



MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Kimberly Gomez, Assistant Director of Child Care Quality
Date: February 20, 2026
Subject: Texas Rising Star Update

Summary: The Texas Rising Star program, a Quality Rating and Improvement System administered in conjunction with the Texas Workforce Commission’s (TWC) Child Care Services (CCS) program, recognizes and supports high- quality early childhood education programs. Texas Rising Star certification is available to licensed child care centers, licensed child care homes, registered child care home facilities that meet established criteria. The program offers three distinct levels of quality certification—Two-Star, Three-Star, and Four-Star—designed to incentivize continuous quality improvement. These tiered certifications correlate with enhanced reimbursement rates for providers serving children receiving child care scholarships. Extensive research demonstrates a strong correlation between attendance in high-quality early learning programs and enhanced school readiness. TRS-certified programs, which demonstrably exceed the minimum standards set forth by the Texas Health and Human Services Commission (HHSC) Child Care Regulation (CCR), are positioned to significantly contribute to the positive physical, social-emotional, and cognitive development of children. As programs progress through the TRS levels, their positive impact on children’s development is amplified.

Strategic Goals: This agenda item aligns with the following goal(s) in the Strategic Plan: Goal 2: Service Optimizers Enhance the efficiency, quality, and accessibility of workforce services delivered by the TWC, ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Analysis: The Alamo region currently benefits from the expertise of 18 mentors who actively support participating centers. As of January 1, 2026, the Alamo region boasts 475 TRS-certified Early Learning Programs of the 589 CCS programs. This cohort comprises 274 Four-Star, 153 Three-Star, and 48 Two-Star programs. TRS-certified programs represent 81% of all CCS programs within the Alamo region. TRS mentors and boards maintain consistent engagement with the Centralizing Assessment Entity to ensure a shared understanding of roles and responsibilities related to assessments. The number of providers with active scholarship agreements continues to fluctuate. As of January 1, 2026, 589 centers hold such agreements, encompassing Licensed Centers, Licensed Child Care Homes, Military facilities, and Registered Child Care Homes. Notably, Relative Care Listed Homes are excluded from TRS program counts and percentages.

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Key data points as of January 1, 2026, are presented below:

Texas Rising Star	Entry Level	Suspension	Total
475	95	149	589
81%	16%	3%	100%

2 Star	3 Star	4 Star	Total
48	153	274	475
10%	32%	58%	100%

Alternatives: Waivers, WSA will continue to submit waivers at the end of a child care programs entry level designation end date for approval to Texas Workforce Commission. As a reminder the criteria for receiving a waiver is the following as outlined by the Texas Rising Star Guidelines: To be eligible for an Entry Level extension waiver the child care and early learning program must be:

- located in a child care desert (an area where the number of children younger than six years of age who have working parents is at least three times greater than the capacity of licensed child care programs in the area); or serving an underserved population* as determined by TWC;
- Unable to meet the certification requirements due to a declared emergency/disaster; or
- Unable to meet the certification requirements due to conditions that are outside the child care program's control.

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Fiscal Impact: N/A

Recommendation: N/A

Next Steps: The Workforce Solutions Alamo (WSA) will continue to monitor assessment preparation and program application submissions. The Centralizing Assessment Entity manages assessments and scheduling, adhering to TWC guidance and processes.

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Kimberly Gomez, Assistant Director of Child Care Quality
Date: February 20, 2026
Subject: **Community Feedback Survey: Planning for Quality- Update**

Summary: This item addresses the collaborative survey designed to receive feedback from the Early Care & Education Committee and Early Learning Programs and to provide an update to the Early Care & Education Committee. Workforce Solutions Alamo is asking the committee for support from your organization to collaborate and leverage funding for the priorities outlined below.

Strategic Goals: This agenda item aligns with the following goal(s) in the Strategic Plan: Goal 2: Service Optimizers Enhance the efficiency, quality, and accessibility of workforce services delivered by the TWC, ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Analysis: In BCY 2025, Workforce Solutions Alamo invested in quality initiatives totaling \$6.6M and an anticipated amount for investment for BCY 2026 of \$7.4M. To ensure that the community can provide input and feedback regarding initiatives and collaborative efforts utilizing quality funding, that align with the allowable areas and the current need of Early Learning Programs a survey was developed and the data collected was used for planning for BCY 2026. Workforce Solutions Alamo is prioritizing the Early Learning Program results for quality initiatives for BCY 2026.

Additional background, WSA created an Early Learning Program needs assessment that was shared with child care programs to provide input in the efforts for planning for quality for BCY 26, survey sent on August 5th, 2025, 418 surveys submitted, out of the 418 submitted 346 were utilized to present results. This is an increase from last year's participation of 266 submissions. Programs that participated had a designation of 74-ELD, 30- 2 Star, 85- 3 Star and 157- 4 Star. These results represent 346 programs, 12 counties, 615 infant classrooms, 705 toddlers classrooms, 685 preschool classrooms, 465 school age classrooms, and 3,875 child care staff (3,466 teaching staff).

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Designation	Count
Entry Level	74
2 Star	30
3 Star	85
4 Star	157
Total	346

Facility Type	Count
Licensed Child Care Center	306
Licensed Child Care Home	19
Registered Child Care Home	21
Total	346

County	Count
Atascosa	9
Bandera	3
Bexar	263
Comal	14
Frio	14

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Gillespie	3
Guadalupe	21
Karnes	2
Kendall	7
Kerr	5
Medina	7
Wilson	8
Total	346

Initiative	Count
Public Private Prek Partnerships	171
CDA Assessment Fee	260
CDA Renewal	213
Support for National Accreditation	156
Support for Tuition Assistance for an Associates in Early Childhood	213

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Special Incentive	Count
CPR/FA Reimbursement	223
TRS Retention Grant	309
Teacher Appreciation Grant	333
TRS Assessment Incentive	225
TRS Maintenance Incentive	298

Apprenticeship	Count
Yes	182
No	162
Undecided	2
Total	346

Professional Development Topics	Count
Pre Service	126
Director Credential	134

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Supervision	201
Tuition Assistance for Higher Education	156
CDA	181
Children's Assessment	235
Children with Special Needs	245
Curriculum/Lesson Planning	242
Guidance and Discipline	265
Health & Safety	204
Leadership & management Skills	233
Parent/Community Involvement	231
Pediatric CPR/First Aid	170
Teacher-Child Interactions	299
CCR Minimum Standards	186
Inclusive Care	148

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Mental Health Supports	151
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Specific Area	Count
Art	260
Writing	234
Dramatic Play	276
Block/Construction	236
Sensory	309
Science	295
Literacy	234
Manipulatives	281
Music	274

Material	Count
Furniture for Infants	214
Learning Material for Infants	229
Furniture for Toddlers	247
Learning Material for Toddlers	256

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Furniture for Preschool	253
Learning Material for Preschool	269
Furniture for School Age	208
Learning Material for School Age	266

Alternatives: N/A

Fiscal Impact: Feedback from the survey will assist in the planning for quality for BCY26, along with feedback received from Early Learning Programs with an active child care services agreement.

Recommendation: WSA Child Care staff recommend that the committee support prioritizing Early Learning Program results through collaboration and leveraging funding.

Next Steps: WSA will present the spending plan at the next meeting that outlines TWC approved quality initiatives for BCY 2026.

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Kimberly Gomez, Assistant Director of Child Care Quality
Date: February 20, 2026
Subject: Parent Café- Be Strong Families Parent Café Training

Summary: Workforce Solutions Alamo recognizes that parent/family involvement and education is vital for young children’s development and supports Texas Rising Star certification measures in Category 3: Program Administration. Through Parent Cafes families will have a physically and emotionally safe space to share their experiences. Be Strong Families is known for using structured, small group conversations to facilitate healing with families, build community and develop peer-to-peer relationships. Six Texas Rising Star Mentors have received training to conduct Parent Cafes in the Alamo area to strengthen parent involvement and education.

Strategic Goals: This agenda item aligns with the following goal(s) in the Strategic Plan: Goal 2: Service Optimizers Enhance the efficiency, quality, and accessibility of workforce services delivered by the TWC, ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Analysis: Six mentors attended a two-day Parent Café training in San Antonio hosted by Family Support Services. Training prepared participants to convene and conduct in-person Parent Cafes and to serve as Table Hosts during them. Planning and implementation have begun, January 7, 2026, which was the first planning session with quality staff. The first session is scheduled for April 30, 2026, with a follow up session scheduled for June 25, 2026.

Alternatives: N/A

Fiscal Impact: N/A

Recommendation: N/A

Next Steps: Workforce Solutions Alamo will work with quality staff to identify zip codes to focus outreach efforts, outreach to parents in the zip codes, coordinate availability for the Workforce One Bus, identify a location to host the cafes, establish a goal or parent participation and to identify opportunities for interagency collaboration. Next internal meeting will be conducted on February 11, 2026.

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Timothy Schindler, Director of Child Care
Date: February 20, 2026
Subject: TWC Performance Target

Summary: The Texas Workforce Commission (TWC) has determined that the way that the Average Number of Children Served per Day is calculated needs to be corrected. TWC will update BCY'26 Targets based on the corrected Average Cost calculation. Based on the corrected calculation, TWC is serving fewer CCS children.

Strategic Goals: This agenda item aligns with the following goal(s) in the Strategic Plan: Goal 2: Service Optimizers Enhance the efficiency, quality, and accessibility of workforce services delivered by the TWC, ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Analysis: TWC will Develop DRAFT revised BCY'26 Targets, based upon preliminary data. The preliminary data will use data that was available through November 2025. TWC will provide this preliminary information to the Boards in early January 2026. Develop FINAL revised BCY'26 Targets, based on data available through December 2025. TWC will develop recommendations for the Commission to take action on, at their March 3, 2026, Commission Meeting.

BCY 26 Contracted Performance Target	Current Methodology		New Methodology		Difference
	October 2025 Performance	Percent of Target	October 2025 Performance	Percent of Target	
12,994	13,023	100.22%	12,559	96.65%	-465

Alternatives: N/A

Fiscal Impact: TWC will also examine the BCY'25 End of Year Reconciliation data, to determine if Boards who were provided with sufficient funding (which required them to use BCY'26 funds to pay for BCY'25 care) should have their Targets further adjusted to address this issue.

Recommendation: TWC has advised Boards that are meeting performance to not enroll into the program until the revised targets have been completed as targets are expected to decrease.

Next Steps: TWC will update BCY'26 Average Children Served per Day Targets, based on the corrected Average Cost calculation. The updates will be made through the BCY'26 CCS Mid-Year Review process.

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Victoria Rodriguez, Director of Workforce Services
Date: February 20, 2026
Subject: Externship for Teachers Final Report by ATEAMS

Summary: The Alliance of Technology Education in Applied Math & Science (ATEAMS) is a collaborative network of educators and industry professionals dedicated to the success of the Externship for Teachers program. Partnering with Workforce Solutions Alamo (WSA) since 2015, ATEAMS strives to "Connect Education and Industry to Impact the Future Workforce." This mission directly supports the program's goal of bridging the gap between the classroom and the professional world. In 2025, ATEAMS hosted four 5-day professional development sessions for 96 educators, counselors and administrators, facilitating direct engagement with 26 different companies/organizations across the Alamo Region.

Strategic Goals: ATEAMS is the service provider for Externship for Teachers Goal 3: Partnership Managers: Strengthen and expand strategic partnerships among TWC, employers, educational institutions, and community-based organizations to deliver coordinated and innovative workforce development solutions.

Analysis: N/A

Alternatives: N/A

Fiscal Impact: N/A

Recommendation: Continue to engage with ATEAMS in the Teacher Externship program for 2026.

Next Steps: The next step is to engage in strategic collaboration to plan and coordinate the 2026 Externship for Teachers program.

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Victoria Rodriguez, Director of Workforce Services
Date: February 20, 2026
Subject: Alamo Colleges District Partnership and Workforce Pell

Summary: This partnership is designed to expand access to short-term, high-quality workforce training programs that lead to industry-recognized credentials aligned with regional labor market demand. Through this collaboration, WSA will support outreach, coordination, and alignment with employer-driven career pathways, while Alamo Colleges will deliver eligible training programs that meet Workforce Pell requirements. The initiative strengthens workforce pipelines by reducing financial barriers for participants seeking rapid entry or advancement in high-demand occupations.

Strategic Goals: Through this collaboration, WSA will support outreach and alignment with employer-driven career pathways, while Alamo Colleges will deliver eligible training programs that meet Workforce Pell requirements. This coordination strengthens workforce pipelines by reducing financial barriers for participants seeking rapid entry or advancement in high-demand occupations. WSA demonstrates each Statewide Action Plan goal below.

Goal 1: Texas Talent Experts

Build a statewide network of Texas Talent Experts to support workforce development by identifying skill gaps, advising employers and jobseekers, and promoting talent recruitment and retention across Texas.

Goal 2: Service Optimizers

Enhance the efficiency, quality, and accessibility of workforce services delivered by the Texas Workforce Commission (TWC), ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Goal 3: Partnership Managers

Strengthen and expand strategic partnerships among TWC, employers, educational institutions, and community-based organizations to deliver coordinated and innovative workforce development solutions.

Analysis: Workforce Solutions Alamo will closely monitor the implementation of Workforce Pell to ensure opportunities for braided funding, co-enrollment, and effective partner coordination are fully leveraged. The partnership between Workforce Solutions Alamo and

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the Alamo Colleges District represents a strategic alignment between workforce development and higher education to expand access to short-term, credential-based training in high-demand occupations. This collaboration strengthens regional talent pipelines by reducing financial barriers for individuals seeking rapid entry into our advancement within the workforce. WSA's role in outreach, coordination, and employer alignment complements Alamo Colleges' delivery of eligible training programs, resulting in an integrated and outcomes-focused approach to workforce preparation.

Alternatives: The alternative to this partnership would be the absence of collaboration, which does not align with Workforce Solutions Alamo's standards or strategic approach.

Fiscal Impact: The leveraging of the Workforce Pell has the potential to reduce education and training costs for WSA.

Recommendation: Once the Workforce Pell parameters are approved federally WSA should define and monitor key performance measures—such as enrollment, credential attainment, completion, and employment outcomes—to ensure accountability and alignment with workforce priorities. Strengthening employer engagement to ensure Workforce Pell programs align with target occupations and regional demand, along with coordinated outreach and participant navigation, will further support effective implementation and long-term workforce impact.

Next Steps: Monitor the implementation of Workforce Pell and establish a co-enrollment framework between the agencies to support coordination and track participant outcomes over time.

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MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Victoria Rodriguez, Director of Workforce Services

Date: February 20, 2026

Subject: **Workforce One Update**

Summary: Workforce Solutions Alamo (WSA) deployed the Workforce One Mobile Unit to serve its 13-county region. One year ago, staff presented the Workforce One calendar, and since that time have completed a full year of events and initiatives. Staff would now like to provide the Board with an update on activities and outcomes from the past year.

Strategic Goals: The strategic goals of the Workforce One Mobile Unit are centered on expanding access to workforce services across WSA's 13-county region, particularly in areas with limited physical workforce center presence. The Mobile Unit aims to increase outreach to underserved populations, provide on-site employment services, career counseling, and training enrollment, and facilitate connections to education and credentialing opportunities. By bringing services directly to the community, the Mobile Unit supports WSA's mission to strengthen regional talent pipelines, improve employment outcomes, and ensure equitable access to workforce resources, while also fostering partnerships with local employers and community organizations to address regional workforce needs. Goal 2: Service Optimizers: Enhance the efficiency, quality, and accessibility of workforce services delivered by the Texas Workforce Commission (TWC), ensuring Texans experience seamless access to job training, unemployment benefits, and career support. Goal 3: Partnership Managers: Strengthen and expand strategic partnerships among TWC, employers, educational institutions, and community-based organizations to deliver coordinated and innovative workforce development solutions.

Analysis: Workforce One Mobile Unit has demonstrated significant reach and impact across WSA's 13-county region. The unit participated in 57 events, traveling a total of 4,101 miles to bring workforce services directly to the community. Through these efforts, approximately 385 clients received on-site assistance, including career counseling, employment services, and connections to training and credentialing opportunities. These results highlight the Mobile Unit's effectiveness in expanding access to underserved populations, strengthening regional workforce pipelines, and supporting WSA's mission to connect individuals with meaningful

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employment and education opportunities.

Alternatives: An alternative to the Mobile Unit would be to limit participation to select geographic areas; however, we have found that communities across the region have a strong need for mobile employment services, particularly in response to disasters and urgent workforce needs.

Fiscal Impact: N/A

Recommendation: Staff recommend continuing with scheduling Workforce One reservations and updating the board with return on investment.

Next Steps: The mobile unit will be utilized January 28th, February 25th, March 11th, and May 13th.

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Dan Wallace, Community and Employer Partners Manager
Date: February 20, 2026
Subject: Business Services Unit (BSU) Calendar

Summary: The Business Services Unit (BSU) Calendar outlines planned employer engagement activities, outreach events, and partner coordination efforts for the upcoming program period. The calendar is intended to provide visibility into BSU priorities, ensure alignment with workforce system goals, and support strategic coordination with employers, education partners, and internal teams.

Strategic Goals: This agenda item aligns with the following Strategic Plan goals: Goal 1: Texas Talent Experts: The BSU Calendar supports proactive employer engagement to identify workforce needs, skill gaps, and talent demands across targeted industries. Goal 2: Service Optimizers: Planned scheduling and coordination of business services activities improves efficiency, reduces duplication, and enhances service delivery to employers. Goal 3: Partnership Managers: The calendar reflects intentional collaboration with employers, education partners, and community organizations to strengthen workforce partnerships.

Analysis: The BSU Calendar serves as a planning and communication tool that aligns employer outreach, hiring events, sector strategies, and partner engagements. Establishing a structured calendar allows staff and leadership to anticipate key activities, measure engagement outcomes, and ensure consistency with regional workforce priorities. Committee awareness supports transparency and strategic oversight.

Alternatives: The alternative would be to operate without a structured BSU scheduling process, which is not recommended due to reduced consistency, limited visibility into employer engagement activities, and misalignment with strategic priorities. The BSU Calendar provides a standardized framework for coordinated planning, accountability, and partner engagement.

Fiscal Impact: N/A

Recommendation: Staff recommends the Strategic Committee receive and acknowledge the BSU Calendar to support awareness and alignment with workforce and employer engagement priorities.

Next Steps:

- Implements the BSU Calendar as outlined.
- Provide periodic updates to leadership and the Strategic Committee as needed.

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MEMORANDUM

To: Executive Committee
From: Eric Vryn, Chief Process Officer
Date: February 20, 2026
Subject: Alamo Region: Data Insights

Purpose:

This memo provides an update on current labor market conditions, explains why recent data from the Bureau of Labor Statistics (BLS), the Texas Workforce Commission (TWC), and the Federal Reserve Bank of Dallas (Dallas Fed) vary, and highlights key trends in the Alamo Region. The objective is to provide the Committee with sufficient context to understand the broader “data story” while keeping our local realities in focus.

Executive Summary:

National and Texas labor markets have clearly cooled but have not entered a sharp downturn: unemployment is in the low 4-percent range, job growth has slowed, and underemployment has increased. *The Alamo Region is performing somewhat better than the state and national averages, with modest job growth led by health care and trade/transportation.* At the same time, we are seeing fewer placements despite continued employer postings. The apparent disconnect across BLS, TWC, Dallas Fed, and local experience reflects different methods, timing, and slices of the labor market rather than any single source being “wrong.”

Big Picture: U.S., Texas, Alamo Region

At the national level, the December 2025 jobs report shows an economy that has clearly cooled but has not fallen off a cliff. Employers added 50,000 jobs in December, and the unemployment rate held at 4.4 percent. Job growth in 2025 (about 584,000 jobs) was far weaker than in 2024 (slightly over 2.0M), and more people are working part time when they would prefer full time or drifting out of active job search altogether. The labor market is not “booming” or “crashing” – it is slower and more uneven than it was.

Texas fits this pattern. **Based on November 2025 TWC data**, the state unemployment rate is hovering in the low-4-percent range, and total employment remains slightly higher than a year ago. At the same time, the Dallas Fed’s Texas Employment Forecast suggests that, once all revisions are in, statewide job growth in 2025 may be close to zero.

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The Alamo Region looks somewhat better than the headlines. The San Antonio–New Braunfels metro area’s unemployment rate is roughly a couple of tenths below the state and national averages, and total nonfarm employment continues to grow modestly over the year, *led by health care and trade/transportation*. At the same time, our own data shows job postings softening from October peaks and placements declining across the quarter, especially in December.

<i>Area</i>	<i>Unemployment (latest)</i>	<i>Direction vs. 2024</i>	<i>Job Growth Story (2025)</i>
U.S.	~4.4%	Higher	Slow, still positive
Texas	Low 4% range	Slightly higher	Very weak / near zero (Fed view)
Alamo Region (MSA)	~4.0%	Slightly higher	Modest growth, sector-uneven

Note: U.S. unemployment reflects December 2025 BLS data, the Texas job-growth assessment reflects the Dallas Fed’s 2025 forecast, Alamo Region figures reflect November 2025 TWC MSA data.

The takeaway: the national and state data say, “slower and choppier,” while our region is still adding jobs – but it is becoming harder to connect job seekers to the opportunities that exist.

Why the Numbers Don’t Match

There is a growing gap between the economy people hear about and the economy they experience day to day. That gap shows up in the data as well.

Different questions, different answers.

BLS’s headline unemployment rate (U-3) answers a very narrow question: “**What share of the labor force is jobless and actively looking for work in the last four weeks?**” If someone wants a job but has stopped actively applying – because of childcare, transportation, repeated rejection, or burnout – they are no longer counted as unemployed. They move into “**not in the labor force,**” which can make the rate look better even when their situation has not improved.

At the same time, **BLS classifies someone as “employed” if they did at least one hour of paid work in the reference week.** That means a person piecing together a few gig shifts is counted the same way as someone in a stable full-time job. People who say “**I have a job, but not enough hours**” are underemployed, and that strain doesn’t move the U-3 unemployment rate very much. It shows up instead in broader measures and in the number of people working part time for economic reasons, which has increased over the past year.

Survey vs. admin vs. forecast.

- BLS national and TWC state/MSA data are built from surveys (household and employer) and are then modeled and seasonally adjusted. These are the “official” numbers.



- UI claims are administrative: they only capture people who are eligible for, and actually filing for, unemployment benefits. Many unemployed workers never appear there at all.
- Dallas Fed’s Texas Employment Forecast starts with the same BLS job counts but layers on additional indicators (GDP, leading indexes, oil prices) and anticipates the impact of upcoming benchmark revisions. This is why the Fed can say “near-zero growth” while TWC still shows positive gains: they are looking at different points in the revision cycle.

Data quirks in 2025.

The October 2025 federal government shutdown meant the main household survey was not collected that month. BLS had to skip October in the annual averages and then revise seasonal factors back several years. None of this makes the data unusable, but it does add noise and makes year-to-year comparisons trickier than usual.

It is important to understand that the data is not “lying”; each series is simply looking at a different slice of reality. When you put them together, they tell a consistent story of a labor market that is slowing, more precarious at the edges, but not in free-fall.

Alamo Region: Current Conditions and Sector Trends

The November 2025 release for the San Antonio–New Braunfels MSA shows:

- **Unemployment rate:** 4.0 percent (actual in November 2025), down from 4.2 percent in September 2025 but up from 3.8 percent a year earlier.
- **Comparison:** The MSA rate is below the Texas not-seasonally-adjusted rate of 4.2 percent and below the U.S. actual rate of 4.3 percent.
- **Labor force:** Civilian labor force increased by 26,890 over the year.
- **Employment growth:** Total non-farm employment rose by 12,100 jobs (1.0 percent) over the year.

Industry detail

Selected sector changes for San Antonio–New Braunfels MSA, November 2025:

<i>Industry</i>	<i>Monthly Change (Jobs)</i>	<i>Annual Change (Jobs)</i>	<i>Annual % Change</i>
<i>Total Nonfarm</i>	+3,100	+12,100	+1.0%
<i>Trade, Transportation & Utilities</i>	+4,700	+7,000	+3.3%
<i>Private Education & Health Services</i>	+900	+9,800	+5.4%
<i>Construction</i>	-300	+1,700	+2.4%
<i>Financial Activities</i>	+400	+300	+0.3%



<i>Professional & Business Services</i>	-200	-1,300	-0.8%
<i>Leisure & Hospitality</i>	-3,300	-2,600	-1.8%
<i>Information</i>	+100	-600	-3.0%

Key points for discussion:

- **Areas of growth.** Private Education & Health Services and Trade, Transportation & Utilities are driving most of the net employment gains, consistent with continued demand for healthcare and logistics roles.
- **Areas of concern.** Leisure & Hospitality and Professional & Business Services are down over the year, indicating softness in discretionary services and certain higher-skill office sectors.
- **Mixed public sector trend.** Government employment gained over the month but is down over the year, and Information is also posting annual declines.

Demand and Placement Indicators

WSA internal operational data through December 2025 add another layer:

- **Job postings.** Unique postings peaked in October 2025 (20,194), fell in November (15,795), and partially recovered in December (17,019). December remained about 16 percent below October but roughly 8 percent above November.
- **Top occupations.** In November, Registered Nurses accounted for 1,088 postings—far ahead of any other occupation—followed by retail sales, truck drivers, and customer service roles.
- **Placements.** Job placements declined steadily across the quarter. External placements fell from 1,288 in October to 652 in November and 536 in December. Internal placements declined from 472 (Oct) to 418 (Nov) and dropped to 192 (Dec).

Taken together, the regional picture is one of:

- **Moderate but positive employment growth**, led by healthcare and logistics.
- **Sector pockets that are flat or contracting**, especially in leisure, some professional services, and information.
- **Softening throughput in our own system**, with fewer placements despite continued employer demand, especially in healthcare and frontline service roles.

This divergence—employers still posting jobs while placements fall—suggests a growing importance of skills alignment, job quality, and support services rather than a simple “lack of jobs.”



Implications and How to Talk About the Variances

The following observations are intended to guide how we interpret and communicate these data.

1. **Data sources answer different questions.**
 - BLS and TWC tell us “**What the surveys currently show**” for unemployment and payroll jobs.
 - The Dallas Fed is explicitly trying to anticipate where those numbers will end up after revisions and in light of broader economic indicators.
2. **Methodology and timing matter.**
 - Seasonal adjustment, the absence of October household data, and annual benchmark revisions all create short-term inconsistencies across releases. It is not unusual, in a transition year, for the state’s press releases and the regional Fed’s forecast to sound out of sync.
3. **Local nuance is critical.**
 - **The Alamo Region’s unemployment rate is lower than the states, and our growth is concentrated in health care, logistics, and construction.** At the same time, local placements are trending down, and some service sectors are shrinking over the year. The headline unemployment rate alone does not capture these operational realities.
4. **UI data show churn, not crisis.**
 - National weekly UI claims remain relatively low by historical standards, even as more people are jobless for longer and more workers are in part-time or gig roles they would prefer to replace. This supports a “cooling but not collapsing” narrative rather than a sudden downturn.

The most accurate and balanced message is that the labor market is cooler than in 2024, with more underemployment and uneven sector performance, but both **Texas and the Alamo Region remain comparatively resilient**. For WSA, the challenge is less about a lack of openings and more about aligning workers to the right jobs, supporting transitions in softer sectors, and preparing for potential revisions that may make 2025 growth look weaker on paper than it appears in current TWC releases.

Data timing and sources

Unless otherwise noted, U.S. figures reflect December 2025 BLS data; Texas and Alamo Region figures reflect November 2025 TWC/BLS program data; and WSA figures are based on internal operational data through December 2025. References to the Dallas Fed reflect the most recent published Texas Employment Forecast for calendar year 2025.

Fiscal Impact: None

Attachments: None.



MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Victoria Rodriguez, Director of Workforce Services
Date: February 20, 2026
Subject: Jobs and Education for Texans (JET) Grants Supported

Summary: The Texas Workforce Commission (TWC) awards Jobs & Education for Texans (JET) grants to eligible institutions and regions to support the purchase and installation of equipment for Career and Technical Education (CTE) programs. The JET grant is intended to expand or enhance CTE courses that lead to industry-recognized licenses, certificates, or postsecondary degrees in high-demand occupations.

These awards enable regional partners to modernize training infrastructure, strengthen alignment with industry needs, and expand student access to high-quality technical education. Workforce Solutions Alamo received two requests for letters of support and provided one in support of an eligible applicant.

Strategic Goals: This item serves all three statewide action goals.

Goal 1: Texas Talent Experts

Build a statewide network of Texas Talent Experts to support workforce development by identifying skill gaps, advising employers and jobseekers, and promoting talent recruitment and retention across Texas.

Goal 2: Service Optimizers

Enhance the efficiency, quality, and accessibility of workforce services delivered by the Texas Workforce Commission (TWC), ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Goal 3: Partnership Managers

Strengthen and expand strategic partnerships among TWC, employers, educational institutions, and community-based organizations to deliver coordinated and innovative workforce development solutions.

Analysis: The JET grant allows institutions in the Alamo region to strategically leverage equipment investments by covering high-cost, industry-standard training assets that would otherwise require significant local or workforce funding. By restricting grant funds

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to equipment purchase and installation, the JET program offsets one of the largest upfront barriers to launching or expanding Career and Technical Education (CTE) programs. WSA signed and supported one JET grant application for San Antonio ISD for construction management and inspection welding

For Construction Management and Inspection, JET funding supports specialized equipment and technology—such as surveying tools, inspection instruments, and construction simulation equipment—that align training with current industry practices. These investments reduce the need for local districts or workforce partners to absorb capital costs, allowing Workforce Solutions Alamo and education partners to focus resources on student support services, instruction, and credential attainment.

For Welding, JET funds enable the acquisition of advanced welding machines, safety equipment, and training stations that meet industry standards. This ensures students receive hands-on training using the same tools they encounter in the workplace, improving job readiness and employer confidence while lowering the long-term cost per trainee.

In the Alamo region, these equipment investments are further leveraged through:

- Shared use of equipment across multiple cohorts and programs over time
- Alignment with workforce funding (such as WIOA or other training dollars) to support tuition, instruction, and supportive services
- Employer partnerships that inform equipment selection and may provide additional in-kind or financial support
- Increased training capacity, allowing more participants to be served without recurring capital expenditures

By supporting San Antonio ISD's JET Grant application, Workforce Solutions Alamo helps maximize regional return on investment, ensuring that one-time equipment purchases support sustainable, high-demand training programs that strengthen local talent pipelines in construction and welding.

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Alternatives: N/A

Fiscal Impact: WSA’s strategic investments in staffing and career exploration events generate long-term impact by equipping youth and their families with the information, skills, and resources needed to pursue sustainable career pathways. By engaging young people early and connecting them to viable education and employment options, these efforts help reduce long-term reliance on social support programs while strengthening a skilled, self-sufficient workforce for the future. These strategic investments reinforce WSA’s commitment to empowering youth through education, training, and hands-on work experience, ensuring they are prepared for the workforce and long-term career success.

Recommendation: Continue to inform eligible applicants about the JET grant and support awarded recipients throughout implementation by providing guidance informed by regional labor market data.

Next Steps: Follow up with the 2025 grantees to identify and pursue opportunities for collaboration with WSA, including job placements, credential attainment, and co-enrollment strategies.

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Dr. Ricardo Ramirez, Director of Quality Assurance
Date: February 6, 2026
Subject: **TWC & Associated Monitoring**

Summary: Quality Assurance (QA) briefing on the Texas Workforce Commission (TWC) Annual Monitoring and related monitoring activities, including TWC's Equal Opportunity (EO) review. The item does not require Board action.

Strategic Goals: The agenda item mainly aligns with the following goal in the Strategic Plan: Goal 2: Service Optimizers Enhance the efficiency, quality, and accessibility of workforce services delivered by TWC, ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Analysis: TWC Annual Monitoring: TWC completed its annual review of WSA from August 14, 2025, through October 23, 2025. We have not received any additional information to report, and continue to wait for the Final Report (if there are findings) or Letter (if there are no findings).

TWC's Exit Conference Report included five issues, which their Final Report may or may not include (or it may include items that were not in the exit report).

1. **Procurement:** Contract with Legal Counsel Services did not align with the solicitation document.
2. **Property:** Three *Notification of Property Acquisition* forms (Form 7200) were not submitted timely.
3. **Fiscal:** Single Audits were not completed by the Board's external monitor for two subrecipients within six months of the subrecipients' single audit publications.
4. **Operations/Center Walkthroughs:** TWC tested four locations for PII, Priority of Service, and Cash Equivalents: Floresville, Pleasanton, San Antonio Food Bank (Workforce One Bus), and O'Connor. TWC reported an issue at a single location in Floresville.
5. **Reemployment Services and Eligibility Assessment (RESEA):** This is the first year TWC has tested RESEA services. TWC identified six potential issues.

Equal Opportunity (EO) Monitoring: With its EO monitoring, TWC tests whether WSA complies with equal opportunity laws (29 CFR §38.31(b)), to (a) assure all customers equal

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access to every program and (b) protect the civil rights of customers, employees, and the public.

TWC completed the review and issued WSA a letter (attached) on December 9, 2025, stating that the monitors identified no findings or issues requiring a corrective plan. WSA's EO Officer, Ms. Rebecca Balencia, coordinated the audit.

Alternatives: Federal and state laws, rules, and regulations require Boards to implement regular oversight and monitoring of contractors, subrecipients, and service providers that receive public and other funds administered by the Board. To that purpose, TWC and entities associated with its funding, including other federal and state agencies, monitor WSA's oversight and monitoring systems.

Fiscal Impact:

- TWC's Exit Report did not identify any potentially questioned costs.
- WSA received a clean EO Monitoring report with no questioned costs.

Recommendation: Staff from the associated departments are developing *action plans* to address TWC's Annual Report potential findings and other items that TWC may have 'flagged' but not reported, including some that staff resolved during the monitoring. The action plans include, at a minimum, four elements:

- An examination of the root causes,
- A review of existing (or the development of) procedures,
- Staff training, and
- Additional internal controls (to monitor and test progress for each item).

Staff will consolidate and prepare the documentation of the actions in anticipation of TWC's audit resolution, which QA will help coordinate.

Next Steps: TWC Annual Monitoring

TWC's 'Embargoed' Report: TWC will issue an informational (non-public) copy of the report to the CEO five business days before issuing the final report (around April 2026).

Monitoring Letter: If there are no issues, TWC will issue a letter (otherwise, they will issue a report).

Monitoring Report: If there are findings, TWC will issue a final report via e-mail to the Board Chair, Board Executive Director, designated representatives of the US Dept of Health and Human Services, Dept of Labor, TWC, and other TWC executive staff.

Audit Resolution: Findings from the report will go to TWC's Audit Resolution department, with whom WSA will coordinate to resolve the issues within 45 days.

Attachments:

- TWC Equal Opportunity monitoring letter.

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Dr. Ricardo Ramirez, Director of Quality Assurance
Date: February 20, 2026
Subject: Two SNAP E&T and One Migrant Seasonal Farm Worker Reviews

Summary: Quality Assurance (QA) briefing on two SNAP E&T and one Migrant Seasonal Farm Worker (MSFW) monitoring reviews. The item does not require Board action.

Strategic Goals: The item mainly aligns with the following goal in the Strategic Plan: Goal 2: Service Optimizers Enhance the efficiency, quality, and accessibility of workforce services delivered by the Texas Workforce Commission (TWC), ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Analysis: Health and Human Services Commission (HHSC) Quality Improvement Support (QIS) On January 15, 2026, TWC informed WSA that the HHSC QIS team scheduled a Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) programmatic review. The monitoring will test WSA's SNAP E&T policies and procedures, as well as the reporting and tracking of ABAWD and General Population participation. The scope of the review is July 2025 to December 2025.

The QIS department is part of the Access and Eligibility Services (AES) division and is responsible for connecting individuals to services and supports to reduce institutionalization and promote self-sufficiency. Their role involves consultative services and technical assistance, focusing on planning, developing, and implementing HHSC training to improve quality and efficiency and positively impact Texans' lives.

Estimated Timeline:

- Entrance Conference: February 9, 2026.
- On-site Reviews:
 - February 12, 2026: South Flores Career Center
 - February 13, 2026: San Antonio Food Bank Career Center (Third Party Partnership 2026).
- Exit Conference: February 25, 2026.

United States Department of Agriculture (USDA) Food and Nutrition Service (FNS)

On January 15, 2026, TWC informed WSA that the FNS Southwest Region Office (SWRO)

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will conduct a SNAP E&T Validation Review on February 3, 2026, from 1- 4 pm at the San Antonio Port Authority Workforce Center. FNS, Board, and Contractor staff will be in attendance.

FNS's monitoring/validating activities focus on:

- a) program integrity by implementing measures to prevent fraud and abuse,
- b) evaluations and compliance checks to assess the effectiveness of the program, including state agencies' adherence to federal guidelines and ensuring that benefits are distributed appropriately to eligible participants,
- c) improving program delivery by strengthening program integrity, and
- d) collaborating with TWC and HHSC to implement monitoring strategies while adapting to local needs to ensure effective program delivery.

For this review, FNS plans to visit the HHSC eligibility office and WSA.

TWC Migrant Seasonal Farm Worker (MSFW) Monitoring

TWC issued a letter to WSA on January 7, 2026, announcing an on-site review by the State Monitor Advocate Program Specialist from February 2 - 6, 2026. The review may include an additional desk review, which could extend the engagement through February 20, 2026, unless written notice indicates an earlier closing date. This is the first time that WSA has been monitored for this purpose. MSFWs are essential to our state's agricultural (Ag) industry, and our Workforce Solutions offices are dedicated to supporting Ag employers and workers seeking opportunities in the Ag sector. The Wagner-Peyser Act (as amended by Title III of WIOA) provides the foundation for Ag worker safeguards through the Employment Service (ES) program available through our Workforce Solutions Offices. To that purpose, the State Monitor Advocate System was established to ensure MSFWs are treated fairly and afforded the same opportunities for employment and career growth as other workers. The system includes State- and Regional-level monitor advocates, all working together under guidance from a National Monitor Advocate. The engagement aims to evaluate compliance with service delivery regulations and provide technical assistance.

The review period (scope) is July 1, 2024, to June 30, 2025. The State Monitor Advocate Program Specialist will monitor:

- o Program Design,
- o Service Strategy,
- o Outreach,
- o Policy,
- o Financial Management,
- o Employer/Business Services for the Agricultural Recruitment System (ARS),
- o TWC Employment Services Staffing, and
- o The Wagner-Peyser Complaint System.

Alternatives: Federal and state laws, rules, and regulations require Boards to implement

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regular oversight and monitoring of contractors, subrecipients, and service providers that receive public and other funds administered by the Board. To that purpose, TWC and entities associated with its funding, including other federal and state agencies, monitor WSA's oversight and monitoring systems.

Fiscal Impact: The engagements are not yet complete; no fiscal impact is reportable.

Recommendation: WSA and TWC staff will be available to address any concerns the monitors may have. Some of these reviews are new, while others include technical assistance. Staff will use the engagements as a learning opportunity to drive continuous improvement and enhance WSA's effectiveness and efficiency in serving job seekers and employers in our region.

Next Steps: WSA and TWC Staff are coordinating the preparation and submission of documents and information as requested by the monitors, and providing technical assistance to Center Staff, including walkthroughs, planning, logistics, reporting, and documentation.

Attachments: None.

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Texas Workforce Commission

A Member of Texas Workforce Solutions

Joe Esparza, Chairman
Commissioner Representing
Employers

Alberto Treviño III
Commissioner Representing
Labor

Brent Connett
Commissioner Representing
the Public

Randy Townsend
Interim Executive Director

Report 26.20.0201

December 9, 2025

VIA Email: alopez@wsalamo.org

Mr. Adrian Lopez, Chief Executive Director
Workforce Solutions Alamo
100 North Santa Rosa St., Suite 120
San Antonio, TX 78207

Dear Mr. Lopez:

The Texas Workforce Commission (TWC) is required to monitor whether our grant subrecipients are complying with the equal opportunity laws (29 CFR § 38.31(b)). Equal Opportunity is a critical subject because (a) these rules assure all customers full access to every program, and also (b) these rules protect the civil rights of customers, employees and the public.

TWC's Equal Opportunity Compliance Department (EOCD) has completed our FY 2026 review for the Workforce Solutions Alamo. This letter is our report. The EOCD has no findings and there are no issues which necessitate a corrective action plan.

Thank you again for your cooperation with this important task. We appreciate the assistance of Ms. Rebecca Espino Balencia, your local EO officer, and Marty Pena, 504 Coordinator. Should you have any further questions concerning the EOCD review, please call the EO Compliance Department at 512-463-2400.

Sincerely,

Jon Pokorney

Jon Pokorney
State of Texas Equal Opportunity Officer

cc: Leslie Cantu, Board Chair, Workforce Solutions Alamo
Frank Stluka, Acting Regional Administrator, ETA, USDOL
Joe Esparza, Chairman, Commissioner Representing Employers, TWC
Alberto Treviño, III, Commissioner Representing Labor, TWC
Brent Connett, Commissioner Representing the Public, TWC
Randy Townsend, Interim Executive Director, TWC
Mary York, Division Director, Workforce Development, TWC
Jason A. Stalinsky, Division Director, Fraud Deterrence and Compliance Monitoring, TWC

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MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Dr. Ricardo Ramirez, Director of Quality Assurance
Date: February 20, 2026
Subject: Quality Assurance Briefing

Summary: Quality Assurance (QA) briefing on WSA monitoring activities. The item does not require Board action.

Strategic Goals: This item mainly aligns with the following goal in the Strategic Plan: Goal 2: Service Optimizers Enhance the efficiency, quality, and accessibility of workforce services delivered by the Texas Workforce Commission (TWC), ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Analysis: External Program Monitoring (Ms. Christine Nguyen, CPA)
Program Year 2024-2025

- Temporary Assistance for Needy Families (TANF) – C2 GPS: 100% complete, with an overall 92.31% accuracy rate...
WIOA Youth – SERCO: 100% complete, with an overall 90.52% accuracy rate...
Ready to Work (RtW) – Multiple partners: 100% complete.

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External Program Monitoring (Ms. Christine Nguyen, CPA) Program Year 2025 – 2026

- **Child Care Quality Improvement Activities (CCQIA) – COSA:** Testing is 32% complete.

Internal QA Program Monitoring Program Year 2025 – 2026

- **Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) Follow Up – C2 GPS:** 100% complete. Currently working on the Final Report.
- **Informal Reviews – all contractors:** Follow-up on attributes scoring <90% accuracy on the most recent program annual review are 34% complete.

Other QA Activities

Some of the additional activities performed by QA include, but are not limited to, the following:

- **Program Monitoring RFP:** Development of RFP for program monitoring.
- **Subrecipient Profits (C2GPS and SERCO):** Completed estimating contractor profits for 2024-2025 and are in the process of coordinating invoicing and payment for close-outs.
- **Policies & Procedures:** Reviewing and providing guidance on varied policy- and procedural-related items.
- **Staff Training:** Dr. Ricardo is getting ready to restart the WSA staff training.

Alternatives: Federal and state laws, rules, and regulations require Boards to implement regular oversight and monitoring of contractors, subrecipients, and service providers that receive public and other funds administered by the Board. To that purpose, TWC and entities associated with its funding, including other federal and state agencies, monitor WSA's oversight and monitoring systems.

Fiscal Impact: WSA's External Program Monitoring contract with Ms. Christine Nguyen, CPA: \$225,000.

Recommendation: QA will continue performing informal testing as staff transition the system into formal Follow-Up reviews. Informal reviews serve as quality control to track the progress of attributes with <90% accuracy, while formal Follow-Up reviews aim to determine whether these attributes have been resolved and which further help fulfill TWC requirements. To that purpose:

- QA has been coordinating meetings with our subrecipients to provide technical assistance tied to their internal and ongoing testing of items with <90% accuracy, and critical items, including repeat findings.

Next Steps: QA will continue to implement the estimated engagement timeline as presented in a separate agenda item.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Dr. Ricardo Ramirez, Director of Quality Assurance

Date: February 20, 2026

Subject: Strategy – Internal and External Monitoring and Training Schedule

Summary: Quality Assurance (QA) briefing on the monitoring and training schedule. The item does not require Board action.

Strategic Goals: This item mainly aligns with the following goal in the Strategic Plan: Goal 2: Service Optimizers: Enhance the efficiency, quality, and accessibility of workforce services delivered by the Texas Workforce Commission (TWC), ensuring Texans experience seamless access to job training, unemployment benefits, and career support.

Analysis: Monitoring plays an integral role in the internal controls of the workforce system. It helps ensure that programs achieve intended results, that resources are protected from waste, fraud, and abuse, and that these are used efficiently and effectively for authorized purposes. The monitoring also helps ensure that staff capture and report reliable, timely information to support improved decision-making. QA reports the following estimated and actual program timelines and the WSA staff training schedule for 2025-2026.

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Estimated Timeline – External Program Monitoring Activities 2025-2026

Initial Estimated Timeline				Actual Timeline						
External Program Monitoring	Duration**	Start	Finish	Duration**	Effort	Variance	Start	Finish	% Complete	Comments
Estimated Timeline: 2025-2026	218	1/12/2026	11/11/2026	Duration			1/12/2026		32%	
COSA - CC QIA	37	1/12/2026	3/3/2026						32%	
C2GPS - WIOA Adult	46	3/26/2026	5/28/2026							
C2GPS - WIOA Dislocated Worker	46	3/26/2026	5/28/2026							
Egus - Child Care Services	41	5/13/2026	7/8/2026							
C2GPS - NCP	39	6/4/2026	7/28/2026							
SERCO - WIOA Youth	40	7/7/2026	8/31/2026							
C2GPS - TANF Choices	42	9/3/2026	10/30/2026							
CONSORTIUM - Ready to Work	27	10/6/2026	11/11/2026							

Avg Duration or Effort (days) → 40

Multi-tasking (% days overlapping projects) → 31.4%

Duration : total days from start to finish to complete project (includes some holidays); *Effort (or Work)* : actual number of days spent on each project.

Notes

** The Duration is not equal to the time that the contractors are actively involved in the project - it includes additional internal QA work (e.g., desk and policy review, tool development, etc.).



Estimated Timeline – Internal Program Monitoring Activities 2025-2026

Initial Estimated Timeline				Actual Timeline						
Internal Program Monitoring	Duration **	Start	Finish	Duration ***	Effort	Variance	Start	Finish	% Complete	Comments
Estimated Timeline: 2025-2026	260	11/3/2025	10/30/2026	49	45	Duration	11/3/2025		67%	
SNAP Phase I Follow Up	51	11/3/2025	1/12/2026	49	45	-2	11/3/2025	1/8/2026	100%	Working on final report
Informal Reviews (attributes <90% accuracy)	69	12/12/2025	3/18/2026				12/12/2025		34%	
PII Walkthroughs and Priority of Service	30	3/2/2026	4/10/2026							
C2GPS - RESEA	38	3/9/2026	4/29/2026							
C2GPS- SNAP	36	4/9/2026	5/28/2026							
Informal/Follow Up Reviews (attributes <90% accuracy)	39	7/12/2026	9/3/2026							
Informal/Follow Up Reviews (attributes <90% accuracy)	29	7/16/2026	8/25/2026							
Informal/Follow Up Reviews (attributes <90% accuracy)	37	9/9/2026	10/29/2026							
TWC Annual Monitoring	80	7/13/2026	10/30/2026							
Avg Duration or Effort (days, excludes Other) —	45			49	45	4				
Multi-tasking (% days overlapping projects) —	36.4%			0.0%						

Duration : total days from start to finish (includes some holidays); Effort (or Work) : actual number of days spent on each project.

Modification Notes

*** *The Duration is not equal to the time that the contractors are actively involved in the project - it includes additional internal Q1 work (e.g., desk and policy review, tool development, etc.)*



Training Schedule

Est. Dates	Num	Topic
Part 1: Workforce Development & Local Boards		
Completed	1	Workforce Development System
July-Aug	2	Local Workforce Development Boards
Part 2: Board Agreements and Contracts		
Feb-Mar	3	Local Plan
	4	High Performing Board
Part 3: Labor Market Assessment & Planning		
Apr-May	5	Employment-Related Measures I
	6	Employment-Related Measures II
Part 4: Contracts		
Jun-Jul	7	TWC Agreements and Grants
	8	WSA Contracts
Part 5: Workforce Policies		
Aug-Sept	9	Federal & State Guidance
	10	Local Policies
Part 6: Performance		
Oct-Nov	11	TWC-Contracted Performance
	12	Locally-Developed Performance
Part 7: Internal Controls		
Dec-Jan	13	Risk Assessment
	14	Quality Assurance & Quality Control

Alternatives:

- The monitoring plan helps retain QA's certification in preventing waste, fraud, and abuse and ensuring resources are efficiently and effectively invested in productive and allowable activities.
- The training plan helps staff gain a greater understanding of the workforce development mission and environment as one of the 28 workforce boards in Texas serving job seekers and employers.

Fiscal Impact:

- External Program Monitoring contract with Ms. Christine Nguyen, CPA: \$225,000.
- Staff Training: No reportable costs.

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Recommendation:

- **Program Monitoring Timeline:** QA will continue transitioning the informal reviews to the formal Follow-Up reports and will provide updates to the Board.
- **Training Schedule:** Dr. Ricardo will continue scheduling the training not only for WSA directors and managers but also for all staff. The training topics and schedule will be adjusted as may be needed.

Next Steps: QA will:

- Continue implementing the monitoring timeline, make any necessary adjustments as they arise, and report the outcomes of the engagements to the Board.
- Provide the staff training as planned, gather feedback from the Board, CEO, and staff, and continue instilling a workforce development-oriented culture framed within WSA's goals and mission.

ATTACHMENTS: None.



MEMORANDUM

To: Executive Committee
From: Adrian Lopez, CEO
Presented By: Victoria Rodriguez, Director of Workforce Services
Date: February 20, 2026
Subject: Program Briefing

Summary: Workforce Solutions Alamo (WSA) continues to advance its mission through multiple TWC-funded initiatives that expand access to education, training, and employment opportunities across the region.

Strategic Goals: This agenda item aligns with the following goal(s) in the Strategic Plan: Goal 1: Texas Talent Experts -Build a statewide network of Texas Talent Experts to support workforce development by identifying skill gaps, advising employers and jobseekers, and promoting talent recruitment and retention across Texas.

Analysis: Below is a summary of key updates on current projects.

Externship for Teachers: Workforce Solutions Alamo (WSA) was recently awarded the Externship for Teachers grant, which will run through the summer until August. This grant supports collaboration with Independent School Districts (ISDs) and strengthens educators' understanding of workforce development and regional career pathways.

Partners for Reentry Opportunities in Workforce Development (PROWD): Implement evidence-based, dedicated services that will improve the outcomes for individuals

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currently in or recently released from the custody of the Federal Bureau of Prisons (FBOP).

Total Participants: 204
Received Training: 160
Completed Training: 156
Received Mentoring: 16
Job Placement: 140
Credential Attainment: 147
MSG – Skills Progression: 147
Total Exits: 138

Student HireAbility Navigators (SHN): On February 12, 2025, Workforce Solutions Alamo will host the Alamo Helping Hands Career & College Expo at the WSA O'Connor Career Center, which is currently under development in collaboration with neighboring workforce boards. Additionally, WSA is leading the planning and coordination of a Self-Advocacy and Disability Virtual Event for Youth in Transition. Looking ahead, on April 22, 2026, Navigator Onyejiako will host the second Reverse Job Fair for approximately 25 Project SEARCH participants at the Datapoint Career Center, in partnership with Serco and C2 BSR, with support from Industry Recruitment and a VR Employee Specialist.

Alternatives: These items reflect WSA's ongoing work across various services and TWC-funded grants and will require updates as they progress through their respective timelines.

Fiscal Impact: These grants total approximately \$2.2 million and have demonstrated a strong return on investment through their positive impact on both employers and job seekers.

Recommendation: Staff recommend continuing to support these initiatives by pursuing reapplications and seeking similar funding opportunities to sustain and expand these activities.

Next Steps: Staff will continue to update the board on the progress of these projects.

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MEMORANDUM

To: Executive Committee
From: Eric Vryn, Chief Process Officer
Date: February 20, 2026
Subject: Update: Enterprise Risk Management (ERM) Tool

Purpose:

This memo provides an update on WSA's ERM tool development, summarizes the material changes from the prior version to the current release candidate, and outlines an implementation approach designed to support consistent risk intake, documentation, and leadership decision-making across divisions.

*The project aligns with **Supporting Texas Talent and Economic Growth - Goal 2, Service Optimizers**, in our strategic plan. Enhance the efficiency, quality, and accessibility of workforce services delivered by the Texas Workforce Commission (TWC), ensuring Texans experience seamless access to job training, unemployment benefits, and career support.*

Summary:

Since the last committee update, the ERM tool has progressed from an early-stage, category-weighted intake concept to a more mature, exportable risk assessment tool suitable for enterprise use. The initial version relied on a 13-question, weighted-category approach that produced a directional score but limited the ability to document risk logic, evidence, and decision gates consistently across departments

The current version is a shareable HTML-based tool generated through Python-coded logic, designed to be simple for staff to access and use (drag-and-drop to a desktop). It captures risk assessments through 32 structured sections combining free-text fields and weighted/scored fields. Once completed, the output can be exported to Word, Excel, or PDF for review within the originating department and for escalation to agency leadership when warranted.

Separately, the tool was applied as a practical test case to support risk evaluation for an upcoming procurement action. Consistent with FMGC expectations and the integrity of the pending solicitation, this memo does not describe the procurement or its contents. The limited point is methodological: using a real-world, time-bound decision context surfaced where the tool needed

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tighter definitions, stronger prompts, and clearer gating outputs to be operationally useful and defensible.

Evolution from Prior Version to Current Version:

- **Prior version (baseline):**
 - Structure: 13 questions across weighted categories
 - Primary strength: fast, directional scoring and prioritization
 - Primary limitation: insufficient structure for consistent risk statements, controls, evidence expectations, and approval “gates” across divisions; outputs were harder to translate into committee-ready documentation
- **Current version (release candidate):**
 - Structure: 32 sections with a mix of free-text narrative fields and weighted/scored fields
 - Primary strength: produces a standardized, discussion-ready output that supports (a) clear risk articulation, (b) documented controls/mitigations, (c) open items and decision conditions, and (d) consistent escalation to leadership
 - Usability: HTML format that staff can open locally via simple drag-and-drop; tool logic is maintained in Python, but the user experience is intentionally low-friction
 - Outputs: export to Word/Excel/PDF, enabling consistent review workflows and documentation retention.

Risk Analysis Framework:

The tool is designed to support a universal ERM intake across WSA divisions while preserving the operational context that makes risks actionable. The scoring framework remains a means to structure attention—not a substitute for management judgment.

- i. **Inherent risk scoring:** the tool supports standardized scoring to compare and triage risks across initiatives.
- ii. **Risk Snapshot:** a summary view derived from the highest scoring risks, intended to provide leadership an “at-a-glance” risk posture and highlight where governance attention is required.
- iii. **Residual risk:** explicitly treated as dependent on the existence and quality of controls and evidence; where controls are planned but not implemented (or not evidenced), residual risk may remain unknown and should be documented as such.

Implementation Approach:

The practical use of the tool in a real decision environment (including a procurement-adjacent test case) clarified what is required for enterprise deployment: consistency, documentation discipline,



and governance gates. The following implementation approach reflects those lessons without referencing protected procurement details.

i. Standard-setting before scale

- Before broad rollout, WSA should establish a minimum enterprise standard for:
- what constitutes an acceptable risk statement (clear event + impact, no ambiguity)
- definitions for scoring levels to reduce inter-department scoring drift what qualifies as a “control in place” vs. a “planned mitigation”
- documentation expectations (what evidence closes an item; what is acceptable as interim evidence)

ii. Pilot with calibration and governance focus

- A controlled pilot should be executed in a small number of high-leverage areas (commonly Programs and Procurement/Contracts), not to “prove” the tool, but to calibrate how staff apply scoring and how leadership uses outputs. The procurement-adjacent test case demonstrated that the tool is most valuable when it forces clarity around:
 - what is known vs. unknown at the decision point
 - which items are true “gates” (must be closed before release/approval)
 - what evidence is required to reduce likelihood or consequence credibly

iii. Convert outputs into operating cadence

The tool should feed a repeatable governance rhythm: department review → cross-functional risk review (as needed) → executive/committee reporting when thresholds are met. The goal is not additional paperwork; it is consistent, defensible decision support.

iv. Training and adoption controls

Deployment should include short, role-based training (authors, reviewers, approvers) and a basic quality control step (spot-checks for scoring rationale, completeness, and evidence alignment). The tool’s value is degraded if narrative quality and evidence expectations vary widely by team.

Next Steps:

i. Near-term (0–30 days)

- Finalize tool definitions (scoring anchors, required fields, minimum quality standards).
- Deployment to board staff
- Define approval gates: who can proceed with open items, and under what documented conditions.
- Run a pilot cycle and produce a short calibration brief (common scoring variances; recurring unknowns; output usability for decision-making).



ii. **Mid-term (30–90 days)**

- Establish enterprise reporting thresholds (what triggers escalation to executives/committee).
- Formalize record retention practices for outputs (Word/Excel/PDF) to support audit defensibility.
- Expand rollout by division with periodic recalibration to prevent scoring drift.

Fiscal Impact

No Fiscal Impact. The tool is intended as a low-barrier, early-stage risk forecasting aid—deployable with existing staff capacity through simple local distribution (HTML file). Any fiscal impact is more likely to stem from the mitigations it drives—added monitoring, documentation controls, data validation, or operational changes—rather than from the tool itself. The level of effort should be measured during early deployment and reported as a planned implementation output.

Attachments: None.



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Director Procurement and Contracts Management

Date: February 20, 2026

Subject: Facility Management Process and Strategy

Summary: This memo is provided as a briefing on ongoing actions currently underway to improve efficiency within the Facilities Department by increasing visibility, strengthening tracking, and improving the use of available resources related to facilities issues and incidents across centers.

No action is required at this time.

This memo aligns with Supporting Texas Talent and Economic Growth - Goal 2, Service Optimizers, in our strategic plan.

Analysis: Historically, facilities-related issues, maintenance requests, and incidents across centers have been communicated primarily through email. While this approach allowed issue notification, it did not provide a reliable method to track issues from report to resolution, analyze trends, or consistently document outcomes to support oversight and reporting.

To address these gaps, standardized tools and reporting systems are being implemented using Monday.com to support centralized oversight of facilities-related activity. These efforts include:

- **Standardized Forms and Checklists**- Creation of uniform forms and checklists to consistently capture facility issues, maintenance needs, and incidents across centers, ensuring required information is collected and documented.

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- **Facility Issue and Incident Tracking**- Establishment of workflows that allow reported issues and incidents to be logged, assigned, and tracked through resolution, providing visibility into status, response time, and completion.
- **Dashboards and Reporting**- Development of dashboards to support aggregate-level reporting on facility issues, recurring concerns, response timelines, and workload trends. These dashboards are intended to support leadership and oversight review.
- **Automated Status Notifications**- Use of system automations to provide requestors with updates as their requests move through the process. These notifications improve transparency, reduce follow-up inquiries, and ensure stakeholders are informed as items are received, assigned, and resolved.
- **Improved Documentation and Accountability**- Moving away from email-only processes improves documentation, reduces the risk of missed or unresolved issues, and supports consistent recordkeeping over time.

At the same time, opportunities have been identified to improve how existing resources are leveraged by:

- Utilizing software tools to reduce manual tracking and follow-up
- Supporting clearer visibility into how facilities-related work is distributed at the contract level, in-house teams and specialized contractors.

The anticipated outcomes of these improvements include:

- Increased efficiency and consistency in facilities oversight
- Improved ability to monitor response timelines and resolution
- Better identification of recurring facility issues
- Reliable reporting to support decision-making
- Ensure that facilities are maintained to consistent standards and presented uniformly across all centers

Fiscal Impact: While these improvements are primarily operational, they also support improved financial management by:



- Providing data that supports more accurate forecasting of facilities needs and related costs
- Improving visibility into trends, recurring issues, and contractor utilization to inform budgeting decisions

Alternatives: None

Next Steps: Next steps include finalizing the tools and workflows, conducting testing to validate functionality, making any necessary modifications, developing standard operating procedures (SOPs), and implementing the finalized processes across centers.

Attachment: N/A



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented By: Kristen Rodriguez, Director of Procurement and Contracts Management

Date: February 20 , 2026

Subject: Procurement Schedule

Summary: The purpose of this memo is to provide the Audit & Finance Committee with a briefing on upcoming re-procurements in the procurement pipeline This memo aligns with Supporting Texas Talent and Economic Growth - Goal 2, Service Optimizers, in our strategic plan.

Analysis: Procurement staff is preparing a series of re-procurements for existing contracts that are approaching expiration or renewal limits. These solicitations are intended to ensure continuity of services, maintain compliance with FMGC, and evaluate current scopes, pricing, and performance.

All procurements outlined below represent existing services or agreements and are not new initiatives. Each re-procurement will follow competitive procurement requirements and applicable threshold approvals.

Procurement	Contract End Date	Planned Solicitation Release	Anticipated Board
Website Hosting, Management & Digital Services	Aug 2026	Late Feb 2026	May/June 2026
Cybersecurity Services	Aug 2026	Late Feb 2026	May/June 2026
Management and Operations of Youth Services	Sept 2026	Mid Feb 2026	July 2026

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Childcare Professional Development Training Services	Sept 2026	Mid Feb 2026	July 2026
Program Monitoring Services	Oct 2026	Mid Feb 2026	July 2026
Cloud Services	Sept 2026	Late Feb 2026	July 2026
Seguin Lease	January 2027	NA	May/ June 2026
External Evaluators	NA	March 2026	NA

Fiscal Impact: The fiscal impact associated with each re-procurement is contingent upon the approval and availability of applicable funding sources and department budgets. Most of these contracts are anticipated to exceed \$150,000 annually and will be brought individually for Board review and approval in accordance with established authority thresholds.

Next Step: Procurement staff will proceed with the following steps for each re-procurement, as appropriate:

- Confirm approved funding sources and authorized department budgets
- Finalize scopes of work and procurement documents
- Issue solicitations in alignment with the planned procurement schedule
- Bring individual contracts forward for Audit & Finance Committee and/or Board review and approval, as required



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, Chief Executive Officer

Presented by: Gabriela Navarro Garcia, Controller

Date: February 20, 2026

Regarding: **Financial Report – December 31, 2025**

SUMMARY: Financial reports through December 31, 2025, have been prepared for the fiscal year October 1, 2025, through September 30, 2026; the straight-line expenditure benchmark is 25% of the budget. The board regularly analyzes Corporate and Facility Budgets in addition to the Grant Summary Report to monitor budgets against actual expenditures.

CORPORATE BUDGET:

Expenditures	% Expensed	Comments
Personnel	23.18%	The personnel expenditures are acceptable within the budget.
Board Facility	25.21%	The WSA Board facility expenditures are acceptable and within the budget.
Equipment	20.16%	The equipment expenditures are acceptable and within the budget.
General Office Expense	16.06%	The primary budget surplus is due to the insurance contingency.
Professional Services	10.77%	This variance consists in a timing difference in monitoring expenditures. Legal and professional services related to temporary staffing are utilized as needed to support the agency.
Board Training & Development	5.00%	Increase in expenditures are expected to reflect in the next month following the TWC conference travel closeouts.
Total Expense	20.27%	

Corporate expenditure represents 3.94% of overall expenditures, and demonstrating a budget surplus of approximately 4.73% through December 2025.

FACILITIES AND INFRASTRUCTURE BUDGET:

Expenditures	% Expensed	Comments
Overall	24.14%	The facility expenditures represent 3.43% of the overall expenditures and reflecting a .86% straight-line budget surplus. This is an acceptable variance.

ACTIVE GRANTS ONLY (TWC):

Grant	End date	Budget	% Expense	Comments
25TAF Temporary Assistance for Needy Families	10/31/2025	\$6,590,722	98.46%	The board is currently closing out the grant and are expecting an estimate of \$140,000 unutilized funds.
25CCQ – Child Care Quality	10/31/2025	\$4,412,859	97.92%	The grant was underspent due to the vacancies of mentor staff.
25MTC – Military to Civilian Employment Program	04/30/2026	\$225,085	31.82%	Expenditures are expected to increase in the next months.
25VR1 - SEAL	09/30/2026	\$900,000	1.20%	TWC increased targets from 128 to 256, and are expecting to expend more funds than previous year

ACTIVE GRANTS ONLY (NON-TWC):

Grant	End date	Budget	% Expense	Comments
DOL Building Pathways	09/30/2029	\$2,000,000	3.28%	Grant received for a 4-year period. Expenditures will start increasing in the next months.
22RTW	05/31/2025	\$65,554,565	58.23%	Expenditures will continue to be realized in the following months as outstanding invoices come in for training started in the contract period.
25RTW	05/31/2026	\$11,114,758	46.09%	Expenditures will be reflected in the coming months as outstanding invoices come in for training started in the contract period.

ATTACHMENTS: Financial Statements – December 2025

Workforce Solutions Alamo
Corporate Expenditure Report
FY 2025 - 2026
as of December 2025

	Annual Budget	YTD Expenses	% Expensed	Balance
PERSONNEL				
Salaries/Wages	\$ 4,349,164	\$ 1,040,065	23.91%	\$ 3,309,099
Fringe Benefits	1,057,498	258,563	24.45%	798,935
Staff Travel	153,874	11,257	7.32%	142,617
Staff Training & Development	112,000	5,276	4.71%	106,724
PERSONNEL SUBTOTAL:	\$ 5,672,536	\$ 1,315,162	23.18%	\$ 4,357,374
BOARD FACILITY				
Rent	\$ 481,749	\$ 120,975	25.11%	\$ 360,774
Storage	\$ 3,600	\$ 2,871	79.75%	\$ 729
Maintenance and Repair	15,029	2,316	15.41%	12,713
BOARD FACILITY SUBTOTAL:	\$ 500,378	\$ 126,162	25.21%	\$ 374,216
EQUIPMENT/RELATED COSTS				
Equipment Purchases	\$ 120,700	\$ 6,284	5.21%	\$ 114,416
Equipment Rental	-	3,534	0.00%	(3,534)
Repair & Maintenance	-	-	0.00%	-
Software Licenses & Maintenance	163,864	47,552	29.02%	116,312
EQUIPMENT/RELATED COSTS SUBTOTAL:	\$ 284,564	\$ 57,370	20.16%	\$ 227,194
GENERAL OFFICE EXPENSES				
Communications	\$ 14,618	\$ 11,772	80.53%	\$ 2,846
Advertising	1,000	-	0.00%	1,000
Insurances	268,981	16,490	6.13%	252,492
Office Supplies	18,000	991	5.51%	17,009
Postage/Shipping/Other	4,200	11	0.26%	4,189
Printing, Binding & Reproduction	7,000	1,377	19.67%	5,623
Publications & Subscriptions	11,829	2,930	24.77%	8,899
Dues	14,580	2,742	18.81%	11,838
Marketing (External)	100,000	13,592	13.59%	86,408
Miscellaneous Costs	26,000	1,079	4.15%	24,921
Non Federal	50,000	31,914	63.83%	18,086
GENERAL OFFICE EXP SUBTOTAL:	\$ 516,208	\$ 82,898	16.06%	\$ 433,310
PROFESSIONAL SERVICES				
Legal Services-Corporate	\$ 125,000	\$ 23,700	18.96%	\$ 101,300
Legal Services-Other	75,000	3,351	4.47%	71,649
Audit	82,000	-	0.00%	82,000
Monitoring (Contractor)	435,000	-	0.00%	435,000
Professional Services	939,124	147,013	15.65%	792,111
Payroll Fees	41,566	8,826	21.23%	32,740
PROFESSIONAL SERVICES SUBTOTAL:	\$ 1,697,690	\$ 182,890	10.77%	\$ 1,514,800
BOARD EXPENSES				
Board Member Travel	\$ 15,000	\$ -	0.00%	\$ 15,000
Board Member Training/Development	20,000	-	0.00%	20,000
Board Meetings & Misc. Costs	10,000	2,250	22.50%	7,750
BOARD EXPENSES SUBTOTAL:	\$ 45,000	\$ 2,250	5.00%	\$ 42,750
TOTAL EXPENSES	\$ 8,716,376	\$ 1,766,731	20.27%	\$ 6,949,645
SUMMARY:				
Personnel	\$ 5,672,536	\$ 1,315,162	23.18%	\$ 4,357,374
Board Facility	500,378	126,162	25.21%	374,216
Equipment/Related Costs	284,564	57,370	20.16%	227,194
General Office Expenses	516,208	82,898	16.06%	433,310
Professional Services	1,697,690	182,890	10.77%	1,514,800
Board Expenses	45,000	2,250	5.00%	42,750
TOTAL CORPORATE EXPENSES	\$ 8,716,376	\$ 1,766,731	20.27%	\$ 6,949,645

Workforce Solutions Alamo
Facilities & Infrastructure Report
FY 2025 - 2026
as of December 2025

Category	FY 2025	FY 2026	% Department	FY 2025
Workforce Facilities	6,386,802 \$	1,541,473	24.14%	4,845,329
TOTAL FACILITIES EXPENSES	6,386,802 \$	1,541,473	24.14%	4,845,329

Workforce Solutions Alamo
Grant Summary Report
FY 2025-2026
as of December 2025

Grant	Grant Awards	Remaining Balance as 9/30/25	FY26 Budget	Expenses FY 25 - 26	Total Grant Expenses	Grant Balance	Grant Expended	Months Remaining
2024 WIOA ADULT SERVICES	\$ 5,578,777.00	\$ 1,105,334.52	\$ 711,240	\$ 261,307.33	\$ 4,732,749.81	\$ 944,027.19	84.87%	6
2025 WIOA ADULT SERVICES	\$ 4,836,736.00	\$ 4,836,736.00	\$ 4,836,736	\$ 861,705.20	\$ 861,705.20	\$ 3,975,030.80	17.82%	18
2024 WIOA DISLOCATED WORKER	\$ 4,670,305.00	\$ 1,586,424.86	\$ 888,175	\$ 690,628.36	\$ 3,794,508.70	\$ 875,796.30	81.25%	6
2025 WIOA DISLOCATED WORKER	\$ 4,111,151.00	\$ 4,111,151.00	\$ 4,111,151	\$ 390,437.26	\$ 390,437.26	\$ 3,720,713.74	9.50%	18
2024 WIOA YOUTH SERVICES	\$ 5,910,587.00	\$ 1,711,953.00	\$ 1,048,918	\$ 26,067.98	\$ 4,224,701.98	\$ 1,685,885.02	71.48%	6
2025 WIOA YOUTH SERVICES	\$ 5,087,523.00	\$ 4,793,925.53	\$ 5,087,523	\$ 873,923.71	\$ 1,167,521.18	\$ 3,920,001.82	22.95%	18
WIOA RAPID RESPONSE	\$ 51,557.00	\$ 37,431.78	\$ 46,805	\$ 15,657.83	\$ 29,783.05	\$ 21,773.95	57.77%	6
WIOA RAPID RESPONSE **	\$ -	\$ -	\$ 1,432	\$ 0	\$ 0	\$ -	0.00%	18
NATIONAL DISLOCATED WORKER GRANT - DISASTER RECOVER	\$ 723,455.00	\$ -	\$ -	\$ 464.71	\$ 464.71	\$ 722,990.29	0.06%	21
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	\$ 6,590,722.00	\$ 523,032.08	\$ 252,119	\$ 421,390.06	\$ 6,489,079.98	\$ 101,642.02	98.46%	6
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	\$ 6,636,840.00	\$ -	\$ 6,636,840	\$ 1,109,931.00	\$ 1,109,931.00	\$ 5,528,909.00	16.72%	10
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	\$ 1,031,512.00	\$ -	\$ 1,268,933	\$ 331,781.50	\$ 331,781.50	\$ 699,730.50	32.16%	9
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	\$ 105,000.00	\$ -	\$ -	\$ -	\$ -	\$ 105,000.00	0.00%	9
NON CUSTODIAL PARENT	\$ 437,578.00	\$ 432,122.95	\$ 351,409	\$ 102,767.69	\$ 108,222.74	\$ 329,355.26	24.73%	9
CC SRVCS FORMULA ALLOCATION-CCF	\$ 125,506,409.00	\$ 4,525,602.41	\$ 0	\$ 4,526,603.43	\$ 125,507,410.02	\$ (1,001.02)	100.00%	6
CC SRVCS FORMULA ALLOCATION-CCF	\$ 120,587,242.00	\$ 120,587,242.00	\$ 120,587,242	\$ 20,990,393.68	\$ 20,990,393.68	\$ 99,596,848.32	17.41%	12
CC DVLPMNT FUND LOCAL MATCH - CCM	\$ 7,595,230.00	\$ 6,067,013.86	\$ 4,108,087	\$ 6,067,013.86	\$ 7,595,230.00	\$ -	100.00%	6
CC DVLPMNT FUND LOCAL MATCH - CCM **	\$ -	\$ -	\$ 7,538,082	\$ -	\$ -	\$ -	0.00%	12
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	\$ 8,963,129.00	\$ 425,739.35	\$ -	\$ 0	\$ 8,537,389.65	\$ 425,739.35	95.25%	6
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	\$ 8,722,082.00	\$ 8,216,824.61	\$ 8,109,321	\$ 2,092,482.63	\$ 2,597,740.02	\$ 6,124,341.98	29.78%	12
TRADE ACT SERVICES	\$ 5,000.00	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000.00	0.00%	9
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	\$ 687,237.00	\$ 57,169.28	\$ -	\$ 60,125.94	\$ 670,193.86	\$ (2,956.66)	100.44%	6
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	\$ 787,839.00	\$ -	\$ 570,891	\$ 152,878.62	\$ 152,878.62	\$ 634,960.38	19.40%	12
RESOURCE ADMIN GRANT **	\$ -	\$ -	\$ 11,857	\$ 0	\$ 0	\$ -	0.00%	9
TEXAS VETERANS COMMISSION **	\$ -	\$ -	\$ 289,138	\$ 80,235.92	\$ 80,235.92	\$ (80,235.92)	0.00%	9
CC QUALITY - CCQ	\$ 4,412,859.00	\$ 560,356.21	\$ 309,758	\$ 468,623.45	\$ 4,321,126.24	\$ 91,732.76	97.92%	6
CC QUALITY - CCQ	\$ 4,999,269.00	\$ -	\$ 4,999,269	\$ 563,652.46	\$ 563,652.46	\$ 4,435,616.54	11.27%	12
QUALITY IMPROVEMENT ACTIVITY	\$ 4,069,145.00	\$ 435,294.81	\$ -	\$ 435,294.81	\$ 4,069,145.00	\$ -	100.00%	6
QUALITY IMPROVEMENT ACTIVITY	\$ 4,732,602.00	\$ -	\$ 4,732,602	\$ 540,175.00	\$ 540,175.00	\$ 4,192,427.00	11.41%	10
REEMPLOYMENT SERVICES - REA	\$ 1,628,778.00	\$ 235,484.31	\$ -	\$ 219,073.58	\$ 1,612,367.27	\$ 16,410.73	98.99%	2
REEMPLOYMENT SERVICES - REA	\$ 1,437,723.00	\$ -	\$ 918,281	\$ 344,410.65	\$ 344,410.65	\$ 1,093,312.35	23.96%	9
PARTNERS FOR REENTRY OPPORTUNITIES IN WD (PROWD)	\$ 1,174,500.00	\$ 719,903.20	\$ 374,722	\$ 60,658.57	\$ 515,255.37	\$ 659,244.63	43.87%	21
MILITARY TO CIVILIAN EMPLOYMENT PROGRAM	\$ 225,085.00	\$ 188,650.62	\$ 127,327	\$ 35,180.71	\$ 71,615.09	\$ 153,469.91	31.82%	4
MILITARY TO CIVILIAN EMPLOYMENT PROGRAM **	\$ -	\$ -	\$ 93,785	\$ -	\$ -	\$ -	0.00%	6
TEACHER EXTERNSHIP	\$ 200,000.00	\$ 48,532.70	\$ -	\$ 39,661.97	\$ 191,129.27	\$ 8,870.73	95.56%	3
TEACHER EXTERNSHIP **	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	0.00%	6
STUDENT HIREABILITY NAVIGATOR	\$ 210,000.00	\$ 184,666.21	\$ 192,500	\$ 46,332.21	\$ 71,666.00	\$ 138,334.00	34.13%	8
STUDENT HIREABILITY NAVIGATOR **	\$ -	\$ -	\$ 17,500	\$ -	\$ -	\$ -	0.00%	6
VOCATIONAL REHABILITATION-VR INFRA SUPPORT	\$ 798,861.23	\$ 734,881.36	\$ 732,289	\$ 191,770.97	\$ 255,750.84	\$ 543,110.39	32.01%	8
VOCATIONAL REHABILITATION-VR INFRA SUPPORT**	\$ -	\$ -	\$ 66,572	\$ -	\$ -	\$ -	0.00%	6
PAID WORK EXPERIENCE (PWE)	\$ 187,500.00	\$ -	\$ 187,500	\$ 0	\$ 0	\$ 187,500.00	0.00%	21
TRAINING & EMPLOYMENT NAVIGATOR PILOT	\$ 195,856.00	\$ 36,655.55	\$ 111,918	\$ 6,241.51	\$ 163,441.96	\$ 32,414.04	83.45%	6
WORKFORCE COMMISSION INITIATIVES	\$ 100,250.00	\$ -	\$ 100,250	\$ 53,843.23	\$ 53,843.23	\$ 46,406.77	53.71%	9
SUMMER EARN & LEARN (SEAL)	\$ 900,000.00	\$ -	\$ 900,000	\$ 10,817.39	\$ 10,817.39	\$ 889,182.61	1.20%	9
SNAP EMPLOYMENT & TRAINING PARTNERSHIP	\$ 33,000.00	\$ -	\$ 30,000	\$ -	\$ -	\$ 33,000.00	0.00%	9
ADAM SCRIPPS FOUNDATION FUND	\$ 187,500.00	\$ 167,257.66	\$ 0	\$ -	\$ 20,242.34	\$ 167,257.66	10.80%	6
KRONKOWSKY FOUNDATION FUND	\$ 21,000.00	\$ 12,120.55	\$ 0	\$ 1,562.31	\$ 10,441.76	\$ 10,558.24	49.72%	6

Workforce Solutions Alamo
Grant Summary Report
FY 2025-2026
as of December 2025

Grant	Grant Awards	Remaining Balance as 9/30/25	FY26 Budget	Expenses FY 25 - 26	Total Grant Expenses	Grant Balance	Grant Expended	Months Remaining
READY TO WORK-COSA	\$ 65,554,565.00	\$ 27,674,317.98	0	\$ 493,783.71	\$ 38,174,030.73	\$ 27,380,534.27	58.23%	
READY TO WORK-COSA	\$ 11,114,758.14	\$ 8,307,439.07	\$ 11,114,758	\$ 2,315,969.78	\$ 5,123,288.85	\$ 5,991,469.29	46.09%	5
DOL BUILDING PATHWAYS	\$ 2,000,000.00	\$ 1,944,313.47	\$ 597,648	\$ 9,881.93	\$ 65,568.46	\$ 1,934,431.54	3.28%	46
TEXAS MUTUAL INS COMPANY CHARITABLE GRANT	\$ 100,000.00	\$ 1,367.84	0	0	\$ 98,632.36	\$ 1,367.64	98.63%	
TEXAS MUTUAL INS COMPANY CHARITABLE GRANT	\$ 62,500.00	\$ 62,500.00	0	0	0	\$ 62,500.00	0.00%	10
LIFT FUND	\$ 3,600.00	\$ 1,948.66	0	\$ 184.83	\$ 1,846.17	\$ 1,763.83	51.28%	
GRAND TOTAL	\$ 422,932,282.37	\$ 200,515,393.02	\$ 182,255,378	\$ 44,892,825.78	\$ 245,650,805.12	\$ 177,302,457.25		



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, Chief Executive Officer

Presented by: Gabriela Navarro Garcia, Controller

Date: February 20, 2026

Regarding: **Financial Analysis – SA Ready to Work**

SUMMARY: On November 3, 2020, City of San Antonio (COSA) voters approved the SA: Ready to Work ballot initiative, authorizing a 1/8th cent sales and use tax for four years to provide workforce development training and higher education to unemployed, underemployed, or underserved residents to obtain high-demand, well-paid careers, by Chapter 379A of the Texas Local Government Code ("the Better Jobs Act"). No further action has been requested at this time.

ANALYSIS: Under this initiative, Workforce Solutions Alamo (WSA) executed an agreement with the city of San Antonio to provide the services necessary to the SA Ready to Work program (the "Program"), which includes the following objectives: increase access to industry-recognized certification training and college; provide wraparound services and emergency funding to ensure successful completion of training and career placement; increase collaboration within the workforce ecosystem; and promote accountability and adaptability throughout the process.

FISCAL IMPACT: The award amount for this contract is One Hundred Five Million, Seven Hundred Eighty-One Thousand, Nine Hundred Fifty-Three Dollars (\$105,781,953), and it is funded through a grant by COSA. The term of this agreement began on May 13, 2022, with a three (3) year period. A one-year renewal agreement began June 1, 2025.

FISCAL UPDATE: The WSA fiscal department has served as a fiscal agent for Ready to Work partners. This memo is intended to provide an update on the current program's financial performance and challenges.

Expenditure Update:

2022-2025 RTW Contract

WSA has budgeted \$65,554,565 through May 2025. To date, \$38,174,031 has been expended. Final reconciliation is underway for training and emergency services costs, which are not yet reflected in the current reporting period.

3-Year Budget	Contract	Expenditures	Budget Balance
\$65,554,565.00		\$38,174,031	\$27,380,534

2025-2026 RTW Contract Renewal

WSA has executed a 1-year renewal with COSA beginning June 1, 2025, for \$11,114,758. WSA has expended \$5,123,289 through December 31, 2025.

1-Year Budget	Contract	Expenditures	Budget Balance
\$11,114,758		\$5,123,289	\$5,991,469

Program Challenges and Opportunities

Ready to Work is an evolving program, and the board continues to work through any program challenges by presenting solutions, focusing on opportunities to strengthen the program and achieve success for program recipients, providers, partners, and COSA.

Key updates are as follows:

1. Contract Renewals

- All subcontractors have successfully executed contract renewals, ensuring continuity of services and alignment with project goals.

2. Budget & Expenditures

- Current expenditures are at 46% of the total budget.
- There is a 11% straight-line variance, which is within an acceptable range.

3. Cashflow & Billing

- No cashflow issues reported.
- The board has adopted accrual-based billing, improving financial predictability and aligning revenue recognition with service delivery.

The board staff looks forward to continually working with the city to proactively identify and work through any challenges that may occur and will work to strengthen the financial and programmatic performance.



MEMORANDUM

To: Executive Committee

Presented by: Gabriela Navarro Garcia, Controller

Date: February 20, 2026

Regarding: **Client Expenditure Analysis**

SUMMARY: *Update and Possible Discussion on Support Services with TWC Programs and Ready to Work Funds.* The Board continues to monitor and analyze client support services for the fiscal year to identify the most common barriers for job training and job placement. The analysis will be utilized to have ongoing discussions with our partners to identify additional resources for our clients.

ANALYSIS: In the current Fiscal Year through December 2025, a total of \$322,405 has been expensed for support services to assist our clients.

TWC Programs: There is a slight increase in percentage allocated to rent support and transportation. Overall expenses total \$227,313, trending similar to FY25. Rent and transportation continue to be the highest costs for support services.

Client Expenditure Comparison - TWC Programs as of December 2025						
Category	FY24		FY25		FY26	
	FY24 Actuals	Allocation %	FY25 Actuals	Allocation %	FY26 Year-to-Date	Allocation %
Work Related	\$ 30,205	5.59%	\$ 105,232	11.38%	\$ 22,990	10.11%
Rent	\$ 201,270	37.27%	\$ 389,776	42.16%	\$ 108,552	47.75%
Utilities	\$ 31,049	5.75%	\$ 66,829	7.23%	\$ 21,307	9.37%
Transportation	\$ 194,106	35.95%	\$ 251,816	27.24%	\$ 71,664	31.53%
Incentives	\$ 45,056	8.34%	\$ 72,650	7.86%	\$ 2,800	1.23%
Youth - Support Services	\$ 38,313	7.10%	\$ 38,247	4.14%	\$ -	0.00%
TOTAL:	\$ 539,999	100.00%	\$ 924,550	100.00%	\$ 227,313	100.00%

Ready to Work – There is a significant increase in percentage allocated to rent support utilities and a slight reduction in percentage in Utility support. Overall expenses total \$95,091, trending \$20,000 more compared to FY25. Rent and Utilities continue to be the highest costs for support services.

Client Expenditure Comparison- Ready to Work as of December 2025						
Category	FY24		FY25		FY26	
	FY24 Actuals	Allocation %	FY25 Actuals	Allocation %	FY26 Year-to-Date	Allocation %
Rent	\$ 121,209	52.67%	\$ 110,448	37.59%	\$ 49,264	51.81%
Utilities	\$ 52,095	22.64%	\$ 87,881	29.91%	\$ 19,895	20.92%
Transportation	\$ 15,123	6.57%	\$ 37,360	12.71%	\$ 5,419	5.70%
Laptops/Computers	\$ 28,019	12.18%	\$ 22,918	7.80%	\$ 4,370	4.60%
Training Related	\$ 2,113	0.92%	\$ 8,243	2.81%	\$ 2,411	2.54%
Other: Medical, Legal, Food, Daycare, Loans	\$ 11,565	5.03%	\$ 26,988	9.18%	\$ 13,733	14.44%
TOTAL:	\$ 230,125	100.00%	\$ 293,838	100.00%	\$ 95,091	100.00%



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, Chief Executive Officer

Presented by: Gabriela Navarro Garcia, Controller

Date: February 20, 2026

Regarding: **County by County Expenditure Analysis**

SUMMARY: *Update and Possible Discussion on Service Delivery Expenditure by County.* The preparation of the annual budget considers allocation factors, under Texas Administrative Code, Chapter 800, Chapter B, Allocations. These allocations provide guidance in allocating funds by each county within the Service Delivery Area. TWC awards contracts in aggregate amounts to the Alamo region, requiring the board to serve participants throughout the region.

Upon request of local officials, the board continues to analyze expenditures by County to ensure that each county is receiving a fair share of the fund's allocation by state allocation factors.

ANALYSIS: The board has evaluated the initial budget allocation, year-to-date expenditures, and year-to-date variance analysis for each county. The budget and actual expenditures percentages through December 31, 2025, for Bexar and Rural Counties can be found in Table 1.

Table 1:

	TWC Programs			Child Care Funds			Other Funding		
	Actuals	Budget	Actuals %	Actuals	Budget	Actuals %	Actuals	Budget	Actuals %
Urban	3,698,400	4,990,898	74%	29,733,959	31,288,377	83%	1,001,148	649,742	83%
Rural	1,270,545	1,600,471	26%	5,950,475	6,307,213	17%	208,481	202,920	17%

Bexar County has a slight decrease from budget to actual for the TWC Programs. WSA's allocations are based on guidance from the TAC 800, actual expenditures are based on needs of a community.

There was a slight Decrease in the percentage allocated to Bexar County for TWC Programs. Overall, 82% expenditures were allocated to Bexar County and 18% to the Rural counties, representing 1% variance from the straight-line budget.

FISCAL IMPACT: The board will continue to monitor expenditure by county and work collaboratively with service providers to ensure proper outreach is being conducted in all counties to make funds and services available.

ATTACHMENTS: YTD County by County Expense to Budget Comparison Report

**Workforce Solutions Alamo
County by County Expense Report - TWC Programs
FY 2025 - 2026
as of December 2025**

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 650,035	2.47%	\$ 162,509	2.47%	\$ 134,672	2.71%	\$ 515,363
Bandera	\$ 252,588	0.96%	\$ 63,147	0.96%	\$ 55,416	1.12%	\$ 197,172
Bexar	\$ 19,963,591	75.72%	\$ 4,990,898	75.72%	\$ 3,698,400	74.43%	\$ 16,265,192
Comal	\$ 1,393,755	5.29%	\$ 348,439	5.29%	\$ 351,755	7.08%	\$ 1,042,000
Frio	\$ 440,372	1.67%	\$ 110,093	1.67%	\$ 86,642	1.74%	\$ 353,730
Gillespie	\$ 243,126	0.92%	\$ 60,781	0.92%	\$ 42,907	0.86%	\$ 200,219
Guadalupe	\$ 1,396,876	5.30%	\$ 349,219	5.30%	\$ 204,916	4.12%	\$ 1,191,960
Karnes	\$ 273,615	1.04%	\$ 68,404	1.04%	\$ 53,159	1.07%	\$ 220,456
Kendall	\$ 487,552	1.85%	\$ 121,888	1.85%	\$ 86,989	1.75%	\$ 400,564
Kerr	\$ 398,146	1.51%	\$ 99,537	1.51%	\$ 100,150	2.02%	\$ 297,996
McMullen	\$ 78,263	0.30%	\$ 19,566	0.30%	\$ 3,081	0.06%	\$ 75,182
Medina	\$ 341,762	1.30%	\$ 85,441	1.30%	\$ 68,196	1.37%	\$ 273,566
Wilson	\$ 445,793	1.69%	\$ 111,448	1.69%	\$ 82,661	1.66%	\$ 363,132
TOTAL	\$ 26,365,475	100.00%	\$ 6,591,369	100.00%	\$ 4,968,945	100.00%	\$ 21,396,530
SUMMARY:							
Location	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Urban	\$ 19,963,591	76%	\$ 4,990,898	76%	\$ 3,698,400	74%	\$ 16,265,192
Rural	\$ 6,401,883	24%	\$ 1,600,471	24%	\$ 1,270,545	26%	\$ 5,131,338
TOTAL	\$ 26,365,475	100.00%	\$ 6,591,369	100.00%	\$ 4,968,945	100.00%	\$ 21,396,530

Workforce Solutions Alamo
County by County Expense Report - Child Care
FY 2025 - 2026
as of December 2025

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 2,487,398	1.65%	\$ 621,849	1.65%	\$ 846,027	2.37%	\$ 1,641,371
Bandera	\$ 838,346	0.56%	\$ 209,587	0.56%	\$ 108,886	0.31%	\$ 729,460
Bexar	\$ 125,153,510	83.22%	\$ 31,288,377	83.22%	\$ 29,733,959	83.32%	\$ 95,419,551
Comal	\$ 3,701,983	2.46%	\$ 925,496	2.46%	\$ 1,204,865	3.38%	\$ 2,497,118
Frio	\$ 1,395,962	0.93%	\$ 348,990	0.93%	\$ 318,311	0.89%	\$ 1,077,650
Gillespie	\$ 721,294	0.48%	\$ 180,323	0.48%	\$ 172,796	0.48%	\$ 548,498
Guadalupe	\$ 7,079,848	4.71%	\$ 1,769,962	4.71%	\$ 1,408,471	3.95%	\$ 5,671,377
Karnes	\$ 1,021,494	0.68%	\$ 255,374	0.68%	\$ 116,603	0.33%	\$ 904,891
Kendall	\$ 1,247,742	0.83%	\$ 311,936	0.83%	\$ 310,209	0.87%	\$ 937,533
Kerr	\$ 2,838,123	1.89%	\$ 709,531	1.89%	\$ 435,329	1.22%	\$ 2,402,794
McMullen	\$ 37,329	0.02%	\$ 9,332	0.02%	\$ 11,192	0.03%	\$ 26,136
Medina	\$ 2,352,148	1.56%	\$ 588,037	1.56%	\$ 687,622	1.93%	\$ 1,664,525
Wilson	\$ 1,507,186	1.00%	\$ 376,796	1.00%	\$ 330,164	0.93%	\$ 1,177,022
TOTAL	\$ 150,382,361	100.00%	\$ 37,595,590	100.00%	\$ 35,684,434	100.00%	\$ 114,697,927

SUMMARY:							
Location	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Urban	\$ 125,153,510	83%	\$ 31,288,377	83%	\$ 29,733,959	83%	\$ 95,419,551
Rural	\$ 25,228,851	17%	\$ 6,307,213	17%	\$ 5,950,475	17%	\$ 19,278,376
TOTAL	\$ 150,382,361	100%	\$ 37,595,590	100%	\$ 35,684,434	100%	\$ 114,697,927

Workforce Solutions Alamo
County by County Expense Report - Other Funding
FY 2025 - 2026
as of December 2025

County	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Atascosa	\$ 54,503	1.60%	\$ 13,626	1.60%	\$ 7,639	0.63%	\$ 46,864
Bandera	\$ 29,437	0.86%	\$ 7,359	0.86%	\$ 19,559	1.62%	\$ 9,877
Bexar	\$ 2,598,970	76.20%	\$ 649,742	76.20%	\$ 1,001,148	82.76%	\$ 1,597,822
Comal	\$ 217,433	6.38%	\$ 54,358	6.38%	\$ 51,394	4.25%	\$ 166,039
Frio	\$ 66,664	1.95%	\$ 16,666	1.95%	\$ 7,839	0.65%	\$ 58,824
Gillespie	\$ 21,586	0.63%	\$ 5,397	0.63%	\$ -	0.00%	\$ 21,586
Guadalupe	\$ 170,641	5.00%	\$ 42,660	5.00%	\$ 42,307	3.50%	\$ 128,333
Karnes	\$ 19,500	0.57%	\$ 4,875	0.57%	\$ 27	0.00%	\$ 19,473
Kendall	\$ 56,027	1.64%	\$ 14,007	1.64%	\$ 28,094	2.32%	\$ 27,933
Kerr	\$ 97,320	2.85%	\$ 24,330	2.85%	\$ 42,177	3.49%	\$ 55,143
McMullen	\$ 5,913	0.17%	\$ 1,478	0.17%	\$ -	0.00%	\$ 5,913
Medina	\$ 27,755	0.81%	\$ 6,939	0.81%	\$ 8,985	0.74%	\$ 18,770
Wilson	\$ 44,901	1.32%	\$ 11,225	1.32%	\$ 458	0.04%	\$ 44,443
TOTAL	\$ 3,410,649	100.00%	\$ 852,662	100.00%	\$ 1,209,629	100.00%	\$ 2,201,020

SUMMARY:							
Location	Annual Budget		Straight-line Budget		YTD Expenditures		Over/Under Budget
	Amount	%	Amount	%	Amount	%	
Urban	\$ 2,598,970	76%	\$ 649,742	76%	\$ 1,001,148	83%	\$ 1,597,822
Rural	\$ 811,679	24%	\$ 202,920	24%	\$ 208,481	17%	\$ 603,198
TOTAL	\$ 3,410,649	100%	\$ 852,662	100%	\$ 1,209,629	100%	\$ 2,201,020



MEMORANDUM

To: Executive Committee

Presented by: Gabriela Navarro Garcia, Controller

Date: February 20, 2026

Regarding: Fiscal Monitoring

SUMMARY: *Update and Possible Discussion on Financial Monitoring & Single Audit Reviews for Subrecipients.* Federal and State legislation and policies require recipients of federal funds to conduct a financial evaluation of the application of these funds on at least an annual basis. Properly conducted financial evaluations measure:

- The degree of compliance with applicable laws, regulations, policies, and procedures.
- Adequacy of management controls.
- Reliable information is captured, reported, and used to improve decision-making.
- Resources are efficiently, effectively used, and protected from waste, fraud, and abuse.
- Past, current, and projected effectiveness and efficiency of program administration.

Additionally, the Texas Workforce Commission's Financial Manual for Grants and Contracts (FMGC) requires boards to complete an annual single audit desk review before executing a contract renewal. The reviews were conducted by Christine Nguyen, CPA.

ANALYSIS: The Financial Monitoring reports for the City of San Antonio have been completed and closed for FY 24-25. The reports outlined any concerns Ms. Nguyen discovered during the review. The subrecipients had the opportunity to provide supporting documentation and/or respond to the observations and findings. The following items for each subrecipient were notated in the review.

COSA– Child Care Services

- I. Audit
 - a. The Annual Financial and Compliance Report in Accordance with the CFR Part 200 Uniform administrative requirements audit report for the period ending September 30, 2024, was reviewed. No issues were identified.
- II. Cash Management
 - a. No issues exceptions found.
- III. Expenditure Disbursement
 - a. Personnel Costs
No exceptions were found.

b. Non-Personnel Costs

1. One transaction did not have procurement documentation-Questioned Costs=total amounts charged to WSA.
2. Overstated on number of miles to be reimbursed. Costs questioned, \$22.24.

c. Provider Payments

1. We need evidence to justify rate variance.
2. We need evidence of ACH payments for four payments.

d. Parent Recoupment Payments

No exceptions were found.

IV. Insurance

- a. No exceptions were found.

FISCAL IMPACT: The board is finalizing resolution for disallowed costs that were identified in the review.

ATTACHMENTS:

Financial Monitoring Report for City of San Antonio



January 7, 2026

Ms. Melody Woosley
Director
Department of Human Services
City of San Antonio
P.O. Box 839966
San Antonio, TX 78283

Dear Ms. Woosley,

Federal and State legislation and policies require recipients of federal and state funds to conduct a financial evaluation of the application of such funds on at least an annual basis. To that purpose, Workforce Solutions Alamo (WSA), with the assistance of Ms. Christine Nguyen, CPA, has completed a *Financial Compliance Monitoring Report*, dated December 18, 2025 of City of San Antonio (COSA) in its capacity to deliver Child Care Services for Workforce Solutions Alamo (WSA) from June 1, 2024, through April 30, 2025.

The report and related attachments provide the results of the financial evaluation and identify the following areas that require resolution:

1. Expenditure Disbursements

Non-Personnel Costs Findings:

1. One transaction did not have procurement documentation. Questioned costs equal total amounts charged to WSA. *Attachment 1.*

Recommendation: Calculate the total amount charged to WSA for purchases with ODP and refund WSA.

2. Overstated on number of miles to be reimbursed. *Attachment 1.*

Recommendation: Refund of \$22.24 is due to WSA.

Provider Payments Findings:

1. We need evidence to justify rate variance.

Recommendation: Resolve remaining issues in *Attachment 2.*

2. We need evidence of ACH payments for four payments.

Recommendation: Resolve remaining issues in *Attachment 2.*

2. Financial & Other Reporting Requirements Findings:

1. For the FY25 CCS contract, we found that the amount reported to WSA exceeded the general ledger expenditures by \$2,489.24.

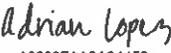
Recommendation: Address the above issues or refund WSA \$2,489.24

Your assistance in coordinating the refunding of these amounts to WSA and resolving these items by January 19, 2026, is appreciated.

We appreciate the cooperation and assistance your staff provided throughout the review and their outstanding efforts in successfully offering services to the urban and rural communities.

Please contact Gabriela Navarro Garcia, Controller, if you have questions or need further assistance.

Sincerely,

DocuSigned by:

A8660FAA8A94453

Adrian Lopez
Chief Executive Officer

cc: Esmeralda Apolinar Ramirez, WSA Sr. Accounting Manager.
Gabriela Navarro Garcia, WSA Controller.
Jessica Dovalina, COSA Assistant Director
Ana Cantu, COSA Fiscal Administrator
Stephen Gonzalez, COSA Fiscal Administrator

Attachments:

Financial Compliance Monitoring Report–WSA-COSA-FY25-08
24-25 COSA Report Attach 1
24-25 COSA Report Attach 2
24-25 COSA Report Attach 3

WORKFORCE SOLUTIONS - ALAMO
CITY OF SAN ANTONIO
Financial Compliance Monitoring Report
June 1, 2024-April 30, 2025
Report #: 24-25-WSA-COSA-08
Report Date: December 18, 2025

CHRISTINE H. NGUYEN
CERTIFIED PUBLIC ACCOUNTANT
4771 Sweetwater Blvd., #195
Sugar Land, TX 77479
(832) 215-9696

INTRODUCTION

Federal and State legislation and policies require recipients of federal funds to conduct a financial evaluation of the application of these funds on at least an annual basis.

Properly conducted financial evaluations measure:

- The degree of compliance with applicable laws, regulations, policies, and procedures.
- Adequacy of management controls.
- Reliable information is captured, reported, and used to improve decision-making.
- Resources are efficiently and effectively used and protected from waste, fraud, and abuse.
- Past, current, and projected effectiveness and efficiency of program administration.
- Financial and program performance relevant to organizational goals.

This report provides the results of the financial evaluation of:

1. City of San Antonio (COSA) in its capacity to deliver Child Care services for Workforce Solutions Alamo (WSA) for the period from June 1, 2024 through May 31, 2025.

The applicable sections of the current Texas Workforce Commission's Financial Monitoring Guide, applicable provisions from the OMB Circulars, federal and State regulations in concert with proprietary instruments and guides developed by **Christine H. Nguyen, CPA** were used in performing this financial evaluation.

The off-site review was conducted by Christine Nguyen, CPA, Michael Nguyen, CPA, Mary Yee, Mai Horio, Jack Nguyen, and Brittney Nguyen (the firm) beginning May 15, 2025. The Exit Conference was conducted on November 13, 2025. Additional documents were provided on November 21, 2025.

OVERVIEW

The scope of this financial evaluation included a review of the following areas:

- Audit / Monitoring
- Disbursements
- Provider Payments
- Financial Reporting
- Insurance
- Local Match
- Recoupment

The following review area resulted in instances of non-compliance or otherwise reportable conditions:

1. Disbursements
2. Financial Billing

The issues as identified in the Schedule of Financial Findings and Recommendations will be classified as either an observation or a finding:

- **Observation:** The financial areas as identified are not considered as non-compliance issues with federal and State rules and regulations or contract requirements. The intent for the recommendations of these observations is to strengthen the subcontractor's current accounting systems.
- **Finding:** The financial areas as identified are considered as non-compliance issues with federal and State rules and regulations or contract requirements. The subcontractor must implement a corrective action plan immediately to address these findings.

SCHEDULE OF FINANCIAL FINDINGS AND RECOMMENDATIONS

I. AUDIT

The audit reports for the period ended September 30, 2024 were reviewed. COSA has received an unmodified opinion for the audited period and is considered a low-risk auditee. There were no questioned costs that pertained to WSA programs.

II. CASH MANAGEMENT

The cash management system was evaluated to ensure that the following processes have been implemented:

1. To minimize the time lapse between the receipt of funds from WSA and disbursement of those funds.
2. To reconcile bank reconciliations timely.
3. To ensure that the fidelity bond coverage is sufficient to protect WSA from loss. To have written policies and procedures to document cash management processes.

The January 2025 through March 2025 bank reconciliations for Operating and Payroll accounts were reviewed. No exceptions found.

III. EXPENDITURE DISBURSEMENTS

The disbursement test was conducted to determine if personnel and non-personnel costs were expended in compliance with federal and State regulations and that expenditures were supported with sufficient documentation.

A. Personnel Costs

The firm selected 40 transactions. *No exceptions were identified.*

B. Non-Personnel Costs

The firm selected 25 transactions.

Findings

1. One transaction did not have procurement documentation-Questioned Costs=total amounts charged to WSA.
2. Overstated on number of miles to be reimbursed. Questioned Costs-\$22.24.

Attachment 1 details the questioned costs.

Recommendations

1. Calculated the total amount charged to COSA for purchases with ODP and refund to WSA.
2. Refund \$22.24 for questioned costs with mileage reimbursement.

C. Provider Payments

The firm randomly selected 40 customers for review. The elements tested are as follows:

1. Days billed accurately reflected on TWIST.
2. Accuracy of Parent Share of Cost deducted.
3. Accuracy of rate paid to Provider.

4. Evidence of Provider Agreement that is effective for reviewed payment.
5. Evidence of TWIST Payment Proof.
6. Verification that amounts of check proof and ACH Direct Deposit or Cancelled Payment Check match.

Findings

1. We need evidence to justify rate variance.
2. We need evidence of ACH payments for four payments.

Details are in **Attachment 2**.

Recommendation

1. Resolve the remaining issues in **Attachment 2**.

D. Parent Recoupment Payments

A financial compliance review of WSA's Child Care Services (CCS) Recoupment payments was conducted to evaluate the City of San Antonio's CCS staff's compliance with Texas Administrative Code, Title 40, Part 20, Chapter 809, Subchapter F: Fraud, Fact-Finding and Improper Payments; the Texas Workforce Commission (TWC), Child Care Services Guide, Part G: Fraud, Fact-Finding and Improper Payments; TWC Workforce Development Letter WD 21-16, Change 2: Requirements for Reporting and Fact-Finding for Suspected Fraud, Waste, Theft, Program Abuse Cases, and Recovery of Improper Payments—Update, July 30, 2021; and, WSA and COSA Child Care policies and procedures. Four (4) randomly selected child care recoupment payments. *No exceptions were found.*

IV. FINANCIAL & OTHER REPORTING

The following reports were reviewed:

- FY24 Closeout (CCDF)
- May 2025 (Project-to-date billing)
- Local Match

1. Financial Billings

Findings

1. For the FY25 CCS contract, we found that the amount reported to WSA exceeded the general ledger expenditures by \$2,489.24. Questioned Costs.

Recommendation

1. Refund WSA \$2,489.24.

2. Local Match

A financial compliance review of WSA's Child Care Services (CCS) Local Match payments was conducted to evaluate the City of San Antonio's CCS staff's compliance with relevant Federal, State, and WSA and COSA Child Care policies and procedures. The monitors reviewed ten (10) randomly selected local match certifications. **No issues were identified.**



MEMORANDUM

To: Executive Committee

Presented By: Gabriela Navarro Garcia, Controller

Date: February 20, 2026

Subject: Childcare System Updates

Supporting Texas Talent and Economic Growth – Goal 2, Service Optimizers.

Summary: The Texas Workforce Solutions (TWC) launched TX Child Care Connection (TX3C) software in January 2025. Since the launch the staff have been working through many challenges such as payments to providers, reporting and program requirements.

TWC meets twice a week with the Boards to discuss concerns with reporting, provider and contractor feedback, status updates to the software and payments. While these meetings are beneficial there continues to be limited progress on system updates which has led to manual processes being implemented.

Fiscal Impact: TWC continues to track the issues and potential fixes that have been identified by the Board (attachment).

Next Steps: Staff will continue to attend the TWC meetings to receive updates and communicate ongoing challenges. In addition, staff will closely monitor the potential delays in funding and notify all impacted parties.

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TX3C Child Care Case Management Board Updates: January 5, 2026

Board Action Items

IF NOT COMPLETE:

- Outreach CCS providers about new Child Care Worker priority for CCS (10/7/2025 email from Allison Wilson to EDs and from Nina Rodriguez to Board CC contacts)
- Provide TWC with your authorized Child Care ServiceNow Users (11/4/25 email from Laura Mayorga to Board CC contacts)

WEEKLY:

- Review new pending/unauthorized Notices of Action and authorize any that were missed by staff (see weekly emails from Laura Mayorga to Board CC contacts).
- Review your Board's CIN file and reconcile any duplicate CIN numbers (see weekly emails from Laura Mayorga to Board CC contacts).

EVERY PAYMENT CYCLE:

- Reminder: Continue to compare the 245 Report to the Payment Matrix and correct the 245 file as needed each payment run. *If you have not been comparing the 245 Report to the Payment Matrix, you will need to go back and do the comparison on all previously processed payment runs.*
- Complete Bi-weekly Reporting on CCS Payment Issuance (11/7/2025 email from Allison Wilson to EDs and from Layla Wiewel to Board CC contacts)

Releases Deployed

KinderTrack Release 4.36 – deployed 1/2/25

Note this release includes the new fields and functionality to support the new Child Care Worker Priority (as required by [SB 462](#), 89th Texas Legislature).

Issue Type	Issue key	Summary	Priority
Bug Fix	KTTX-1449	Sponsor not found under assigned provider in KinderConnect	High
Enhancement	KTTX-1331	Add New Priority Group - Childcare Worker Parent - FM BridgeCare to Intake	Critical
Enhancement	KTTX-1208	Add Parent Contact info to Intake Search Results Grid and CSV	High

Issue Type	Issue key	Summary	Priority
Bug Fix	KTTX-1058	Error when shortening Schedule	High
Enhancement	KTTX-1034	TRS Rating on Payment Statement Report – dbo.spReportStatementDetails	High
Bug Fix	KTTX-1015	Schedule Save Needs to check future agreements – User get the WPI that the provider does not have an agreement when saving a schedule.	High
Enhancement	KTTX-1079	Update Family Notes sizing	Medium
Support	KTTX-1579	245 Report Displays Incorrect Allocation Program	Critical
Enhancement	KTTX-1588	New item to update Provider Utilities	High
Enhancement	KTTX-1650	[BridgeCare] Update Application to Handle New Child Care Worker Priority	High
Enhancement	KTTX-1468	Add Babel and Equal Opportunity Language to Parent Email Messages	Very High
Update	RA-147	DFPS Referral and Family Type Mapping	High
Update	RA-148	Family, Parent, Child & Eligibility Characteristics Dates Mapping for Referrals	High
Bug Fix	KTTX-1621	Payment Calculator Not Using Fee Flag on Notice Causing Fee to be Applied to First Calculated Child in Family Regardless of Child's Ability to Receive Fee	High

Planned Releases

Below are the current plans for KinderTrack releases 4.37, and 4.38.

KinderTrack Release 4.37 (UAT on 1/5/2026; Prod ≈ 1/14/2026 pending successful UAT)

The following issues are currently being considered for inclusion in the 4.37 release. TWC works with KinderSystems to identify the level of effort of each item and to prioritize which issues to include based on criticality and resources.

Issue Type	Issue key	Summary	Priority
Bug	KTTX-1552	UAT KT TX - 245 Payment Report -Adjustment payment amount is displaying double when payment falls across two months	High

Issue Type	Issue key	Summary	Priority
Enhancement	KTTX-1528	Set Grayed Out Payments to Present When Re-Auth Set	Highest
Bug	KTTX-1281	Cannot Delete Notice after Adjusting Payments	High
Bug	KTTX-1159	JAWS - Expanding/Collapsing Left Menu Moves Screen Reader Focus to Top of Page in KT	High
Bug	KTTX-1297	Incorrect application date in KinderTrack	High
Enhancement	KTTX-1551	One-time update of existing waiting list applications with child care worker priority data	Critical
Bug	KTTX-1200	Cannot create discontinue notice after creating adjusted payments	High
Enhancement	KTTX-1665	Accept New Quality Rates Types - SUSA and SUSI	High
Report	KTTX-1474	Create Child Attendance Report	High
Enhancement	KTTX-1546	Add Program Allocation Column to Audit Window on Payment > Payment Screen	High
Bug	KTTX-1404	Absence Alert Emails Sent to Multiple Families/Sponsors for Children who Transferred Boards	Critical
Bug	KTTX-850	Cases Denied or Discontinued string truncation error - spReportCasesDeniedDiscontinued	High
Enhancement	KTTX-1364	Update Homeless Questions on the Wait List/Full Application (Kindertrack/Intake)	High
Enhancement	KTTX-1653	Update Homeless Questions on the Wait List/Full Application (Bridgecare)	High
Bug	KTTX-1685	Recert Notice Text Not Appearing in UAT	

KinderTrack Release 4.38 (UAT on 2/2/2026; Prod ≈ mm/dd/2026 pending successful UAT)

Bug	KTTX-835	Unable to copy family from board to board	High
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Bug	KTTX-1634	Adjusted Payments on the 245 showing the current service month instead of the actual service month of the payment	High
Bug	KTTX-1080	PD Issue Tracker: 209-Unable to run ACF 801 Report statewide	High
Bug		DFPS Smarty API issues	Very High

Critical/High Priority Backlog

Issue Type	Issue key	Summary	Priority
Enhancement	KTTX-1214	Ability to Edit Intake Application Priority Group on Waiting List	High
Enhancement	KTTX-1351	Send Families Waitlist Application When Failed to Recertify	High
Bug	KTTX-1053	Family Message Timestamp Updating on All Messages When One is Sent or Received	High
Support	KTTX-1578	Payment>Payment Page Shows the Wrong Program	Critical
Support	KTTX-1531	Inconsistent Receipt of Recertification Invitation Link	Critical
Enhancement	KTTX-1468	Add Babel and Equal Opportunity Language to TX Absence and Application Messages	Very High
	KTTX-1683	Issue date is changing after a notice is saved	High
Support	KTTX-1612	Wrong Units on Performance Report	High
Bug	KTTX-1628	Adjusted Payments on the 245 showing the current service month instead of the actual service month of the payment	High
Bug	IA-150	Incomplete Reminder Delivery	Critical
Enhancement	RA-137	Family Address validation when importing referrals	Medium
Enhancement	KTTX-1538	ChildCare Worker Priority	High
Enhancement	KTTX-1625	Update teen parent questions on the Waitlist/Full Application	High