act, known as the Adult Education and Family Literacy Act (Public Law 05-220).
- Evaluation of current needs for adult education programs within the region.
- Integration of existing programs and creation of seamless transitions into postsecondary education or the workforce.
- Development of plans that address the gaps identified pursuant to paragraphs (1) and (2).
- Development of plans that address identified needs and gaps and employ approaches that are proven to accelerate a student's progress toward his or her academic or career goals, such as contextualized basic skills and career technical education, and other joint programming strategies between adult education and career technical education.
- Collaboration towards ongoing professional development opportunities for faculty and other staff to achieve greater program integration and improve student outcomes.
- Leveraging of existing regional structures, including, but not limited to, local workforce investment areas.

#### **ARTICLE IV. MEMBERSHIP**

##### **Section I. Members:**

Per AB 104 guidelines which govern this consortium, a member is defined as a public school district or community college district within the geographical boundaries of the Shasta-Tehama-Trinity Joint Community College District. Voting rights shall be bestowed on the Superintendent or his or her designee. All

members should have an assigned designee or proxy. Each member and designee or proxy must be approved by their local sites governing board and notify the consortium of any assigned updates effective immediately. Members will be responsible for attending quarterly meetings, providing district or local data regarding needs, gaps, and existing programs, working collaboratively to create a plan to address adult education needs and integrate existing services and programs, participating in public forums, making decisions regarding allocation of planning funds, and meeting all requirements of the AB 104 California Adult Education Program.

The following districts have committed to serving as members of this planning consortium:

- Shasta-Tehama-Trinity Joint Community College District
- Anderson Union High School District
- Corning Union High School District
- Gateway Unified School District
- Mountain Valley Unified School District
- Red Bluff Joint Union High School District
- Shasta Union High School District
- Southern Trinity Joint Unified School District
- Trinity Alps Union High School District
- Trinity County Office of Education

**Section II. Partners:**

A partner is any entity, organization, or individual that does not qualify as a defined member of the consortium. Partners must be approved by the voting membership of the Shasta-Tehama-Trinity Adult Education Consortium. Partners can sub-contract with a member to utilize adult education funds. Partners will be responsible for attending quarterly meetings, participating in public forums, and providing data and expertise to assist the process and development of a regional implementation plan with the member. The consortium will provide a foundation for multi-agency collaborative work and relationship building in the area of adult education. This will allow the consortium to pursue additional complementary funding opportunities, such as the Career Pathways grant or other career technical or adult basic skills programs.

**Section III. At Large:** Non-voting persons representing institutions, agencies (public and private) and community groups and individuals are welcome to attend all meetings of the consortium.

**ARTICLE V. EXECUTIVE COMMITTEE AND VOTING STATUS**



In order to establish shared leadership across a large geographic region, an elected Executive Committee will provide administrative oversight to the consortium activities and provide guidance to staff, members, and partners between regular public meetings. The ~~inaugural~~ Executive Committee members, as elected during the August 2018 public (chair) January 2019 (co-chair) meeting, are:

Jim Cloney, Superintendent (Chairperson)  
Shasta Union High School District

Jared Caylor, Superintendent (Co-chair)  
Corning Union High School District

This structure represents balanced and shared leadership across geographic regions, and community college and K-12 school districts. The Executive Committee will serve for a one-year term ~~of the AB 86 Adult Education Consortium Planning Grant~~ and may be reelected thereafter ~~(AB104)~~. Should any member of the Executive Committee wish to resign, he or she may do so upon provision of written 30 days written notice and a special election among interested and available representatives from the same sector and region shall be held at the next earliest consortium meeting. A list of the current voting representatives and their designees shall be kept on file with the current Chair.

#### ARTICLE VI. VOTING

**Section I.** All member districts of the consortium shall be entitled to one (1) vote per district. The Superintendent of the district shall be the primary voting member; however, he/she may appoint a designee or proxy to act on his/her behalf.

**Section II.** All County Offices of Education located within the region shall by default be designated as voting partners. All other partners are non-voting.

**Section III.** Voting membership term is open-ended, unless one or more of the following conditions occur:

- The voting member or partner provides written notification of his/her resignation from the consortium.
- A majority of the voting membership terminates voting privileges for due cause.
- The voting member or partner fails to attend at least 50% of the regularly scheduled Public meetings during a 12 month period.

**Section IV.** A quorum shall consist of a simple majority of the voting members and partners, or their designee or proxy. Any action of the consortium requires a majority vote of the quorum present to pass. In the event of a tie, a second vote will be held. If the tie is not broken after the second vote, the action item is defeated as it did not receive majority vote.

**Section V.** All action taken by the consortium shall be by majority vote. Members and voting partners may cast votes during the meeting via video or teleconference. Written votes will not be accepted from members or voting partners in absentia.

#### **ARTICLE VII. MEETINGS**

**Section I.** The meetings of the consortium are open to the public. Opportunities will be provided to members of the public to discuss issues of interest to the community that are related to the purview and purpose of the consortium. Public comments are limited to three minutes per person, on a first come-first served basis. A maximum time allotment of no more than 20 minutes for the entire public comment period will be offered at each meeting.

**Section II.** The regular meetings of the consortium shall be held quarterly. If needed, additional meetings can be scheduled. Special meetings may be called by the Chair as needed. Meetings will be accessible via teleconference when and where technology is available as a last resort.

**Section III.** The Executive Committee is authorized to take emergency action on behalf of the consortium as necessary during the interim between regular and/or special meetings when convened by the Chair. Any action taken by the Executive Committee shall be communicated in writing to all voting members and partners within two work days.

**Section IV.** A simple majority of the voting members (or their designees) must be present to constitute a quorum necessary to conduct the business of the consortium.

Formatted: Font: Not Bold

### ARTICLE VIII. RECORDS

Meeting records for the consortium will be maintained by the Consortia lead or designee. Shasta College as the fiscal agent and program liaison will be responsible for the meeting logistics, mailing list, and the preparation of the agendas and minutes of the meetings.

### ARTICLE IX. FISCAL AGENT

The consortium recognizes the need for one member to function as the Fiscal Agent on behalf of all members. The Shasta-Tehama-Trinity Adult Education Consortium identifies Shasta College as the fiscal agent. Resource allocation will be based on expenditures by any and all members that are incurred as part of the planning process. MOUs will be established between the fiscal agent and member(s) as needed to provide for the potential of incurred expenditures.

The role and responsibilities of the fiscal agent are:

- Ensure adherence to the Standard Legal Terms and Conditions of the grant, funds.
- Implement budget developed by the Executive Committee and approved by the California Community College Chancellor's Office.
- Submit timely expenditure reports, per schedule provided in Certificate of Eligibility by the CAEP office, approved by the Project Consortium Director and the Chief Business Official of the fiscal agent.
- Process timely expenditure reimbursement requests for all consortium participants incurring expenditures related to the planning process allocation disbursements within 45 days of the initial funding announcement from the California Community College Chancellor's Office at 50% and the remaining balance processed in the following February/March.
- Provide the consortium with updated budget reports.
- Set up individual member and fiscal agent operational account codes to track program year allocations, budgets and expenses for fund reporting.

### ARTICLE X. Shared Fiscal and Budget Policy

This policy sets the expectation that Consortium Members will spend allocated funds within 18 months of the start of the fiscal cycle of the year it is allocated in. The Consortium will review and monitor expenditure progress based on submitted AEP/CAEP expenditure reports submitted on a quarterly basis in NOVA. To ensure AEP/CAEP funds are being utilized in a timely and prudent manner.

## Progressive Permanent Reallocation

**Section I.** First Time: If a member is at-risk or unable to spend the allocation within the designated timeline, the Consortium will provide assistance with and notify the member and its Superintendent that it is at-risk:

- a. Unspent funds at 18 months will be returned to the consortium to be reallocated and member will be held harmless.

**Section II.** Second time (consecutive): If a member is at risk or unable to spend the allocation within the designated timeline, the Consortium will provide assistance and will notify the member and its Superintendent that it is at-risk:

- a. Unspent funds will return back to the consortium to be reallocated.
- b. The member's future consortium allocation will be reduced by 10% permanently.
  1. Members must be in "good standing" to be eligible for additional new AEP/CAEP funds.
  2. All members will be eligible for Cost of Living Adjustment – COLA.
- c. Voting members of the Consortium may review extenuating circumstances for a Member who is at risk and deem that they may be granted amnesty and be placed back in First Time status without penalty one time.

**Section III.** Third time (consecutive): If a member is at-risk or unable to spend the allocation within the designated timeline, the Consortium will provide assistance and will notify the member and its Superintendent that it is at-risk:

- a. Unspent funds will return back to the consortium to be reallocated.
- b. The member's future consortium allocation will be progressively reduced by an additional 10% permanently.
- c. Voting members of the Consortium may review extenuating circumstances for a Member who is at risk and deem that they may be granted amnesty and be placed back in Second Time status without penalty one time.

**Section IV.** Subsequent times:

- a. Unspent funds will be reallocated.
- b. The member's consortium allocation will be progressively reduced by an additional 10% permanently.
- c. Voting members of the Consortium may review extenuating circumstances for a Member who is at risk and deem that they may be granted amnesty and be placed back in Third Time status without penalty one time.

**Section V.** If additional new funds are available, member can petition to be reinstated after being in "good standing – spent consortium allocation within designated year" minimum of 2 consecutive years.

All scenarios assume not filling the vacant Student Services Coordinator position and reducing the consortium operating budget. In addition, Trinity Alps will take a 12.1% voluntary reduction in both Options A & B.

	19.20 Allocations	20.21 Approved 3.26.20	Option A Proportional Reduction for all Members 7.0355%	Option B 11 Mo. Director Contract, Proportional Reduction for all Members 5.709%	Difference in allocation from 19.20 utilizing Option A	Difference in allocation from 19.20 utilizing Option B
STATE Allocation	\$1,142,505	\$1,168,668	\$1,027,195	\$1,027,195		
Fiscal Admin Allowance Claimed	-\$57,125	-\$58,433	-\$51,421	-\$51,421		
<b>CONSORTIA OPERATING EXPENSE</b>						
Salaries and benefits	-\$175,111	-\$179,121	-\$131,623	-\$120,654		
Other Operating Expense	-\$42,575	-\$43,550	-\$22,100	-\$22,100		
<b>TOTAL Remaining for Members</b>	<b>\$867,694</b>	<b>\$887,564</b>	<b>\$822,051</b>	<b>\$833,020</b>		
<b>MEMBER/PARTNER</b>						
<b>SHASTA</b>						
Anderson Union	\$154,605	\$158,145	\$147,019	\$149,117	-\$7,586	-\$5,488
Shasta College Total	\$144,394	\$147,701	\$137,308	\$139,266	-\$7,086	-\$5,128
SMART (Partner)	\$26,437	\$27,042	\$25,139	\$25,498	-\$1,298	-\$939
Shasta Union HSD	\$185,648	\$184,275	\$171,310	\$173,755	-\$14,338	-\$11,893
<b>TEHAMA</b>						
Corning	\$53,379	\$62,294	\$57,911	\$58,738	\$4,532	\$5,359
Red Bluff	\$123,456	\$126,283	\$117,398	\$119,074	-\$6,058	-\$4,382
Tehama CDE	\$0	\$0	\$0	\$0	\$0	\$0
<b>TRINITY</b>						
Mountain Valley	\$10,000	\$10,229	\$9,509	\$9,645	-\$491	-\$355
Southern Trinity	\$29,394	\$28,000	\$26,030	\$26,401	-\$3,364	-\$2,993
Trinity Alps	\$59,230	\$60,586	\$53,255	\$53,255	-\$5,975	-\$5,975
Trinity COE	\$81,151	\$83,010	\$77,170	\$78,271	-\$3,982	-\$2,881
<b>PARTNERS Total</b>	<b>\$867,694</b>	<b>\$887,565</b>	<b>\$822,051</b>	<b>\$833,020</b>	<b>-\$45,643</b>	<b>-\$34,675</b>
<b>UNDER/(OVER) BUDGET</b>	\$0	\$0	\$0	\$0		

\* Shasta Adult and S. Trinity took a voluntary reduction in the first round of 20.21, Corning received an increase with the voluntary reductions.

Shasta Tehama Trinity Adult Education Consortium  
Consortium Director & Student Services Coordinator (Vacant)

March 23, 2020 – June 18, 2020

Consortium Director

- Reviewed student data submitted through the Q3 Data Integrity Report, provided feedback to programs
- Supported Members with Q3 fiscal expense report submission
- Explored the potential expansion of HiSET prep at the Day Reporting Center
- Provided support to Members as they transitioned to distance education (without in person contact)
- Facilitated Practitioner Meeting, May 3, 2020 – Recap of distance learning efforts and needs
- Entered and submitted Certified Fiscal Administration Declaration (CFAD)
- Developed funding scenarios for 20.21 with reductions
- Attended MANY CAEP related trainings/webinars for adult education during COVID-19 (Below are just a sampling)
  - Weekly CAEP office hours
  - The Future of Work: The Education-to-Employment Pipeline
  - Adult Education Forum on Capitol Hill's Covid-10 Response
  - Developing Post-CARES Act Emergency Funding for Undocumented Students a CCC's
  - Rapid Webinar: Noncredit to Credit Guided Pathways
  - What is new in the Adult Education Pipeline/Launchboard
  - Budget Reductions: A Look Back to Look Forward
  - NRS Performance Goals: Using Data to Improve Programs

*Highlight –Remote CASAS testing possibilities & Launchboard Update*

Shasta-Tehama-Trinity Adult Education Consortium  
 Better Jobs  
 19.20 Budget Summary

2019.2020 Budget	Budget	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Expenses as of 5.30.20	Budget Remaining	% spent
Fiscal Agent Indirect	\$ 57,125.00	\$ 542.30	\$ 613.48	\$ 12,556.39	\$ 849.51	\$ 739.60		\$ 43,289.14	\$ 13,835.86	76%
<b>Fiscal Agent Sub Total</b>	<b>\$ 57,125.00</b>	<b>\$ 542.30</b>	<b>\$ 613.48</b>	<b>\$ 12,556.39</b>	<b>\$ 849.51</b>	<b>\$ 739.60</b>		<b>\$ 43,289.14</b>	<b>\$ 13,835.86</b>	<b>76%</b>
Salary/Benefit	\$ 177,895.00	\$ 10,391.65	\$ 10,391.65	\$ 10,391.65	\$ 10,455.54	\$ 10,455.54		\$ 146,562.18	\$ 31,332.82	82%
Supplies Non Instructional	\$ 3,000.00	\$ 26.08		\$ 152.38	\$ 178.97	\$ 170.81		\$ 969.10	\$ 2,030.90	32%
Postage	\$ 250.00							\$ -	\$ 250.00	0%
Travel-Staff	\$ 9,670.00	\$ 155.85	\$ 1,641.58	\$ 463.46	\$ 997.25			\$ 7,989.22	\$ 1,680.78	83%
Service Fees/Other Charges	\$ 19,371.00	\$ 128.59	\$ 1,921.24	\$ 363.54	\$ 3,812.50	\$ 207.37		\$ 8,183.24	\$ 11,187.76	42%
Advertising	\$ 10,651.00							\$ 3,203.90	\$ 7,447.10	30%
Printing	\$ 500.00	\$ 6.00	\$ 60.00					\$ 96.55	\$ 403.45	19%
Equipment	\$ 2,500.00							\$ -	\$ 2,500.00	0%
<b>Consortium Direct Sub Total</b>	<b>\$ 223,837.00</b>	<b>\$ 10,708.17</b>	<b>\$ 14,014.47</b>	<b>\$ 11,371.03</b>	<b>\$ 15,444.26</b>	<b>\$ 10,833.72</b>		<b>\$ 167,004.19</b>	<b>\$ 56,832.81</b>	<b>75%</b>
Anderson Union High School District	\$ 154,605.00							\$ 154,605.00	\$ -	100%
Shasta College	\$ 170,831.00							\$ 170,831.00	\$ -	100%
Shasta Union High School District	\$ 185,648.00							\$ 185,648.00	\$ -	100%
Corning Unified High School District	\$ 53,379.00							\$ 53,379.00	\$ -	100%
Red Bluff Joint Unified School District	\$ 123,456.00							\$ 123,456.00	\$ -	100%
Southern Trinity Joint Unified School Dis	\$ 29,394.00							\$ 29,394.00	\$ -	100%
Mountain Valley Unified School Direct	\$ 10,000.00							\$ 10,000.00	\$ -	100%
Trinity Alps Unified School District	\$ 59,230.00							\$ 59,230.00	\$ -	100%
Trinity County Office of Education	\$ 81,151.00							\$ 81,151.00	\$ -	100%
<b>Members Sub Total</b>	<b>\$ 867,694.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 867,694.00</b>	<b>\$ -</b>	<b>100%**</b>
<b>Totals</b>	<b>\$ 1,148,656.00</b>	<b>\$ 11,250.47</b>	<b>\$ 14,627.95</b>	<b>\$ 23,927.42</b>	<b>\$ 16,293.77</b>	<b>\$ 11,573.32</b>	<b>\$ -</b>	<b>\$ 1,077,987.33</b>	<b>\$ 70,668.67</b>	<b>75%</b>

Target 92%