



## **EXECUTIVE COMMITTEE MEETING – MINUTES**

Workforce Solutions Alamo  
100 N. Santa Rosa St., Suite 120, Boardroom  
San Antonio, TX 78207

**April 12, 2024**

**10:00 AM**

**BOARD OF DIRECTORS:** Leslie Cantu (Chair), Mary Batch, Anthony Magaro, Yousef Kassim, Eric Cooper, Ana DeHoyos O'Connor

**STAFF:** Adrian Lopez, Angela Bush, Dr. Ricardo Ramirez, Eric Vryn, Gabriela Navarro Garcia, Gilbert Monk, Jeremy Taub, Kristen Rodriguez, Rebecca Espino Balencia, Trema Cote, Vanessa McHaney, Victoria Rodriguez, Gabriela Horbach, Manuel Ugues, Roberto Corral, Brenda Garcia, Daisey Vega, Ramsey Olivarez, Alfred Salazar, Marty Pena

**PARTNER STAFF:** Mike Ramsey, Amy Contreras

**LEGAL COUNSEL:** Frank Burney

**GUESTS:** Dan Gostylo with Partners

### **AGENDA**

*Agenda items may not be considered in the order they appear.*

Citizens may appear before the Committee to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Caroline Goddard at (210) 322-6296.

***The Chair of the Committee will be at the Host Location. The Host location is specified above. Meetings will be visible and audible to the public at the Host location, and there will be a visual or audio recording of the meeting. There will be two-way audio and video of the meeting between each Board member sufficient that Board members and public can hear and see them. WSA will comply with all Videoconferencing Guidelines.***

For those members of the public that would like to participate and cannot attend in person at the host location, please call toll-free 1-877-858-6860, which will provide two-way communications through a speaker phone. For additional information, please call Caroline Goddard, (210) 322- 6296.

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**During the Public Comments portion of the meeting (Agenda Item 4), the Public may type their name into the chat box or unmute themselves and state their name. The meeting host will call each member of the public for comments, in the order their names were submitted.**

I. CALL TO ORDER

Presenter: Leslie Cantu, Committee Chair

**At 10:00am, Chair Leslie Cantu called the meeting to order.**

II. ROLL CALL AND QUORUM DETERMINATION

Presenter: Leslie Cantu, Committee Chair

**The roll was called, and a quorum was declared present.**

III. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Leslie Cantu, Committee Chair

**None.**

IV. PUBLIC COMMENT

Presenter: Leslie Cantu, Committee Chair

**None.**

V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)

Presenter: Leslie Cantu, Committee Chair

- a. Meeting Minutes – February 16, 2024
- b. Contract Summary and RFP Updates
- c. Financial Reports – January 31, 2024
- d. Financial Monitoring Updates
- e. Early Matters Update
- f. Childcare Performance Briefing
- g. Texas Rising Star Assessment Update
- h. Entry Level Designation & Efforts Towards Increasing and Accessing Quality
- i. Success Stories
- j. Work Experience Analysis
  - i. Accenture Federal Services Work Experience Presentation
- k. Youth Program Briefing and Performance
- l. Youth Career Pathways Events
- m. FY24 Youth Program Goals

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- n. Rural & Urban Youth Success Stories
- o. Coastal Bend College Partner Update
- p. Procurement Diversity Update (SMWVBE)
- q. Sector-Based Model Update – Sector-Based Score Cards & Strategic Partnership Manager Update
- r. Quality Assurance Update
- s. Monitoring Outcomes and Technical Assistance
- t. TWC Equal Opportunity Monitoring (Final Report/Letter)
- u. TWC Performance – Choices Full Engagement Rate
- v. Programs & Operational: Ready to Work

**Upon motion by Eric Cooper and seconded by Ana DeHoyos O'Connor, the Committee unanimously approved the Consent Agenda items a. through v.**

VI. AUDIT AND FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Mary Batch, Audit & Finance Committee Chair

a. RFP Update – Child Care Quality Improvement Services

Presented by: Jeremy Taub, Director of Procurement and Contracts

- The RFP for Child Care Quality Services has been reissued due to needing to add missing information, adding a budget, requesting financial statements, and updating timelines. Those who have submitted a proposal have been notified to resubmit. The independent evaluators have also been notified that there will be a 30-day delay. This will not result in a delay in the contract's start date.
- Ana DeHoyos O'Connor asked for further clarification on why the RFP went out incorrectly and what steps will be taken to prevent this in the future. Jeremy Taub answered that not all RFPs require the same information. He added that additional steps and precautionary measures have been immediately taken to ensure this doesn't happen again, such as a pre-solicitation checklist, looking into a module that will automate the preparation process, and an internal QA review practice. Ana DeHoyos O'Connor asked for this information to be sent out to the Early Care & Education Committee for transparency reasons.

b. Purchase of Cyber-Security Solution Suite Software Licenses

Presented by: Jeremy Taub, Director of Procurement and Contracts

- This is for an enterprise-wide license for a cyber-security solutions suite to protect the existing network, data, and online systems from various cyber threats. The contractor will work with board staff to conduct risk assessments, implement security measures, ensure compliance with regulations, monitoring and analyzing threats, and training on security protocols. The recommended contractor is Barcom Enterprises, LLC for a thirty-six-month contract in the amount of \$357,105.73 to be invoiced annually. A DIR (Department of Information Resources) contract is being utilized for this, which is a Texas agency that provides state procured awarded contracts to state entities and members of their program. Two other contractors were considered, however, Barcom proved to have the best price for the same licenses.

**Upon motion by Yousef Kassim and seconded by Anthony Magaro, the**

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**Committee unanimously approved the purchase of cyber-security solution suite software licenses.**

c. County-by-County Update

Presented by: Gabriela Navarro Garcia, Controller

- This pilot program of providing a county-by-county expense report is to ensure each county is being outreached and receiving their fair share of services.
- The county-by-county expense report FY24 YTD straight-line budget shows 83.43% urban and 16.57% rural.
- The actual county-by-county expense report for January 2024 shows 80.78% urban and 19.22% rural.
- Anthony Magaro asked for an explanation of formula funds. Angela Bush answered that under Texas Administrative Code Chapter 800, TWC uses specific demographic factors that allocate the funds throughout the state by county. Then the state accumulates Alamo's 13-counties into the contracts for the basic programs that are not applied for. The formula funds come down from a federal pass-through money that is guaranteed funds to support the American Job Centers on an annual basis.
- FY24 Budget Analysis Service Delivery: Formula and childcare funds tend to spike in the summer months when the youth have an increase in work experience and childcare expenditures increase due to children being out of school. Non-formula funds also include a large allocation from Ready to Work, which has seen an increase in tuition and training.
- CEO Adrian Lopez added that he had a meeting with Judge Kelly from Kerr County, and he expressed some concerns about the formula funds and how the budget was put together. He has requested a meeting to review the summary of the budget. Angela Bush added that the childcare budget is right on target with the allocations and historical trends.

d. Ready to Work Analysis and Update

Presented by: Gabriela Navarro Garcia, Controller

- WSA has budgeted \$30,192,462 through September 30, 2024. The board currently has a surplus of \$160,540 that is reserved for monitoring questioned costs.
- Expenditures as of January 31, 2024, show \$7.7M in tuition and training, \$5.8M in case management, \$1.7M in intake and assessment, and \$291,000 in emergency services.
- Challenges and Opportunities: Addressing fiscal staff turnover, ensuring the program remains fully staffed to provide cash flow management, partner and training provider invoicing, current financial reporting and analysis, implementation of SYNC software, and frequent training and outreach to our partners.
- Challenge of Management of Cashflow: Tuition reimbursements from the city were completed up to 60 days after WSA paid training providers. To alleviate this challenge, fiscal staff worked with the Ready to Work team to increase the cash advance from \$1,158,264.25 to \$3,505,434.53.
- Challenge of New Software Implementation: Transition and implementation of

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the invoicing and reporting of the new software was delayed through January 2024. Transition of the billing process through SYNC is delaying payment of pending invoices to WSA. Billing reports are not 100% available in SYNC, instructions for billing requirements are not clear, and the Funding Guide is being updated to align with billing requirements.

- The City of San Antonio still has an outstanding balance of \$2M. An update was received last week that WSA would be receiving money for outstanding invoices and hasn't received anything yet. It is important to receive this money for cash flow purposes because if the training provider is not being paid, then they could potentially start dropping participants. Angela Bush added that since money has not been received this week, there is not enough cash flow to pay training providers. Ana DeHoyos O'Connor expressed deep concern over this. CEO Adrian Lopez added that if the tuition is not paid, then the training providers could not give them their certificates or diplomas, which in turn affects performance rates. Ana DeHoyos O'Connor advised the staff to call the training providers to let them know that payment is on the way and not to drop the student.
- Anthony Magaro asked if WSA has a contingency to ensure not defaulting on payments. CEO Adrian Lopez answered that this program is different because if WSA doesn't get paid then it affects performance, and if performance goes down then WSA doesn't get paid. The city requires 100% documentation for each transaction, which means if one participant has rent, utilities, tuition, and gas card, then that is four transactions with each needing 100% documentation as back up. This puts a difficult strain on WSA's administrative duties. Angela Bush added that \$8M in training costs have been paid in January alone. It is not reasonable to require not only 100% documentation, but also proof of payment to the city and to show the check has cleared the bank. WSA has been chosen as the fiscal agent for all the partners because they have proven they have clean audits, are low risk, and have the experience and expertise to manage a program of this magnitude.
- As of March 28, 2024, 4,962 applicants have been interviewed, 3,065 have enrolled in approved training, 424 have completed training, and 225 have been placed in jobs.

## VII. EARLY CARE & EDUCATION COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Ana DeHoyos O'Connor, Early Care & Education Committee Chair

### a. TRS Contracted Slots Pilot Briefing

- The contracted slots pilot has ended as of December 31, 2023. WSA was the only one out of 28 boards who successfully implemented the pilot program and was awarded \$746,230. Funding under this program paid 100% of the direct care for referrals, allowing WSA to continue enrolling from the waitlist even during times of closed intake. Funding also paid for vacant reserved slots for up to one month following vacancy, allowing for increased funding stability for the providers.
- Funding for this grant allowed for the hiring of a temporary staff member, who provided oversight and management. Investment made in this was \$33,245.96.

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This staff member helped in other areas of the childcare department to help balance the needs.

- A total investment of \$296.5K was paid to providers. The initiative allowed 63 children in 57 families to receive childcare services. 44% of the allocated budget was spent at \$329,785.58 and \$416,444.42 will be returned.
- On November 27, 2023, the childcare department met with TWC and representatives from Louisiana to discuss the experience with this program.

#### VIII. YOUTH COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Anthony Magaro, Youth Committee Chair

- Christopher Mammen with greater:SATX has joined the Youth Committee to continue collaboration between organizations.
- The youth booth at the San Antonio Rodeo was a huge success.
- WSA sponsored three vehicles at the ACE Race for Jourdanton, Poteet, and Medina Valley.

##### a. Youth Service Delivery Model

Presented by: Sandra Rodriguez, Youth Program Specialist

- The youth model snapshot shows exposure in middle school, engagement in 9<sup>th</sup> grade, exploration in 10<sup>th</sup> grade, experience in 11<sup>th</sup> grade, and empowerment in 12<sup>th</sup> grade. Exceptions for non-traditional youth are alternative schools, opportunity youth, drop out recovery, justice involved, foster youth, homeless, teen parent, and refugees/newcomers.
- A 50-state analysis was conducted, and it found that Texas did not have any organizations advocating for middle school career exploration. Alamo hopes to be one of the first.
- Career and Technical Education: 752 unique occupations, about 42.8% of these jobs have a 2022 median wage of over \$50,000, and 752 occupations are expected to have over 1.8M annual openings.
- Post-Secondary: WSA helps job seeking customers access post-secondary credentials and help their employer customers access a skilled workforce. Policy states that boards must establish partnerships and develop and maintain MOUs with all Perkins-funded post-secondary programs operating in their workforce areas. WSA has relationships in place with Alamo Colleges, Central Texas College, Coastal Bend College, and Southwest Texas Junio College. Working with colleges to recruit students helps workforce centers broaden access to post-secondary education, training options, and family supporting jobs for its jobseekers and business customers. Workforce system staff can better serve their customers when they understand the local colleges short-term and long-term certificate and degree programs it has to offer, the process of applying for admission and financial aid, and the student supports and services it has to offer.
- Purpose of Youth Model: To provide schools, youth serving community organizations, and parents in the Alamo region area with a customized framework consisting of valuable resources and constructive tools that will help grow and sustain a unified approach to career pathways for youth.
- Goal of Youth Model: To equip youth with guided pathways to quality jobs as

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early as possible. This is part of one of the strategies developed from TWC's Statewide Action Plan Framework that helps transform WSA on becoming Texas Talent Experts, Service Optimizers, and Partnership Managers. The overall goal is to create roadmaps that will assist youth, schools, youth serving organizations, and parents that will help youth fulfill their career aspirations.

- Purpose of WSA Youth Program: WSA is responsible for the implementation and oversight of workforce development services throughout the 13-county region to help jobseekers get training, education, and support. The youth program focuses on all youth ages 14-24 and provides career readiness and awareness to produce successful youth outcomes.
- Purpose of YES! Program: WSA offers no-cost services to eligible youth between the ages of 16-24 gain the necessary education, training, and skills needed to enter the workforce and meet employer needs.
- Basic Steps of YES! Program: Eligibility determination, objective assessment, development of ISS plan, program participation, employment, and follow-up services. Review WIOA 14 elements with the most common services being paid work experience and support services.
- Involvement: Rural and urban schools, employers, industry ambassadors, and community partners, parents, youth committee, and student workforce influencers.
- Services/Initiatives Integration: Teacher Externships, signing day, Jobs Y'All, and Texas Internship Challenge.
- Fostering Inclusion and Integration: Youth with disabilities, refugees, justice involved, homeless and foster, mental health and wellness, youth serving agencies, and parents.
- Six Key Elements of Youth Model: Build cross agency partnerships and clarify rolls, identify industry sectors and engage employers, design education and training programs, identify funding needs and sources, align policies and programs, and measure system change and performance.
- Program Framework: Texas Talent Experts – Education Service Specialist, LMI-Data Analyst, Service Optimizers – Youth contractor, youth committee, BSR, job readiness sessions, and Partnership Managers – Employers, community organizations, EDC, and educators.
- Goals & Outcomes: Tracking system to measure outcomes and costs to include cost analysis and fiscal impact.
- Action Items: Roles and responsibilities, documentation, program calendar of events, and marketing.
- Parent & Family Engagement: Educating parents/caregivers, selling industries to parents, and parents play multiple roles in their children's career development.
- Resources and tools will be provided to schools, parents, youth, and employers.
- Ana DeHoyos O'Connor encouraged the staff to get this model out to as many people as possible. CEO Adrian Lopez stated that this has been presented to Texas 2036 and others for their opinion and they have responded favorably.

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IX. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Eric Cooper, Strategic Committee Chair

a. Facility Updates

i. Port SA

- The tentative opening is May 2024, and the grand opening is to be determined. Construction remains on schedule and is at 90% completion. The lighting, flooring, and HVAC have been installed. Items that need to be completed are the final trim, office doors and glass, ceiling covers, paint touch-ups and millwork. The monthly rent is \$28,365 with 2.5% annual escalation and the initial term is 120 months.

ii. Mobile Unit

- The tentative delivery is August 2024. Construction remains on schedule and is at 30% completion. Currently working on outfitting the mobile unit to include internet, event schedule, furniture, fixtures, equipment, selecting interior design and paint finishes, and finalizing the floorplan.
- In anticipation of the projected delivery, WSA is coordinating with appropriate board staff, contractors, and its partners for a smooth transition. During planning, discussions for the utilization of the mobile unit have been for IT connectivity, events and schedule, program orientations, enrollment events, family resources, facilitating the youth model, career exploration events, and early childhood professionals TECPDS and trainings.

b. New Facility Lease for Approval

i. Bandera

- A new facility search is in progress for the Bandera Workforce Center. The process included performing market research, coordinating with the broker, site visits, and technical and cost-analysis. The tentative opening is in May 2024. The estimated rent is \$1,545 - \$1,700 per month with a 5% annual escalation. The initial term will be 3-5 years with renewal options.

**Upon motion by Ana DeHoyos O'Connor and seconded by Mary Batch, the Committee unanimously approved to move forward with a new facility lease at 624 Highway 16 in Bandera, with further approval of negotiation and execution of a lease for the second recommended location if staff is unable to negotiate the first one.**

X. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Sammi Morrill, Oversight Committee Chair

Presented by: Adrian Lopez, Chief Executive Officer

a. Update on Improvements from TWC Annual Monitoring

- WSA prepared a document that reflects the actions taken and systems implemented to demonstrate resolution for TWC's Annual Monitoring and Audit Resolution letter. TWC has responded and stated this issue has been resolved.

b. Process Improvements

Presented by: Eric Vryn, Chief Process Officer

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- i. Procurement Process Improvements
  - Current State Insights: To increase efficiency and address gaps in business processes, policies, communication, and tech usage.
  - Strategic Focus: Focus on immediate needs paired with long-term strategies to solidify improvements.
  - Short-term Initiatives: Refining policies/SOPs, standardizing contract management, enhancing documentation, and introducing a risk forecasting model.
  - Long-term Goals: Improve process efficiency, streamline operations via value stream mapping, and review the technology and system level integration deployment.
- ii. Risk Assessments  
Presented by Eric Vryn, Chief Process Officer
  - A new risk policy and the risk assessment tool is being created to allow the team to assess, identify, and forecast the risk and make a determination on how to mitigate.
- iii. IT and Ready to Work  
Presented by Eric Vryn, Chief Process Officer
  - IT Infrastructure & Cloud Migration: Review the current server specifications, usage, and performance. Analyze cloud migration strategy, specifically the board staff's assessment of Azure Virtual Desktop as a potential enhancement to the VDI ecosystem.
  - RTW Program Efficiency Focus: Analyze the fiscal staff investment in invoice processing to streamline administrative tasks. Assess COSA policies and requirements of WSA. Identify necessary fiscal and operational adjustments to support the evolving demands of the RTW program.

## XI. CEO REPORT

Presenter: Adrian Lopez, CEO

- Press conferences have been scheduled with Judge Cude in Poteet and Jourdanton and Judge Lutz in Medina Valley for the ACE Race to present the WSA logo to the schools for their race cars.
  - Commissioner Esparza asked WSA to take part in an internship challenge on July 25.
  - WSA will present the youth model to the North San Antonio Chamber on April 25.
  - For the Teacher Externship program, WSA did not receive funding. This was appealed because of the lack of experience of the evaluators due to staff turnover and the process not fulfilling the written expectations. WSA has reached out to United Way, Education Partnership, and others to try and receive funding for this program.
- a. Applications for Funding
- Letters of support have been provided for the Manufacturing Access Pathways Consortium, Teaching Strategies, LLC., and Together4Children.

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- An MOU has been signed with Coastal Bend College to facilitate collaboration on CTE programs.
- b. WIN Texas Q2 Meeting – May 2 & 3, 2024
  - The Workforce Innovation Network is a collection of workforce boards in Texas that will have their quarter two meeting in San Antonio. WSA will also host the TWC Chairman and two Commissioners. Early Matters will be presenting on May 3.
- c. Partnership with Capital Area and Rural Capital Area Workforce Boards
  - WSA, Capital Area, and Rural Capital Area are working on a DOL grant together focusing on construction, advanced manufacturing, and infrastructure.
- d. Constituting of Texas Association of Workforce Boards
  - TAWB represented the 28 workforce boards in Texas which could lobby and be advocates for them. TAWB has been dysfunctional and WSA decided to part ways with them two years ago. This past year, approximately 15 additional workforce boards parted ways with them, which in turn created WIN Texas. TAWB then came back to try and restructure the organization and revise their bylaws. CEO Adrian Lopez has joined a committee to assist in revising the bylaws.
  - Congress recently passed the reauthorization of WIOA. The National Association of Workforce Boards and workforce boards across the country were against this because they want to change the way funds come to the boards and the use of those funds. If this passes through the Senate and the President signs it, then 50% of the WIOA funds will go to service delivery. Right now, 30% is going to service delivery which would mean that some workforce centers throughout the counties would need to shut down. Discussions will be started with the rural Judges because it would impact their areas the most. TAWB would have been key in representing the Texas Workforce Boards in this matter.
  - Ana DeHoyos O'Connor asked if this issue can be discussed in the Committees since WSA cannot take a stand on this matter. CEO Adrian Lopez responded that the board could get together and pass a resolution on certain matters. Mike Ramsey asked if the board has an official document to show their position on this matter that could be given to the elected officials. Attorney Frank Burney stated that the board is prohibited from any type of lobbying efforts, however, the Committee of Six can do so. Mike Ramsey stated that the elected officials need to know what the positions are so they can carry it forward for the board. CEO Adrian Lopez responded that NAWB has a position statement on their website.
- e. Alamo Workforce Consortium
  - The Alamo Workforce Consortium was created to be responsive to the Ready to Work initiative. This consortium will discuss other funding opportunities, sustaining the work, and other topics of concern.

## XII. CHAIR REPORT

Presenter: Leslie Cantu, Committee Chair

### a. BOD Attendance and Demographics

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XIII. NEXT MEETING: June 7, 2024

XIV. EXECUTIVE SESSION:

Pursuant to Chapter 551 of the Texas Open Meetings Act, the Committee may move into Executive Session for discussion on any issue for which there is an exception to the Act as set out in section 551.071 et. seq. including, but not limited to, the following:

- a. Government Code §551.072 – Discussions Regarding Purchase, Exchange, Lease, or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations with a Third Party;
- b. Government Code §551.071 – All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications Under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas;
- c. Pending or Contemplated Litigation;
- d. Government Code §551.074 – Personnel Matters Involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and
- e. Government Code §551.089 – Discussions Regarding Security Devices or Audits.

**None.**

XV. ADJOURNMENT

Presenter: Leslie Cantu, Committee Chair

**Upon motion by Eric Cooper, Chair Leslie Cantu adjourned the meeting at 11:48am.**

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