

Contract Performance Monitoring Report

Employment and training contracts for SNAP and TANF participants, state fiscal year 2026 (July 1, 2025, to June 30, 2026). Data as of August 15, 2026.

Summary

The Contract Monitoring Unit monitored four employment and training contracts worth \$5,690,000 during state fiscal year 2026. The contractors serve SNAP and TANF participants in eleven counties. By the end of the year the state had paid \$5,322,350 (94% of the combined contract amount), and the contractors reported 962 job placements against a combined target of 1,010 (95%).

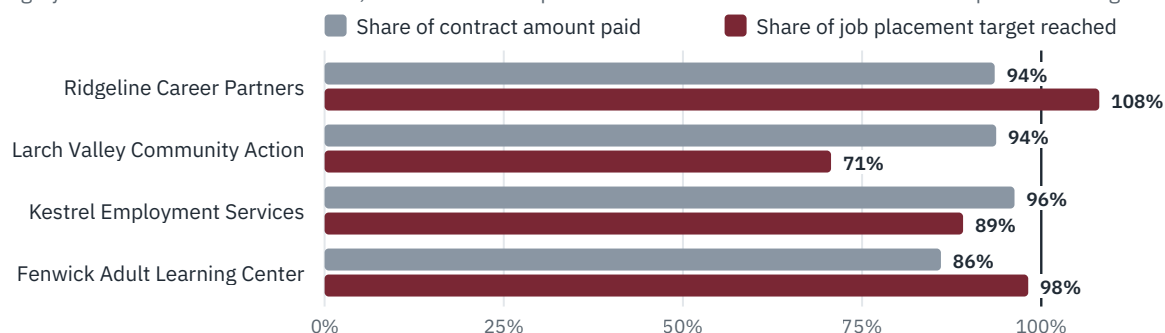
Two contracts meet expectations. Ridgeline Career Partners exceeded its placement target, and Fenwick Adult Learning Center, in its first year, reached 98% of its placement target after a slow first quarter. Larch Valley Community Action needs improvement because it reached only 71% of its placement target while spending 94% of its contract. Kestrel Employment Services requires corrective action because a corrective action item on \$18,400 in undocumented supportive service payments is past due and its fourth-quarter report has not been submitted.

Portfolio at a glance

Contractor	Contract amount	Paid	Job placements	Cost per placement	Measures met, near, not met	Late or overdue deliverables	Open CAP items (overdue)	Rating
Ridgeline Career Partners LDHS-ET-26-011	\$2,350,000	94%	454 of 420	\$4,840	6 / 2 / 0	0	0 (0)	Meets expectations
Larch Valley Community Action LDHS-ET-26-014	\$640,000	94%	106 of 150	\$5,658	0 / 5 / 3	3	1 (0)	Needs improvement
Kestrel Employment Services LDHS-ET-26-017	\$1,980,000	96%	294 of 330	\$6,483	3 / 3 / 2	3	2 (1)	Corrective action required
Fenwick Adult Learning Center LDHS-ET-26-022	\$720,000	86%	108 of 110	\$5,733	6 / 2 / 0	0	0 (0)	Meets expectations
All contracts	\$5,690,000	94%	962 of 1,010	\$5,533				

Spending compared with results

When the gray bar is well ahead of the red bar, a contractor has spent more of its contract than the share of its placement target it has reached.



How the contracts were monitored

Each contractor reported eight performance measures every quarter. Monitors checked the reported numbers against the state's case management system for a sample of participants, reviewed every invoice before payment, tracked six required deliverables, and made at least one site visit with a review of 20 randomly selected participant files. A measure is Met at 100 percent of target or more, Near at 90 to 99 percent, and Not met below 90 percent. A contract requires corrective action when fewer than four measures are met or near, when any corrective action item is overdue, or when disallowed costs exceed 1 percent of approved costs. It needs improvement when fewer than six measures are met or near or when a corrective action item is still open. The companion tracker workbook holds all of the data and calculations.

Ridgeline Career Partners

Overall rating

Meets expectations

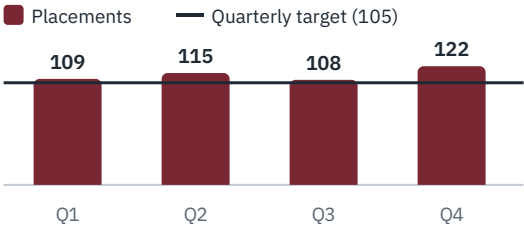
LDHS-ET-26-011. TANF employment services. Serving Bramwell and Northgate counties.
Contract amount \$2,350,000, July 1, 2025, to June 30, 2026. Monitor CM-02.

94% of contract paid (\$2,197,300)	454 of 420 job placements against the annual target	\$4,840 approved cost per job placement	6 met, 2 near of 8 performance measures; 0 not met
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Performance measures

Measure	Q1	Q2	Q3	Q4	Year	Target	Percent of target	Status
Participants enrolled	237	207	240	252	936	900	104%	Met
Assessed within 30 days of referral	95%	94%	95%	93%	94%	90%	105%	Met
Engaged in a work activity each month	74%	71%	72%	69%	72%	70%	102%	Met
Job placements	109	115	108	122	454	420	108%	Met
Average starting wage	\$15.59	\$15.66	\$15.18	\$14.72	\$15.28	\$14.50	105%	Met
Employed 90 days after placement	71%	77%	71%	72%	73%	75%	97%	Near
Credential earned by training completers	60%	60%	58%	60%	59%	60%	99%	Near
Monthly reports submitted on time	100%	100%	100%	100%	100%	100%	100%	Met

Job placements by quarter



Invoices

Quarter	Invoiced	Approved	Disallowed
Q1	\$505,400	\$505,400	-
Q2	\$549,300	\$549,300	-
Q3	\$571,300	\$571,300	-
Q4	\$571,300	\$571,300	-
Total	\$2,197,300	\$2,197,300	-

Deliverables

Deliverable	Due	Submitted	Status
Staffing plan update	Aug 15	Aug 12	On time
Quarter 1 program report	Oct 31	Oct 29	On time
Quarter 2 program report	Jan 31	Jan 28	On time
Quarter 3 program report	Apr 30	Apr 27	On time
Participant survey summary	Jun 30	Jun 26	On time
Quarter 4 program report	Jul 31	Jul 30	On time

Site visit results

- Mar 10, 1 observation. Employment plans in 2 of 20 files were signed but not dated.

Corrective action plan

- No corrective action items for this contract.

Monitor's assessment. Ridgeline placed 454 participants against a target of 420 and had the lowest cost per placement in the portfolio (\$4,840). Starting wages averaged \$15.28 an hour. Retention at 90 days (73%) and credential attainment (59%) were just below target. Every deliverable was on time, and the March site visit produced one observation and no findings.

Next steps. Keep current targets in the SFY 2027 renewal. Ask Ridgeline to describe its 90-day follow-up process at the first quarterly meeting, since retention has been slightly below target all year.

Larch Valley Community Action

Overall rating

Needs improvement

LDHS-ET-26-014. SNAP Employment and Training. Serving Ashgrove, Whitlow, Glenrock, and Fenwick counties. Contract amount \$640,000, July 1, 2025, to June 30, 2026. Monitor CM-01.

94%

of contract paid (\$599,750)

106 of 150

job placements against the annual target

\$5,658

approved cost per job placement

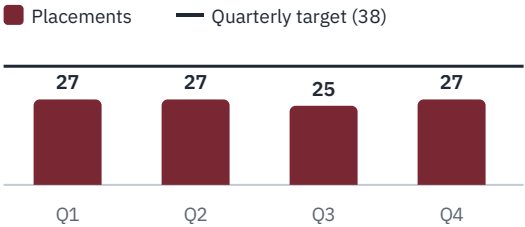
0 met, 5 near

of 8 performance measures; 3 not met

Performance measures

Measure	Q1	Q2	Q3	Q4	Year	Target	Percent of target	Status
Participants enrolled	80	65	72	78	295	360	82%	⊗ Not met
Assessed within 30 days of referral	85%	82%	86%	85%	84%	90%	94%	⊖ Near
Engaged in a work activity each month	63%	61%	68%	69%	65%	70%	93%	⊖ Near
Job placements	27	27	25	27	106	150	71%	⊗ Not met
Average starting wage	\$13.09	\$13.04	\$13.50	\$13.38	\$13.25	\$14.50	91%	⊖ Near
Employed 90 days after placement	67%	72%	76%	74%	72%	75%	96%	⊖ Near
Credential earned by training completers	53%	50%	60%	59%	56%	60%	93%	⊖ Near
Monthly reports submitted on time	67%	100%	67%	100%	83%	100%	83%	⊗ Not met

Job placements by quarter



Invoices

Quarter	Invoiced	Approved	Disallowed
Q1	\$138,400	\$138,400	-
Q2	\$150,400	\$150,400	-
Q3	\$156,400	\$154,550	\$1,850
Q4	\$156,400	\$156,400	-
Total	\$601,600	\$599,750	\$1,850

Deliverables

Deliverable	Due	Submitted	Status
Staffing plan update	Aug 15	Aug 14	On time
Quarter 1 program report	Oct 31	Nov 12	Late (12d)
Quarter 2 program report	Jan 31	Jan 30	On time
Quarter 3 program report	Apr 30	May 19	Late (19d)
Participant survey summary	Jun 30	Jul 8	Late (8d)
Quarter 4 program report	Jul 31	Jul 31	On time

Site visit results

- **Feb 18, 2 findings.** Training attendance was not verified against sign-in sheets in 5 of 20 files. Initial assessment was completed after 30 days in 4 of 20 files.

Corrective action plan

- **CAP-26-03, due Apr 30 (closed).** Verify training hours against sign-in sheets before reporting participation.
- **CAP-26-04, due Sep 30 (in progress).** Complete initial assessments within 30 days and track them on a weekly log.

Monitor's assessment. Larch Valley enrolled 295 of 360 expected participants and placed 106 of 150, while spending 94% of its contract. Its cost per placement (\$5,658) was above the portfolio average. Staff told the monitor that referrals from two rural county SNAP offices dropped after a staffing change in the fall. Three deliverables were late, and \$1,850 in staff time charged to another program was disallowed. The February visit found two problems; the attendance item is closed and the assessment timeliness item is in progress.

Next steps. Meet with the county SNAP offices and Larch Valley to restore the referral process before the first quarter of SFY 2027. Hold monthly check-ins until enrollments reach 90 percent of the quarterly target. Review whether the enrollment target fits current referral volume before the renewal is signed.

Kestrel Employment Services

Overall rating

Corrective action required

LDHS-ET-26-017. TANF and SNAP Employment and Training. Serving Port Calder and Redfern counties. Contract amount \$1,980,000, July 1, 2025, to June 30, 2026. Monitor CM-03.

96%

of contract paid (\$1,906,100)

294 of 330

job placements against the annual target

\$6,483

approved cost per job placement

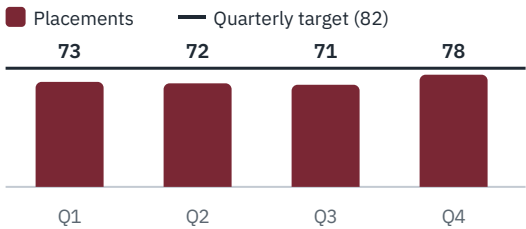
3 met, 3 near

of 8 performance measures; 2 not met

Performance measures

Measure	Q1	Q2	Q3	Q4	Year	Target	Percent of target	Status
Participants enrolled	184	174	193	206	757	780	97%	🟡 Near
Assessed within 30 days of referral	80%	80%	81%	76%	79%	90%	88%	🔴 Not met
Engaged in a work activity each month	71%	67%	65%	60%	65%	70%	93%	🟡 Near
Job placements	73	72	71	78	294	330	89%	🔴 Not met
Average starting wage	\$14.84	\$14.96	\$14.75	\$15.08	\$14.91	\$14.50	103%	🟢 Met
Employed 90 days after placement	72%	77%	82%	75%	77%	75%	102%	🟢 Met
Credential earned by training completers	60%	61%	62%	60%	61%	60%	101%	🟢 Met
Monthly reports submitted on time	100%	100%	100%	67%	92%	100%	92%	🟡 Near

Job placements by quarter



Invoices

Quarter	Invoiced	Approved	Disallowed
Q1	\$442,600	\$442,600	-
Q2	\$481,100	\$469,900	\$11,200
Q3	\$500,400	\$493,200	\$7,200
Q4	\$500,400	\$500,400	-
Total	\$1,924,500	\$1,906,100	\$18,400

Deliverables

Deliverable	Due	Submitted	Status
Staffing plan update	Aug 15	Aug 20	Late (5d)
Quarter 1 program report	Oct 31	Oct 31	On time
Quarter 2 program report	Jan 31	Feb 6	Late (6d)
Quarter 3 program report	Apr 30	Apr 30	On time
Participant survey summary	Jun 30	Jun 30	On time
Quarter 4 program report	Jul 31	Not received	Overdue (15d)

Site visit results

- **Jan 21, 3 findings.** Referral and eligibility documents were missing in 6 of 20 files. Supportive service payments of \$18,400 had no receipts or approvals on file. Employment plans were not signed by the participant in 4 of 20 files.
- **May 14, 1 observation.** Follow-up visit: eligibility documents were complete in 9 of 10 new files.

Corrective action plan

- **CAP-26-01, due Mar 31 (closed).** Obtain missing referral and eligibility documents and add an intake checklist.
- **CAP-26-02, due Jun 30 (open, 46 days overdue).** Repay or document \$18,400 in supportive service payments and adopt a receipt policy.
- **CAP-26-05, due Aug 31 (in progress).** Train case managers on participant signatures for employment plans.

Monitor's assessment. Kestrel met its wage, retention, and credential targets, but it placed 294 of 330 participants and assessed only 79% of new enrollees within 30 days. The January site visit found missing eligibility documents, unsigned employment plans, and \$18,400 in supportive service payments without receipts, which the state disallowed. A May follow-up visit found eligibility documents complete in 9 of 10 new files. The corrective action item on those payments was due June 30 and is still open, and the fourth-quarter report due July 31 has not been received.

Next steps. Send written notice requiring completion of CAP-26-02 within 30 days. Hold approval of the next invoice until the fourth-quarter report is received. Schedule a second follow-up visit in October 2026 focused on assessment timeliness.

Fenwick Adult Learning Center

Overall rating

Meets expectations

LDHS-ET-26-022. SNAP Employment and Training (education and training). Serving Millbrook, Oakhurst, and Kessler counties.

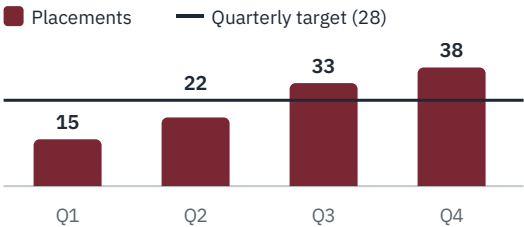
Contract amount \$720,000, July 1, 2025, to June 30, 2026. Monitor CM-01.

86%	108 of 110	\$5,733	6 met, 2 near
of contract paid (\$619,200)	job placements against the annual target	approved cost per job placement	of 8 performance measures; 0 not met

Performance measures

Measure	Q1	Q2	Q3	Q4	Year	Target	Percent of target	Status
Participants enrolled	40	60	86	99	285	300	95%	Near
Assessed within 30 days of referral	95%	97%	92%	96%	95%	90%	105%	Met
Engaged in a work activity each month	72%	77%	71%	69%	72%	70%	103%	Met
Job placements	15	22	33	38	108	110	98%	Near
Average starting wage	\$15.40	\$15.20	\$14.91	\$14.82	\$15.01	\$14.50	103%	Met
Employed 90 days after placement	75%	79%	80%	77%	78%	75%	104%	Met
Credential earned by training completers	75%	69%	67%	71%	70%	60%	117%	Met
Monthly reports submitted on time	100%	100%	100%	100%	100%	100%	100%	Met

Job placements by quarter



Invoices

Quarter	Invoiced	Approved	Disallowed
Q1	\$105,300	\$105,300	-
Q2	\$142,400	\$142,400	-
Q3	\$173,400	\$173,400	-
Q4	\$198,100	\$198,100	-
Total	\$619,200	\$619,200	-

Deliverables

Deliverable	Due	Submitted	Status
Staffing plan update	Aug 15	Aug 1	On time
Quarter 1 program report	Oct 31	Oct 24	On time
Quarter 2 program report	Jan 31	Jan 26	On time
Quarter 3 program report	Apr 30	Apr 24	On time
Participant survey summary	Jun 30	Jun 22	On time
Quarter 4 program report	Jul 31	Jul 28	On time

Site visit results

- Apr 8, 1 observation. Credential copies were kept in instructor files instead of the participant file.

Corrective action plan

- No corrective action items for this contract.

Monitor's assessment. Fenwick started the year slowly while it hired instructors, placing 15 participants in the first quarter, and finished with 108 placements against a target of 110. Credential attainment (70%) was the highest in the portfolio, which fits its focus on education and training. Fenwick spent 86% of its contract because spending followed the slower start. All deliverables were on time, and the April visit produced one observation about where credential copies are filed.

Next steps. Keep current targets in the SFY 2027 renewal and plan for a full year of enrollment from the start. Confirm that credential copies are now kept in participant files at the next quarterly meeting.