



BOARD OF DIRECTORS MEETING

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

June 21, 2024
10:00 AM

BOARD OF DIRECTORS: Leslie Cantu (Chair), Mary Batch (Vice Chair), Betty Munoz, Chris Corso, Anthony Magaro, Jennifer Lange, Jerry Graeber, Lowell Keig, Jim Robertson, Lisa Navarro Gonzales, Elizabeth Lutz, Ana DeHoyos O'Connor, Dr. Sammi Morrill, Angelique De Oliveira, Josh Schneuker, Kelli Rhodes, Allison Greer Francis, JR Trevino, Yvonne Addison, Elizabeth Perez

STAFF: Adrian Lopez, Adrian Perez, Angela Bush, Caroline Goddard, Chirstine Dever, Chuck Agwuegbo, Eric Vryn, Rebecca Espino Balencia, Richard Ramirez, Gabriela Navarro Garcia, Gilbert Monk, Eric Vryn, Jessica Villarreal, Kristen Rodriguez, Teresa Chavez, Victoria Rodriguez, Trema Cote; Alfred Salazar, John Amaro, Carlos Garcia, Jesse Inclan, Maria Martinez, Juan Palencia, Esmerlda Ramirez,

PARTNER STAFF: Cliff Herberg, Amy Contreras; Abigail Garcia, Lisa Elizondo

CONTRACTORS: Gabriela Horbach, Manuel Ugues, Daisey Vega,, Stephanie Moore, Ramsey Olivarez,

LEGAL COUNSEL: Frank Burney

GUESTS: Janet Pitman

AGENDA

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

Citizens may appear before the Board of Directors 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 the meeting. Questions relating to these rules may be directed to Teresa Chavez at (210) 452-9405.

The Chair of the Board of Directors 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.

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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: Chairwoman Leslie Cantu
At 10:01 a.m., Chair Leslie Cantu called the meeting to order.

- II. ROLL CALL AND QUORUM DETERMINATION
Presenter: Chairwoman Leslie Cantu
The roll was called, and a quorum was declared present.

- III. DECLARATIONS OF CONFLICT OF INTEREST
Presenter: Chairwoman Leslie Cantu
Lisa Navarro Gonzales stated conflict of interest in section 3

- IV. PUBLIC COMMENT
Presenter: Chairwoman Leslie Cantu
NONE

- V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)pg.11
Presenter: Chairwoman Leslie Cantu
Upon motion by Leslie Cantu with Anthony Magaro and second by Angelique De Oliveira , board unanimously approved the following:
 - a. Board of Directors Meeting Minutes – April 19, 2024
 - b. JET Grant
 - c. Pathway 2 Careers
 - d. Youth Program Briefing and Performance
 - e. Monitoring Outcomes and Technical Assistance
 - f. TWC Performance- Texas Talent Assistance Rate
 - g. Contract Summary and RFP Updates
 - h. Ready To Work
 - i. Facilities Update
 - j. County-by-County Update
 - k. FY25 Budget Planning

- l. United Way Systems-Level Investment
- m. Child Care Performance Briefing
- n. Child Care Services: In Care waitlist
- o. Alamo Quality Centers
- p. Alamo CCS Provider Type and Capacity
- q. Entry Level Designation & Efforts Towards Increasing and Accessing Quality
- r. Ready to Work Analysis
- s. Model for Business Services
- t. CEO Reports
- u. Implementation of the State-Wide Action Plan
- v. Next Steps on PROWD Grant

VI. YOUTH COMMITTEE REPORT (DISSCUSSION AND POSSIBLE ACTION) pg.57

Presenter: Anthony Magaro, Youth Committee Chair

- a. Career Exploration Youth Events
 - PY 2024 Youth Events Calendar
 - Lytle HS Youth Event
 - 2024 ACE RACE
- b. Rural & Urban Youth Success Stories
 - Youth Success Stories

VII. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION) pg.62

Presenter: Dr. Sammi Morrill, Oversight Committee Chair – **No Action Items**

- a. Quality Assurance Update
 - TWC Annual Monitoring: we expect the monitoring to begin around mid-August.
 - Office of Child Care (OCC): the monitoring seemed to be an ‘informal’ review. Child Care Board Staff will report outcomes to the Early Child Care & Education Committee.
 - Health & Human Services Commission (HHSC): HHSC’s monitoring of SNAP E&T fiscal transactions is ongoing. Fiscal Board Staff will report the item to the Audit & Finance Committee.
 - External Monitoring
 - Child Care Quality Improvement Activities (CC QIA) – COSA:
 - 100% complete, with a 97.9% accuracy rate.
 - Three attributes included for continuous quality improvement:
 - Completing the initial inclusion assessment w/in 30 calendar days of the completion of Form 2419 and related documents (71.4%).
 - Completing unannounced visits w/in 30 days of the inclusion rate approval (85.7%).
 - Counselor Note documentation (85.7%).
 - WIOA Adult and Dislocated Worker – C2 GPS:
 - 58% complete.
 - SNAP E&T– C2 GPS:
 - 5% complete.
 - Internal Monitoring Activities

- Reemployment Services and Eligibility Assessment (RESEA) – C2 GPS:
 - 100% complete, with a 94.9% accuracy rate.
 - Two attributes included for continuous quality improvement:
 - Event roster missing supporting attendance documentation (82.6%).
 - Orientation service missing supporting completion documentation (82.6%).
 - Trade Adjustment Assistance (TAA) – C2 GPS:
 - 100% complete. Currently completing the Final Report.
 - Informal Technical Assistance Reviews (Round 2) – C2 GPS:
 - 44% complete.
 - These ‘informal’ reviews test attributes with less than a 90% accuracy rate.
 - Includes several grants: SNAP, NCP, Choices, TAA, and WIOA Adult and Dislocated Worker.
 - Other Activities
 - Workforce Case Management System (WF CMS):
 - TWC recently replaced its data application system and contracted Geographic Solutions, Inc. as the service provider.
 - The new system is a type of ‘Virtual OneStop’ and includes WorkInTexas (WIT) labor exchange, labor market information, and career/participant management as well as other features.
 - A primary goal aims to sustain the local workforce by supporting individuals seeking employment.
 - Approximately 1,200 Centers use the software nationwide.
 - The change has required us to update policies and the process is ongoing.
 - Timeline – Internal & External Engagements
- b. Procurement, Information Technology and Ready to Work
- Procurement & Contract Management Enhancements
 - 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.
 - CPO: Additional Strategic Priorities
 - Evaluate the current cloud migration plan and resource allocation of the Ready-To-Work (RTW) Program.
 - 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.
- IT Infrastructure & Cloud Migration:
- Review the current server specifications, usage, and performance.
- Analyze our cloud migration strategy, specifically the board staff's assessment of Azure Virtual Desktop as a potential enhancement to our VDI ecosystem.
- Procurement Enhancements
 - Cross-Training & Workload Distribution:
 - Responsibilities distributed across the team.
 - Comprehensive facilities and maintenance checklists
 - Training Development & Delivery:
 - Organization-wide and departmental-led sessions
 - Pre-bid conferences for clear process guidance
 - Robust Policies:
 - Third- and fourth-party risk management framework
 - Development of enterprise-level risk policy
 - Tech-Driven Efficiency:
 - Leveraging Bonfire for Standardized Templates
 - Enhancing Monday boards and developing forecasting models
 - Prioritizing contract review for immediate and long-term needs
- Cloud Migration & RTW
 - Data Protection:
 - SSL/TLS encryption and data masking techniques.
 - Comprehensive backups created pre-migration.
 - Phased Migration:
 - Real-time monitoring to address security issues promptly.
 - Restricted access to PII for authorized personnel only.
 - Comprehensive Security:
 - Post-migration PII erasure using NIST 800-88 compliant tools.
 - Ensuring GDPR and HIPAA compliance.
 - Server Optimization:
 - Repurposing servers with new hard drives for test environments.
 - Invoice Processing Issues:
 - 63.64% of invoices required revisions
 - Average of 1.45 revisions per invoice:
 - Each invoice often needed more than one round of corrections due to errors
 - Changes in the funding guide has caused confusion and rework
 - SYNC reconfiguration and unclear communication from COSA led to additional errors
 - Low process efficiency at 36.36%
 - Four (4) changes to the COSA funding guide in 2024.
 - Impact:
 - Significant rework and inefficiencies
 - Increased processing time and errors.

- Next Steps
 - Procurement Excellence:
 - Finalize and implement the PCM forecast model.
 - Complete rollout of third-and fourth-party risk management policy.
 - Conduct department-wide training on new contract management framework.
 - Introduce acknowledgment form.
 - Execute communication plan and soft launch for board staff.

c. Performance, programs, and Operational Updates

- Individual Measures Status YTD
- Cases or Dollar Amount Needed to Meet Performance Per Measure
- MPR Next Steps
 - Performance targets may increase or decrease during this program year based on current economic data and the casemix of exiters we are serving in our workforce centers.
 - TWC will be adding additional performance measures next program year which include:
 - Initial Job Search Child Care Success Rate: Parents placed in ISJ CC May 2024-March 2025
 - Successful Texas Talent Assistance Rate: Employees receiving TTA April 2024-March 2025
 - New Employment Connection Rate: Based on active job search Period beginning Jan 2024 to Dec 2024
 - Maintaining New Employment Connection Rate: Based on New Employment Connections Jan 2024 to Dec 2024
 - The board continues to validate Exception reports from the contractors for measures not being met each month.

VIII. AUDIT & FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)pg.73

Presenter: Mary Batch, Audit & Finance Committee Chair

a. Child Care Quality Request for Proposal

- Update on the child childcare quality RFP, with no action item needed. The solicitation went out on May the 3rd.
- Rebid RFP for Child Care Quality Services to update requirements:
- Estimated annual budget is \$4,000,000.00.
- Six proposals were received by the solicitation submittal deadline.
- Evaluations have concluded and are in the process of fiscal integrity review.
- This item will be presented to the next BOD

b. Temporary Services Request for Proposal- **Motion to approve Action Item by Ana DeHoyos O’Connor and second Jim Robertson. Lisa Navarro Gonzales and Lowell Keig abstain. Ms. Leslie Cantu noted the two extensions.**

- Lowell Keig stated it’s expensive on hiring temp staff versus hiring permanent staff and why hire temp staff. Mr. Lopez explained that the agency has a staff of 50 FTE’s and exceeding over the 50 staff the insurance

premiums will increase significantly due to individual claim reviews.

In order to keep down the insurance premiums for both staff and their families, the temp services are utilized. It's a strategic decision to say during this timeframe while we're doing Ready to Work and other types of activities, we want to go ahead and augment through temp staff.

- Lisa Navarro Gonzales asked if WSA has a PEO services and if WSA uses the benefits through the PEO. Mr. Lopez stated the PEO administers the benefits; however we utilize a broker to secure the rates for benefits. WSA collaborates with the PEO on an annual basis during the renewal period to review rate options for the best rates. PEO rates are higher than going through a broker. In addition, the level of benefits are less.
- Tony Magaro stated the markup factor for a staffing agency, in fact, could be a low cost, lower cost approach for temporary services, than hiring permanent staff employment.

c. Audit Presentation- Guest Speaker Janet Pittman, ABIP

Motion to approve Action Item by Dr. Sammi Morill and second Ana DeHoyos O'Connor

- Ms. Janet Pitman presented the results of WSA 2023 audit with the first report is the independent auditor's report, with a clean opinion called an unmodified opinion. It's the highest level of assurance that can be received with no modifications to the financials and they are presented in accordance with generally accepted accounting principles.
- The second independent auditors report covers internal control over the financial reporting.
- For further report, because awarded and spent over 750000 on both the federal and state funds. We are required to do a single audit report that includes the compliance for each major program on internal controls over the compliance requirements with no findings or deficiencies of any materials in your intro controls over those federal and state funds.
- Major program this year was the Childcare development funds. Received about a hundred and 28 million total revenue. 80 % of it comes from childcare development funds, with no findings and no question cost.
- Change in Accounting Principle – FASB ASC 842, Leases
 - Requires recognizing in the financial statements a right to use (ROU) asset (building leases and copiers) and the related lease liability.
 - Resulted in recognizing ROU assets, net of depreciation in the amount of \$11,095,608, a lease liability of \$9,299,122, and a cumulative net effect adjustment to net assets of \$510,858.
 - Facility rental expense was reduced by \$2,521,483 to adjust the lease liability for the current year principal payments.
- LETTER ON CONDUCT OF AUDIT
 - Accounting Policies
 - Accounting Estimates

- Financial Statement Disclosures
- Difficulties in Performing the Audit
- Misstatements
- Disagreements with Management
- Management Representations
- Consultations with Other Independent Accountants

d. Financials

- Presented the variances target budget for the month of March 30, 2024 is 50 % and we're at 38.07 % spent, which is at eleven point 93 % variance.
- For service delivery, we are at 40 point 55 % expense, which is a small variance of nine point 45 as projected.
- For personnel, it's also a small variance 7.8 % for equipment we're at 20 point 73 %. The percentage variance is the most significant budget surplus is for the phone cloud migration which will be expected to be installed around August and also the replacement of computers useful and will see an increase within the month.
- For general office, we have a variance of 31 point 44 %. Primary budget surplus is due to timing differences for marketing and the insurance.
- In professional services, we have 22-point 99 % variance. This is also a timing difference with legal, audit and monitoring. Board training, we are at target at 2,72 % variances, due to the board retreat and the NAWD forum that occurred in March.
- For facilities we represent 38 point 32 % of the approved budget reflecting 11.68 % straight line budgets significant items contributing to this is the mobile workforce center unit and the port of San Antonio, which also will start seeing an increase within the months.
- Presented chart of year-to-date expenditures by budget category.
 - Service delivery being the highest one at 68.6 million. Compared to the budget where the budget is. Small difference there. As of March, year today's service delivery portal and urban. For, the city of San Antonio childcare. We have 17 % going to portal. 83 % going to urban.
 - For ready to work, it's a hundred percent to the city of San Antonio but we spent around 6.08 million. For adult services, we are at 21 % total and 79 % urban. And for youth, we are at 44 % total and 56 % urban.
 - For PCP, the contract ends at December 31 2024, and we've expensed 87.03 %. We did request additional funding from TWC, and waiting to get a response.
 - For childcare quality, the board is expecting expenditure from its plan to increase within the month. As of March 31, approximately 24 % of the bucks were spent and we're projecting to spend 7000 and April.
 - Key Variances for CCQ
 - Key Variances for Middle Skills- The Board has had some challenges and expanded the statement of work to allow wider eligibility, which helped increase expenditures in the last months of

the contract. We are expecting to return \$64,529.

- 24REO PROWD Grant- New program for re-entry opportunities with a budget of \$1,174,500 for a three-year term.
- Toyota Funds - Funds were used to provide incentives to RTW participants with job placements. Expenditures will be reflected in April. We are expecting to return \$40,000.

e. Ready to Work Analysis and Update

- Ready to Work Budget and Expenditures. WSA has budgeted \$30,192,462 through September 30, 2024.
- Expenditures as of 03/31/2024
- 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
 - Frequent training and outreach to our partners.
- Challenges: Cash Flow Management
 - Cash Flow Management
 - Partner and Training Provider Invoicing
 - Current financial reporting and analysis
 - Implementation of SYNC software
 - Frequent training and outreach to our partners.
- Challenges: New Software Implementation
 - Updates to the billing reports, procedures outlined in the updated funding guide, and the workflow manual do not act as a cohesive desk guide to accurately prepare the invoice.
 - Data migration errors from Signify to SYNC such as disbursement dates and correct agency information.
 - One user license per prime agency for generating reports.
- As of May 22, 2024:
 - Applicants Interviewed: 5,407
 - Enrolled in approved training: 3,284.
 - Completed Training: 890
 - Placed in jobs: 554.

IX. EARLY CARE & EDUCATION REPORT (DISCUSSION AND POSSIBLE ACTION)pg.85

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

a. Texas Rising Star Assessment Update

- We are at 97%. So, we are meeting our performance. With a total of 225 certified centers with Texas Rising Stars.

b. Chile Care Investment Partnership (CCIP) & Potential Grants and Request for Application (RFA)

- Information & Guidelines:

- CCIP Grant: The Child Care Investments Partnership (CCIP) grant is comprised of CCDF funds and Investment Partner Donation funds.
- CCDF Amount: Not to exceed \$250,000 per Board during first six months; and, up to \$750,000 thereafter.
- Partner Match Donations: One dollar (\$1.00) for every one dollar (\$1.00) of CCDF grant funds awarded.
- Grant Award Period: Twelve to eighteen months
- Submission Deadline: Submissions will be received, beginning March 1, 2021, and will be processed until CCDF project funds are exhausted. Applications will be processed on a first come first served basis. Board may be awarded a total of up to \$750,000 of CCDF match.
- Guidelines & Stipulations:
 - 1. CCIP Projects must focus on TWC-approved Child Care quality improvement activities (excluding direct Child Care services) and must comply with requirements referenced in 40 TAC § 809.16, and described in Part H of the Child Care Services Guide.
 - 2. Boards must expend CCIP funds on activities related to the following (specifically described in donor agreement):
 - Child Care Apprenticeship
 - Home-based Child Care
 - Public-private Prekindergarten Partnerships
 - Business Support for Child Care programs
 - Child Care worker wage supplementation or stipends
 - Emergency Response/Recovery
 - Program Capacity Expansion
 - Research studies that support Child Care quality improvement
 - Other Strategic Quality Improvement Activities (subject to approval by TWC)
 - 3. CCIP grants are not available to support stand-alone purchases of health and safety items, such as defibrillators, video/computer equipment, shade structures and playground equipment.

X. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg.92

Presenter: Eric Cooper, Strategic Committee Chair

- a. Sector-Based Model, Score Cards & Strategic Partnership Manager Update
 - Adult Industry: Information is YTD and reported live monthly; therefore, data consistently changes as enrollments in sector base trainings increase and decrease, and credentials obtained month to month --- Timeframe: 10/1/2023 - 06/03/2024.
 - Youth Industry
 - Adult Business Services Unit Scorecard BCY24
 - Youth Business Services Unit Scorecard BCY24
- b. Strategic Partnerships and Memorandum of Understanding (MOU)
 - 41 MOUS and over 100 Partners: WSA makes efforts to partner with organizations that serve individuals with a barrier to employment and

priority of service populations including mental health agencies, housing authorities, libraries, substance abuse agencies & other nonprofits.

- Workforce Academy
- Partnership Development Looking Forward
- Targeted Populations: WIOA
- WSA Targeted Populations: Barriers to Employment
- Rural Partnerships Map
- Discuss county by county updates.
- Letters of Support

c. Development of the 2025 Local Plan

- Provide an overview of the Purpose of the Local Plan, the general timeline for the development of the Local Plan, and finally, the process and initial Wage Data Targets to begin narrowing the list of Target Occupations.

XI. COMMITTEE OF SIX CHAIR AND/OR PARTNER STAFF REPORT
(DISCUSSION AND POSSIBLE ACTION)

Presenter: Cliff Herberg, Alamo Area Council of Govt. (AACOG), Chief Executive Officer

- Cliff Herberg reported on the needs of the region and focusing on serving the rural and urban areas. Received positive feedback from our members and discussing about the possibility of organizing quarterly presentations to our area judges, and get with my team and with our judges to see about putting that in place and also working collaboratively, on the idea of possible partnerships in grants opportunities, particularly and obviously, in the area of workforce and expand those opportunities with all the grant funding that are coming down from ,and federal government. Possibly partnerships in grant opportunities. These discussions are very preliminary at this time, but I think they are very fruitful and look forward to the opportunity to have partnership and getting together in a partnership on some of these grants that will benefit our region.

XII. CEO REPORT

Presenter: Adrian Lopez, CEO

a. Media Report- Presenter: James Keith, Director of Public & Government Relations

- i. Atascosa County Internship
- ii. Youth Service Delivery Model
- iii. Boysville BBQ

a. Implications to House Resolution 6655

- James Keith reported on increasing free media, and save money on advertising and exploit those opportunities to get free coverage whenever you can.
- WSA social media platforms last month we saw almost 2000 additional visits.
- From the previous month on Facebook over 26,000 impressions on Facebook, just in 1 month impressions are basically we're any of our content anything about us pops up on somebody's screen. And then the big win for us within the last few weeks was coverage for our summer, or to learn program.

KSAT 12 did a coverage on SEAL and with their coverage alone resulted in about 64,000 dollars worth of media coverage that we received over, 2.8Million people received some sort of imagery or messaging about our organization as a result of the SEAL coverage.

- We are working with the team to come up with a plan to promote our new service model and will see down the line.
- Meeting and establishing relationships with the county judges and discuss the internship program where we have 6 funded positions.
- Mr. Lopez and WSA staff volunteer at Boysville and BBQ and spend some time at Boysville.
- Working with the childcare staff to promote the new curriculum and being presented to our centers.
- Mr. Lopez reported on House Resolutions which is the reauthorization of WIOA that was passed on the house congressional side and required to use 50% of the dollars towards training.

XIII. CHAIR REPORT (DISCUSSION AND POSSIBLE ACTION)pg.98

Presenter: Chairwoman Leslie Cantu

a. BOD Attendance and Demographics

- Leslie Cantu announce that our Board Child Care representative Tylane Barnes has resigned as of May 22, 2024. Alamo board is working on a replacement within the 90 day window to ensure we remain in compliance and don't foresee any issues and will provide an update once a new member has been selected to by the committee of six to replace her.

XIV. NEXT MEETING: July 19, 2024

XV. EXECUTIVE SESSION:

Pursuant to Chapter 551 of the Texas Open Meetings Act, the Board of Directors 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

XVI. ADJOURNMENT

Presenter: Chairwoman Leslie Cantu

Meeting adjournment at 12:00pm by Leslie Cantu and second Yvonne Addison