



## **WSA OVERSIGHT COMMITTEE MEETING**

Workforce Solutions Alamo  
100 N Santa Rosa Ave  
San Antonio, TX 78207  
November 13, 2020  
9:00 AM

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

Citizens may appear before the Committee to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Linda G. Martinez at (210) 581-1093.

To protect the health of the public and limit the potential spread of COVID 19 as directed by Governor of Texas, Bexar County and City of San Antonio, WSA will hold this meeting via videoconferencing. The meeting will be held in compliance with the suspended provisions of the Texas Open Meetings Act. For those members of the public that would like to participate, please call toll-free 1-877-858-6860, which will provide two-way communications through a speaker phone. For additional information, please call Linda G. Martinez, (210) 581-1093.

### **I. CALL TO ORDER AND QUORUM DETERMINATION**

Presenter: Dr. Mark Niederaur, Chair

### **II. DECLARATION OF CONFLICT OF INTEREST**

Presenter: Dr. Mark Niederaur, Chair

### **III. PUBLIC COMMENT**

Presenter: Dr. Mark Niederaur, Chair

### **IV. DISCUSSION AND POSSIBLE ACTION REGARDING PREVIOUS MINUTES -**

February 7, 2020 and JULY 24, 2020

Presenter: Dr. Mark Niederaur, Chair

### **V. BRIEFING**

Presenter: Mr. Mark Milton, COO

- a. Operational Updates
- b. Performance and Programs Reports

### **VI. BRIEFING**

Presenter: Dr. Andrea Guajardo, CIO

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a. Local Plan

VII. Procurement Updates 126  
Presenter: LaVonia Horne-Williams, Director Procurement

VIII. Briefing: Quality Assurance 149  
Presenter: Ricardo Ramirez, Director Quality Assurance

IX. Chair Report  
Presenter: Dr. Mark Niederaur, Chair

X. CEO Report 161  
Presenter: Mr. Adrian Lopez, CEO

- a. Unemployment Claims and Response
- b. Introduce New Staff, Chuck Agwuegbo, IT Director

XI. Executive Session:

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

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

XII. Adjournment  
Presenter: Dr. Mark Niederaur, Chair

**MINUTES OF OVERSIGHT COMMITTEE MEETING  
FEBRUARY 07, 2020  
The Board of Trustees  
Workforce Solutions Alamo**

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**OVERSIGHT COMMITTEE MEETING** of the Board of Trustees of Workforce Solutions Alamo was held on Friday, February 14, 2020 at 9:00 a.m. at 100 N. Santa Rosa St., Suite 101, San Antonio, TX. 78207. Chair Solis called the meeting to order at 9:07 a.m. The roll was called and a quorum was declared present. There was no Public Comment nor Conflict of Interest.

**Attendees:**

Juan Solis, Chair  
John T. Blaylock, Secretary  
Mary Batch  
Eric Cooper  
Mark Luft  
Ben Peavy  
Ravae Villafranca Shaeffer  
Doug Watson

**Partners:**

David Meadows  
Diane Rath  
Pooja Tripathi

**WSA Counsel:** Frank Burney

**WSA Staff:**

Adrian Lopez, Chief Executive Officer  
Louis Tatum, Chief Financial Officer  
Patti Santos, Board Liaison  
LaVonnia Horne-Williams, Director of Contracts and Procurement  
Ricardo Ramirez, Director of Analytics, Performance & Strategy  
Tony Martinez, Child Care Manager  
Tiffany Harris, Business Engagement Manager  
Casey Clanton, Quality Assurance

**Guests:**

Gabriela Horbach  
Melissa Sadler-Nitu  
Roberto Correl  
Cherie Smith  
Manuel Ugues  
Aaron Smith

- I. Call to Order and Quorum Determination –  
Presenter: Chair Watson Meeting began at 9:00AM
  - Attendee Introductions
- II. Declarations of Conflict of Interest  
Presenter: Chair Watson – No conflict of interest
- III. Public Comment  
Presenter: Chair Watson – No public comment
- IV. Discussion and Possible Action Regarding Previous Minutes - November 15, 2019  
Presenter: Chair Watson- A motion was made by Mary Batch Seconded by Juan Solis to approve the minutes as presented. The motion passed unanimously
- V. Discussion and Possible Action Regarding Unemployment Insurance (UI) Weekly Work Search Contact Requirements  
Presenter: Ricardo Ramirez
  - Primary purpose determine if those that receive UI are having those contacts to allow them to continue to receive those benefits.
  - Continue to stay at current level
  - UI claimants actively searching for work
  - A motion was made by Ravae Villafranca Shaeffer and Seconded by Mary Batch to approve the recommendation. The motion was passed unanimously.
- VI. Discussion and Possible Action Regarding Quality Assurance Policy  
Presenter: Casey Clanton
  - Previous policy was 2017
  - Changes recommended
  - Monitor contractors and funding; annual risk assessment
  - Monitor Reports- 1<sup>st</sup> to Oversight Committee; Executive & Board Committees
  - DOL reviewed 3 years of fiscal and programmatic files/records
  - Recommended changes: Changing childcare sample size
  - A motion was made by Mary Batch Seconded by Ravae Villafranca Shaeffer to approve recommended changes. The motion passed unanimously
- VII. Discussion and Possible Action Regarding Self-Service Kiosk Services  
Presenter: LaVonnia Horne-Williams, Director
  - 2<sup>nd</sup> RFQ put out 1<sup>st</sup> part of year, to include all aspects, equipment/software/hardware of Kiosk; no vendors accepted
  - Will be placed in rural counties
  - Approved grant \$41K to expense kiosk; funding with given specifically for rural areas
  - Pending TWC approval; timeline for implementation - 90 days
  - A motion was made by Doug Watson and Seconded by Ravae Villafranca Shaeffer to reject all bids and move forward. The motion passed unanimously
- VIII. Briefing Regarding Programs and Performance  
Presenter: Ricardo Ramirez
  - Meeting and exceeding all performance measures
  - Childcare exceeding TWC measures
- IX. Briefing Regarding Internal Monitoring  
Presenter: Casey Clanton



- TWC monitoring upcoming; done on an annual basis; no findings
- X. Briefing Regarding Child Care Shared Services  
Presenter: Tony Martinez
  - Childcare pilot
- XI. Chair Report  
Presenter: Chair Watson
  - No Reports
- XII. CEO Report  
Presenter: Adrian Lopez
  - a. Child Care Success Story
    - Rebecca Reyes video
  - b. Feedback from Rural Judges
    - CEO goal to outreach; have met with 12 or 13
    - Need for GED adult education classes
    - Increase internship opportunities
    - Increase marketing for WSA outreach opportunities; using technology, podcasts, etc.
    - Collaborate on major projects; construction projects
    - Great feedback/conversation
  - c. Components of Workforce Masterplan
  - d. SEAL
  - e. Datapoint – Feb 27, 2020 Grand Opening
- XIII. Next Scheduled Meeting  
May 29, 2020 at 9:00 AM  
Presenter: Chair Watson
- XIV. Executive Session  
**Pursuant to Chapter 551 of the Texas Open Meetings Act, the Committee may recess into Executive Session for discussion on any issue for which there is an exception to the Act as set out in section 551.071 et. seq. including, but not limited to, the following:**
  - a. Government Code §551.072 – Discussions Regarding Purchase, Exchange, Lease, or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations with a Third Party; and**
  - b. Government Code §551.071 - All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas.**
- XV. Adjournment  
Presenter: Chair Watson
  - A motion to adjourn the meeting by Mr. Juan Solis, Mary Batch 2<sup>nd</sup> motion to adjourn. The motion to adjourn passed unanimously.



## OVERSIGHT COMMITTEE MEETING MINUTES

Workforce Solutions Alamo  
100 N. Santa Rosa, Suite 101  
San Antonio, TX 78207  
May 29, 2020  
9:00 AM

### **BOARD MEMBERS:**

Juan Solis, III, Leslie Cantu, Polo Leal, Tammy Trevino, Ravae Shaeffer, Sammi Morrill, Mark Niederauer

### **WSA STAFF ATTENDEES:**

Adrian Lopez, Linda Martinez, Manuel Ugues, Josh Villela, Roberto Corral, LaVonja Horne-Williams, Barebeta Womack, Mark Milton, Ricardo Ramirez, Louis Tatum, Tony Martinez, Aaron Smith, Michael De Freez, Melissa Sadler-Nitu, Gabriela Horbach, Dr. Andrea Guajardo,

### **PARTNERS:**

### **LEGAL COUNSEL:**

Frank Burney

## AGENDA

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

- I. Call to Order and Quorum Determination The meeting was called to order by: Doug Watson @ 9:02am  
Presenter: Chair Watson
- II. Declarations of Conflict of Interest - There was no conflict of interests declared.  
Presenter: Chair Watson
- III. Public Comment: There were no Public Comments  
Presenter: Chair Watson
- IV. Discussion and Possible Action Regarding Previous Minutes - February 7, 2020  
Presenter: Chair Watson  
All in agreement to table previous minute discussion until next meeting.
- V. Briefing  
Presenter: Mark Milton, COO
  - a. Briefing Memo
  - b. Oversight Committee Presentation
    - WSA is currently meeting all state mandated performance measures. We are currently monitoring the expenditure rates of the DW program. It is currently behind but anticipating significant spending over the summer.
    - We are currently meeting or exceeding all of our performance measures 15 or 15.
    - 17,000,000 spent in childcare funding to keep daycares open during the crisis and keep them from closing. This put 3,000 kids into childcare to assist workers. The full amount wasn't used and going forward will be used for essential workers.
    - **Exception:** Dislocated worker. Target is 58% and we are at 35%.

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- Increase daily orientations, call center, e-mail response outreach and short-term training options. Potential increase of ITA limits above \$7500.
- ITA recognized as sliding scale

### c. Performance Reports

#### Project Goals:

- Received 1.3m from state to assist with crisis; humanitarian aid and support.
- Partner with SA Foodbank, SAHA, Hospitality and rural sites.
- Serve 122 individuals in 1 year with employment assistance
- \$250,000 to serve
- Work with VIA and other partner sites
- \$400,000 to provide support services such as equipment and supplies to assist in cleanup and reopening of center via COVID fund.

#### **DISCONNECTED/EXTENDED GRANTS THROUGH TWC:**

- Summer Earn and Learn disconnected in 2020. Funding will be redistributed to other programs.
- Teacher externships disconnected. Funding will be redistributed to other programs.
- Youth Job Skills Grant extended through May 2021.
- All 3 programs cancelled is ½ mil \$ to be redistributed.
- Under-extended for Re-employment grant

## VI. Chair Report

### Presenter: Chair Watson

- Child Care Program Reports: Recaps that he believed funds would originally be used to assist essential workers find childcare, not just keep childcare centers open.

## VII. CEO Report

### Presenter: Adrian Lopez

### a. Unemployment Insurance Claims

- 187,206 Unemployment claims filed from 2/28/2020 through 5/15/2020.
- Average claimants in the last two-week period show that claims continue to decline:  
4/13 to 4/20: 32,453  
4/27 to 5/04: 17,595
- Large increase in claims in Guadalupe county. Manufacturing jobs being affected.
- June 15: target date to re-open centers by appointment
- Hundreds of thousands of dollars spent in communications and equipment due to crisis
- \$250k in skills development training
- \$487k for Rapid Response
- Outreach to unemployment claimants via different outlets and partners.
- \$600 ends July 31.
- Not enough funding to support all 187k unemployed residents. Advise for unemployed to come to us for services sooner rather than later.
- Unique job posting trends by Andrea: A claimant might be an accountant but due to layoff may need to work in warehouse. Tracking trends. Jobs available versus jobs claimed.
- Educate UI claimants on what jobs are currently available via job tracking sites in order to re-train alongside career counselors and assessment tools
- City Council to invest 70,000,000 into workforce
- Goal: Reaching 100% of unemployed clients on multiple channels.
- Add additional contracting staff

### b. Bexar County Workforce Proposal

- 35k will be released into TWC.
- WSA and Bexar county will provide unified intake assessment and referral processes for partners.
- Rural areas of Bexar county or any of the suburban cities will be eligible for this particular program.

## VIII. Briefing

### Presenter: Tony Martinez, Child Care Manager

### a. Essential Worker Childcare

- Child Care: Enrollment was 2,600 but was pushed over to 2,800. The full \$17,000,000 was spent.

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- Goal was to keep childcare centers open to provide service for essential workers.

b. TRS Discount Discussion

- Pushing to add more TRS providers to area.
- Capacity is not capped out and can be further utilized.
- PSOC can be flexible. Parents with children not in care must pay still PSOC to childcare center. This is flexible and could possibly be negotiated with case worker.

IX. Executive Session:

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- d. Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo.

No items were discussed or considered under Executive Session.

X. Adjournment

Presenter: Chair Watson

Meeting adjourned 9:55am

## MEMORANDUM

**To:** Oversight Committee

**From:** Adrian Lopez, WSA CEO

**Presented by:** Mark Milton, Chief Operating Officer

**Date:** November 13, 2020

**Subject:** Briefing Regarding Programs & Performance Report

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**Summary:** This item is to provide an update of and highlight elements related to Programs and Performance.

**Analysis:**

- 1) **TWC-Contracted Performance:** Meeting and/or Exceeding all TWC-contracted performance measures. WSA is the only large board in Texas to be meeting or exceeding its measures.
- 2) **Special Grants & Other Initiatives:**
  - All Centers are currently open to the public and are receiving clients (**appointments and virtually**). All parking lots are equipped with WiFi as well.
  - Bexar County and COSA projects are in full swing and production is being made on each. **Training is projecting on schedule and OJT is behind.**
  - Staff are working on internal monitoring and audit reports to ensure we are up to date and compliant with all state requirement.
  - WSA was awarded an additional **\$3.5 million in Disaster Dislocated Worker funding** – program has launched, and progress is being made on the outcomes.
- 3) We are working closely with C2 to develop and formalize the On-the-Job Training Initiative to generate more interest into the program.
- 4) Child Care team has welcomed **14 new Texas Rising Star** providers to the Alamo network.

## 5) **Special Grants and Initiatives**

WSA is currently managing 22 grants or special programs outside of the traditional TWC formula funding streams. The highlights of those programs and grants are listed in the power point presentation and include:

- TIP Grant – Seguin and Hill Country Memorial
- SDF Grant – Seguin and Navarro ISD; Hallmark and NEISD
- TIP Grant – Caterpillar
- SDF Grant – United Alloy
- SDF Grant – Lonestar Construction and Trades

## 6) **Bexar and COSA Projects**

### **Alternatives:**

No alternatives are being considered at this time.

### **Fiscal Impact:**

We have seen an increase in funding for our Disaster Dislocated Worker funding of \$3.5 million and a decrease of CARES funding by \$3.2 million.

### **Recommendation:**

Recommendation is to approve the plan as highlighted above.

### **Next Steps:**

Next steps will be to continue to monitor the centers that are open and ensure we are safely serving the community and protecting our staff. In addition, we will be monitoring all current active grants and special programs.

# Performance and Programs Briefing

Mark Milton, WSA COO

11/13/20



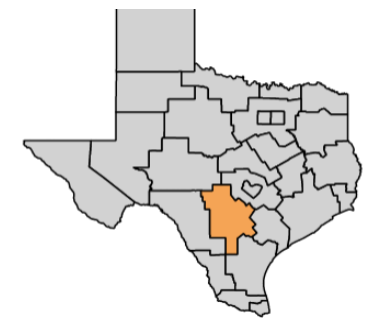
## Performance Overview Dashboard

YTD Board Summary Report

**Alamo Area**

August 2020

Status Plus	# at Status	% at Stat..
P+	3	15.79%
MP	7	36.84%
MP (Lower)	4	21.05%
N/A	5	26.32%



# of P+ or MP Measures

**14**

### % Current Target for Board Contracted Measures

Measure Name	Numerator	Denominator	Rate	OTY Change		
Claimant Reemployment within 10 Weeks	9,145	15,170	60.28%	-4.62%	0.00%	N/A
# of Employers Receiving Workforce Assistance	6,954	1	6,954	-15.91%	0.00%	N/A
Choices Full Work Rate - All Family Total	93	301	37.30%	-41.19%	0.00%	N/A
Avg # Children Served Per Day - Combined	2,445,660	240	10,190	-0.38%		MP 97.34%
Employed/Enrolled Q2 Post Exit - C&T Participants	28,662	40,118	71.44%	0.07%		MP 103.54%
Employed/Enrolled Q2-Q4 Post Exit - C&T Participa..	25,998	30,082	86.42%	0.80%		MP 102.88%
Median Earnings Q2 Post Exit - C&T Participants	N/A	27,383	\$6,318	6.68%		P+ 113.62%
Credential Rate - C&T Participants	195	261	74.71%	2.34%		P+ 124.52%
Employed Q2 Post Exit - Adult	478	569	84.01%	1.66%		MP 103.08%
Employed Q4 Post Exit - Adult	399	485	82.27%	0.57%		MP 99.72%
Median Earnings Q2 Post Exit - Adult	N/A	475	\$9,400	17.96%	0.00%	N/A
Credential Rate - Adult	82	97	84.54%	2.24%		MP 96.62%
Employed Q2 Post Exit - DW	168	197	85.28%	-0.80%		MP 100.09%
Employed Q4 Post Exit - DW	187	244	76.64%	-7.28%		MP 92.45%
Median Earnings Q2 Post Exit - DW	N/A	166	\$8,467	10.26%	0.00%	N/A
Credential Rate - DW	61	74	82.43%	-0.36%		MP 105.27%
Employed/Enrolled Q2 Post Exit - Youth	314	446	70.40%	-0.24%		MP 96.17%
Employed/Enrolled Q4 Post Exit - Youth	351	489	71.78%	5.78%		MP 99.28%
Credential Rate - Youth	30	55	54.55%	-18.18%		P+ 110.43%
					0.00%	50.00% 100.00%

**Filters keep the values:** Alamo Area, August 2020, and YTD for % Current Target for Board Contracted Measures.

**Columns include:** Measure Name, Numerator, Denominator, Rate, OTY Change, % Current Target and indicators for Status and Number of months at negative performance.

- WSA is currently meeting all state mandated performance measures. – **Only Large Board in TEXAS**

- WSA is currently leading the state on WIOA Earnings Measures post exit of the program.

- Choices Full Work Rate is not being measured due to COVID








**Job Seekers Served**  
October 2019-August 2020  
**18,563**

**Employers Receiving Workforce Assistance**  
October 2019-August 2020  
**12 6,954**

**Average Children Served Per Day**  
October 2019-August 2020  
**10,190**



# Operational Updates

Item	Description	On target
1	All Centers are currently open to the public and are receiving clients ( <b>appointments and virtually</b> ). All parking lots are equipped with WiFi as well.	
3	Bexar County and COSA projects are in full swing and production is being made on each. <b>Training is projecting on schedule and OJT is behind.</b>	
4	Staff are working on internal monitoring and audit reports to ensure we are up to date and compliant with all state requirement.	
5	WSA was awarded an additional <b>\$3.5 million in Disaster Dislocated Worker funding</b> – program has launched, and progress is being made on the outcomes.	
6	Child Care team has welcomed <b>14 new Texas Rising Star</b> providers to the Alamo network.	
7	We are working closely with C2 to develop and formalize the <b>On-the-Job Training Initiative</b> to generate more interest into the program.	
8	WSA is currently managing <b>22 different grants</b> and special programs funded by either TWC or Local partners.	

# RECENT EVENTS

A proud partner of the AmericanJobCenter® network



1200+ Job  
seekers  
200+  
employers



80  
Enrollments  
into CARES



60+ Job  
seekers  
10+  
employers



120+ Job  
seekers  
20+  
Employers



# Skills Development Fund – Lonestar Construction

- Workforce Solutions Alamo (WSA), partnered with Lone Star Construction to offer a Pre-Apprentice Electrical Training program to members of the community
- The training was funded by the TWC Skills Development COVID-19 Grant \$250,000 and WSA provided tuition for trade skills certifications and placement opportunities.
- Over 30 students (all female) have completed the program and are moving into apprenticeship programs or direct hires.
- 4th class is scheduled for Nov. 16th exclusively for the hearing impaired.



“This is a great example of how @TXWorkforce @WSASanAntonio collaborated together to upskill and reskill workers to meet industry demand.”  
- Julian Alvarez, TWC Commissioner representing Labor



L to R: Maurice Bridges, Director, Business/Supplier Diversity, VIA; student Catherine Sterns; Richard Martinez, Business Community Outreach Specialist VIA; students Mireya Garza, Brittany Richards, Yesenia Alvarez, Kimberly Jackson, Katja Rhoads, Veronica Heard, Ashlyn Kellar, Mary Kate Brenner, and Noreen Brenner; Ross Mitchell, Business Development/Outreach Specialist, VIA.

# Highlighted Special Grants and Projects

Grant	Description	Funding
Texas Industry Partnership Program (TIP)	TWC awarded WSA funding to help Hill Country Memorial Hospital in Seguin with the purchase of two mannequins One that simulates birth and the other that simulates a heart attack. Program will be able to serve approximately 100 students annually with their program of study.	\$150,000
Skills Development Fund	WSA was awarded funding to work with Caterpillar in Seguin to retrain \$300and upskill incumbent workers for the purpose of keeping them employed.	\$300,000
Texas Industry Partnership (TIP)	WSA was awarded funding to work with Hallmark College to train and upskill students from NEISD an SAISD in Aviation and IT programs.	\$100,000
High Demand Job Training (HDJT) Grant	TWC awarded WSA funding help pay for IT equipment for Navarro and Seguin ISD IT Academies	\$35,000
Skills Development Grant	United Alloy, Inc will build its new 200,000-square-foot, state-of-the-art manufacturing facility in Seguin, TX. The project will represent a total capital investment of at least \$35 million and will result in the creation of at least 100 new jobs over a three year ramp up period. WSA will be funding the training portion of this project with training to take place in welding, IT, and manufacturing. United Alloy Tx is also in the process of hiring via Workforce Solutions Alamo and through Work In Texas. United Alloy Tx would like to start training 12 welders as early as December 1, 2020.	\$50,000

# Childcare Update

A proud partner of the AmericanJobCenter® network

- Meeting Performance on our overall average kids served per day.
- UP to 123 Texas Rising Star Providers
- New Childcare Director in place – Jessica Villarreal
- Working on the Childcare Quality contracts
- Monitoring funding levels from TWC for new fiscal year.

## BCY20 CHILD CARE PERFORMANCE MEASURES SEPTEMBER 2020

### Performance

Timeframe	# of Units	BCY20 Target	% Attainment	Status
Year to Date (YTD) Average Kids Per Day (10/01/19 - 09/30/20)	10,093	10,469	96.41%	MP

Month	Goal	Actual YTD Units	Percent of Goal
October	9,532	10,891	114.26%
November	9,532	10,776	113.05%
December	9,532	10,631	111.53%
January	9,532	10,502	110.18%
February	10,469	10,429	99.62%
March	10,469	10,393	99.27%
April	10,469	10,377	99.12%
May	10,469	10,383	99.18%
June	10,469	10,346	98.83%
July	10,469	10,268	98.08%
August	10,469	10,190	97.33%
September	10,469	10,093	96.41%

### Performance Status Methodology

The Measure Status Methodology for BCY 20 will use YTD numbers to calculate performance.

MP = 95%-105%

+P = 105% or above

-P = <94.99

### September 2020

Texas Rising Star Providers	123
Texas School Ready Providers	39
Waitlist	5,110

### Units by County YTD

County	Goal	Urban/Rural Discretionary Performance	Discretionary	Mandatory*	CCDF Total	Percent of Goal	COVID Essential Worker	DFPS Not Included in Performance
<b>Bexar</b>	<b>8,375</b>	<b>77.82%</b>	<b>6,733</b>	<b>1,311</b>	<b>8,044</b>	<b>96.04%</b>	<b>1,220</b>	<b>709</b>
<b>Rural</b>	<b>2,094</b>	<b>22.18%</b>	<b>1,918</b>	<b>148</b>	<b>2,067</b>	<b>98.69%</b>	<b>216</b>	<b>188</b>
Atascosa			237	16	253		39	25
Bandera			48	3	51		2	6
Comal			435	38	473		47	35
Frio			62	7	68		6	9
Gillespie			29	7	36		2	4
Guadalupe			486	33	519		44	49
Karnes			17	0	17		1	2
Kendall			47	5	52		4	13
Kerr			231	14	245		23	17
McMullen			0	0	0		2	0
Medina			194	19	213		17	16
Wilson			133	7	140		31	13
<b>Total</b>	<b>10,469</b>		<b>8,651</b>	<b>1,460</b>	<b>10,110</b>		<b>1,436</b>	<b>897</b>

Rural units make up 22.18% of the total number of year to date Discretionary units.  
 Urban units make up 77.82% of the total number of year to date Discretionary units.

Differences in units are due to timing of payments/referral fixes vs. date TWC extracted performance and will be captured in the subsequent month.

17



# COSA – Train for Jobs SA

		TOTAL	SEPT	OCT	NOV	DEC	Pgm.	YTD	YTD
							Total	Actual	% Ach
Intake & Assessment	PROJECTED	4050	75	100	200	200	575	375	
	ACTUAL		75	284	82			441	118%
Case Management	PROJECTED	1750	75	55	57	55	242	187	
	ACTUAL		75	284	82			441	236%
Short Term Training	PROJECTED	1400	40	30	35	35	140	105	
	ACTUAL		40	86	25			151	144%
Long Term Training	PROJECTED	100	8	5	2	0	15	15	
	ACTUAL		8	51	18			77	513%
Administer Stipends	PROJECTED	1500	0	35	37	35	107	72	
	ACTUAL		0	81	0			81	113%
Identify Small Business for OJT Placement	PROJECTED	679	43	40	40	30	153	83	
	ACTUAL		25	12	0			37	45%
Place Participants in OJT	PROJECTED	1000	0	20	20	20	60	20	
	ACTUAL		0	2	0			2	10%
Place Participants in Jobs	PROJECTED	1000	0	0	0	0	0	0	
	ACTUAL		0					0	
% Completing Program	PROJECTED		75%	75%	75%	75%		75%	
	ACTUAL								

- Greatest challenge has been the OJT enrollments – little interest, fear, pursuit of training options
- Projections remain on track for the overall project
- Working through customer service issues and responses from clients

# Bexar County Strong Metrics

Date: 10/22/20									
Agency: Workforce Solutions Alamo									
		AUG	SEPT	OCT	NOV	DEC	Pgm. Total	YTD Actual	YTD % Ach
Screened	PROJECTED	500	800	800	800	600	3,500	2,100	
	ACTUAL	893	1025	975	103		2996	2,996	143%
Job Readiness/Case Mgmt	PROJECTED	150	200	200	250	250	1,050	550	
	ACTUAL	171	203	133	20		507	507	92%
Training	PROJECTED	0	60	70	60	60	120	190	
	ACTUAL	0	63	107	26		196	196	103%
Administer Stipends	PROJECTED	0	0	32	33	33	66	32	
	ACTUAL	0	0	24	6		30	30	94%
Place Participants in OJT	PROJECTED	0	20	40	30	40	130	60	
	ACTUAL	0	0	16	0	0	16	16	27%
Place Participants in Jobs	PROJECTED	0	0	10	10	10	20	10	
	ACTUAL	0	0	11	0	0	0	11	110%
Referred to Quest	PROJECTED	50	50	50	50	50	250	150	
	ACTUAL	0	10	12	0	0	0	22	15%
% Completing Program	PROJECTED	0	0	0	60%	60%		60%	
	ACTUAL	0	0	0					

- Greatest challenge has been the OJT enrollments – little interest, fear, pursuit of training options
- CARES Funding was not fully utilized - timing and OJT inactivity
- Referrals to Project Quest did not pan out as originally expected - lack of interest from clients



# Questions?

**Contact Info:**

**Mark Milton**  
**COO**

**[mmilton@wsalamo.org](mailto:mmilton@wsalamo.org)**  
**210-272-3250 Office**





## **MONTHLY PERFORMANCE & SERVICES REPORTS**

**October 2020**

## **WORKFORCE PROGRAM REPORTS**

**Board Name**  
Alamo Area

**Publication**  
August 2020

**Year Type**  
YTD



**DIVISION OF  
OPERATIONAL INSIGHT**

## Performance Overview Dashboard

YTD Board Summary Report

**Alamo Area**

August 2020

### Status Totals

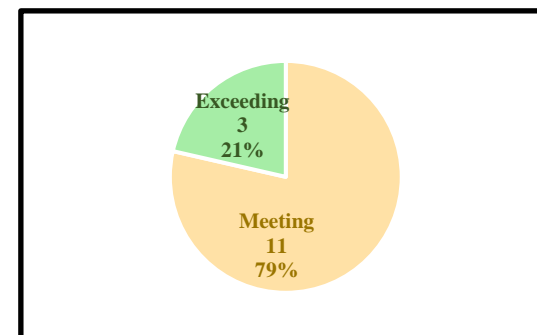
Status Plus	# at Status	% at Stat..
P+	3	15.79%
MP	7	36.84%
MP (Lower)	4	21.05%
N/A	5	26.32%

# of P+ or MP Measures

**14**

### Status Legend

■ P+ ■ MP ■ MP (Lower) ■ N/A



### % Current Target for Board Contracted Measures

Measure Name	Numerator	Denominator	Rate	OTY Change					
Claimant Reemployment within 10 Weeks	9,145	15,170	60.28%	-4.62%	0.00%	N/A			
# of Employers Receiving Workforce Assistance	6,954	1	6,954	-15.91%	0.00%	N/A			
Choices Full Work Rate - All Family Total	93	301	37.30%	-41.19%	0.00%	N/A			
Avg # Children Served Per Day - Combined	2,445,660	240	10,190	-0.38%		MP	97.34%		
Employed/Enrolled Q2 Post Exit - C&T Participants	28,662	40,118	71.44%	0.07%		MP	103.54%		
Employed/Enrolled Q2-Q4 Post Exit - C&T Participa..	25,998	30,082	86.42%	0.80%		MP	102.88%		
Median Earnings Q2 Post Exit - C&T Participants	N/A	27,383	\$6,318	6.68%		P+	113.62%		
Credential Rate - C&T Participants	195	261	74.71%	2.34%		P+	124.52%		
Employed Q2 Post Exit - Adult	478	569	84.01%	1.66%		MP	103.08%		
Employed Q4 Post Exit - Adult	399	485	82.27%	0.57%		MP	99.72%		
Median Earnings Q2 Post Exit - Adult	N/A	475	\$9,400	17.96%	0.00%	N/A			
Credential Rate - Adult	82	97	84.54%	2.24%		MP	96.62%		
Employed Q2 Post Exit - DW	168	197	85.28%	-0.80%		MP	100.09%		
Employed Q4 Post Exit - DW	187	244	76.64%	-7.28%		MP	92.45%		
Median Earnings Q2 Post Exit - DW	N/A	166	\$8,467	10.26%	0.00%	N/A			
Credential Rate - DW	61	74	82.43%	-0.36%		MP	105.27%		
Employed/Enrolled Q2 Post Exit - Youth	314	446	70.40%	-0.24%		MP	96.17%		
Employed/Enrolled Q4 Post Exit - Youth	351	489	71.78%	5.78%		MP	99.28%		
Credential Rate - Youth	30	55	54.55%	-18.18%		P+	110.43%		
					0.00%	50.00%	100.00%		

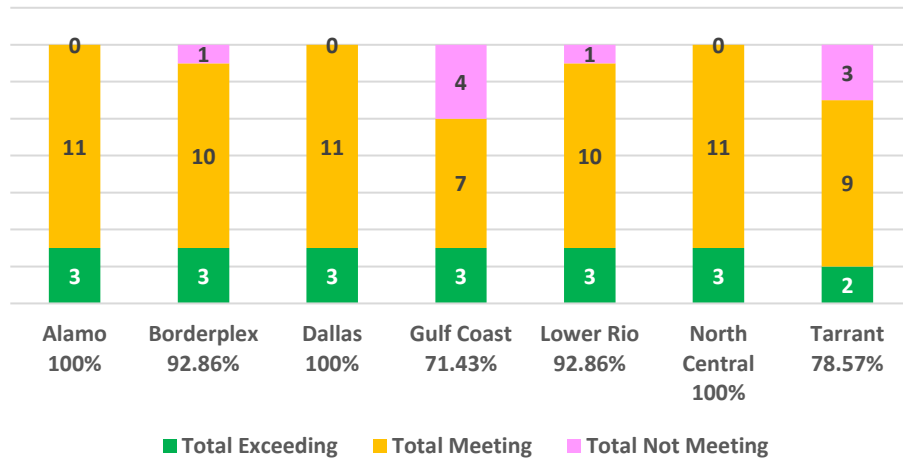
**Filters keep the values:** Alamo Area, August 2020, and YTD for % Current Target for Board Contracted Measures.

**Columns include:** Measure Name, Numerator, Denominator, Rate, OTY Change, % Current Target and indicators for Status and Number of months at negative performance.

N/A -TWC is currently evaluating the impact of the pandemic on performance for these measures and will update the data in a future MPR when the analysis is complete.

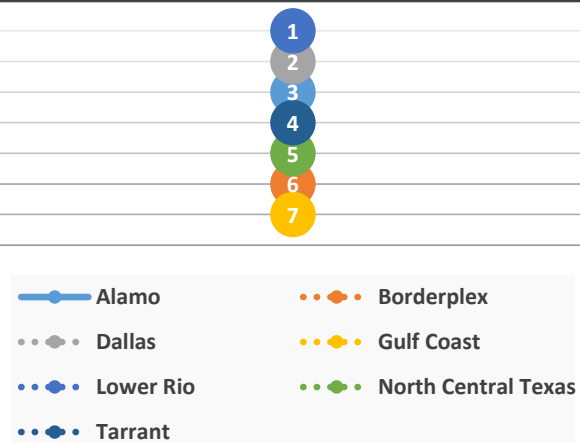
## MPR Board Comparison Report (YTD) release date 10/05/2020

### Performance Measure Totals Large Boards



### PROGRAM RANKINGS

#### CHILDREN SERVED

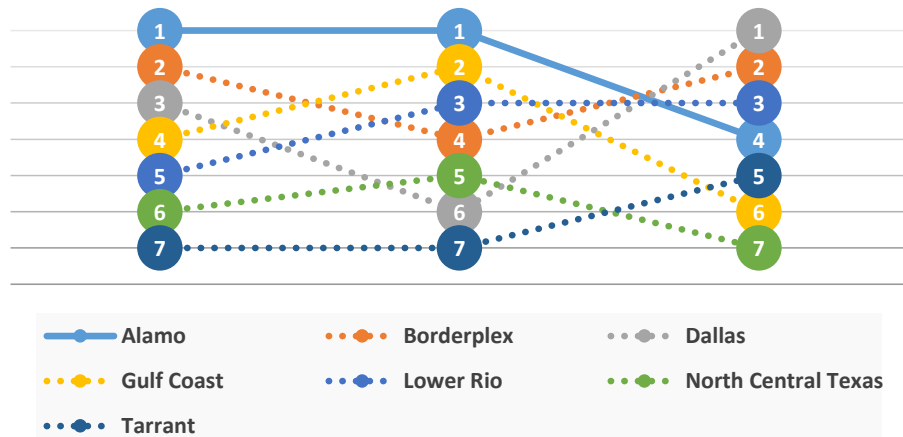


### WIOA ADULT RANKINGS

#### EMPLOYED Q2

#### EMPLOYED Q4

#### CREDENTIALS

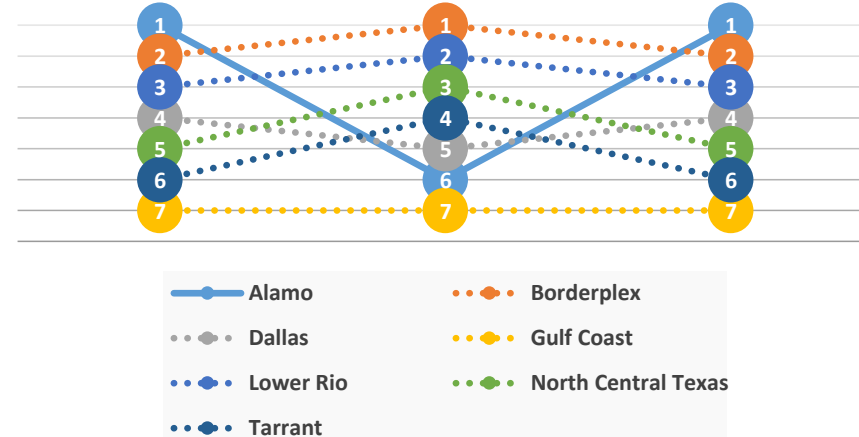


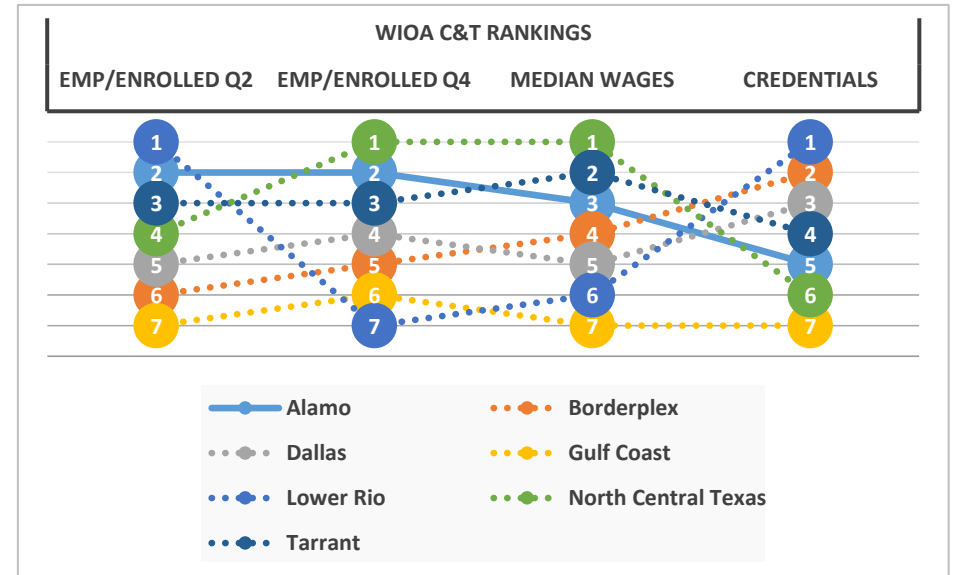
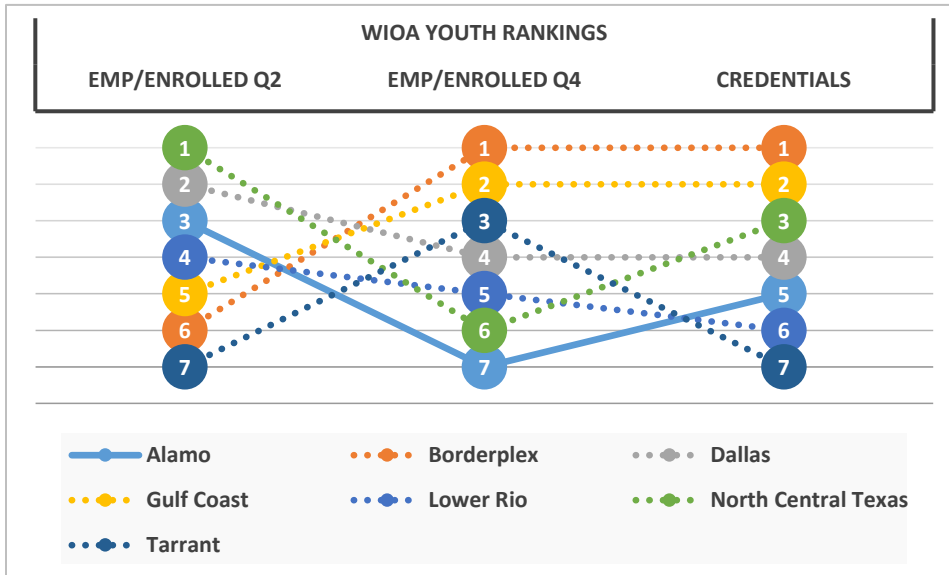
### WIOA DW RANKINGS

#### EMPLOYED Q2

#### EMPLOYED Q4

#### CREDENTIALS



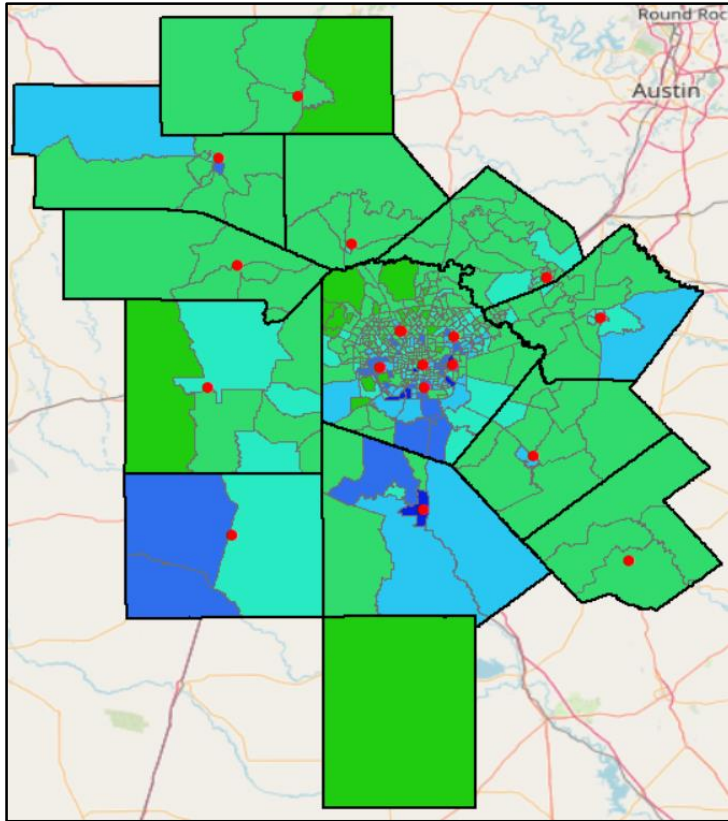


## Year-to-Date (Oct 2019-Sep 2020) Program Participants

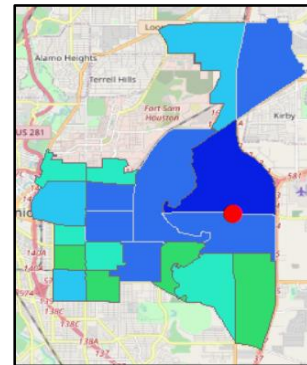
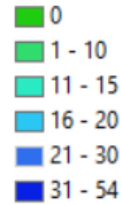
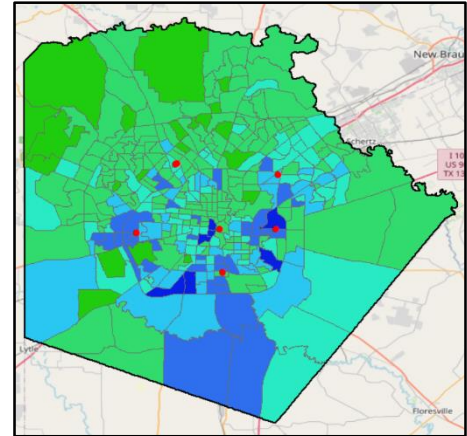
The following maps show geocoded residential addresses of program participants.

Due to geocoding limitations, the maps commonly show an undercount

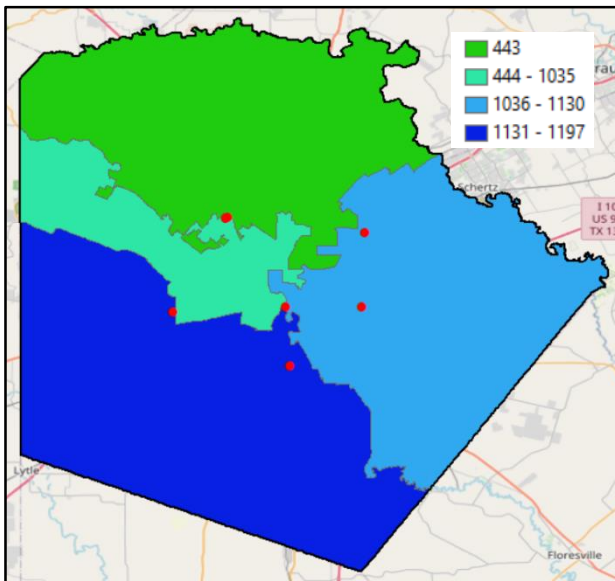
WSA Region



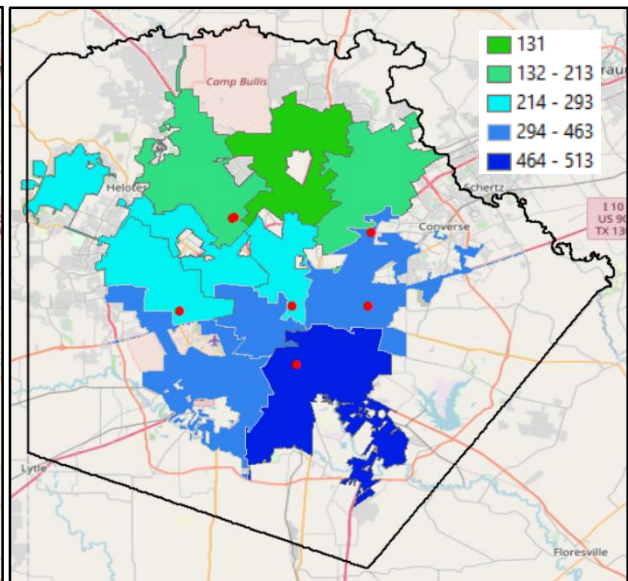
Bexar County



Eastside/Promise Zone



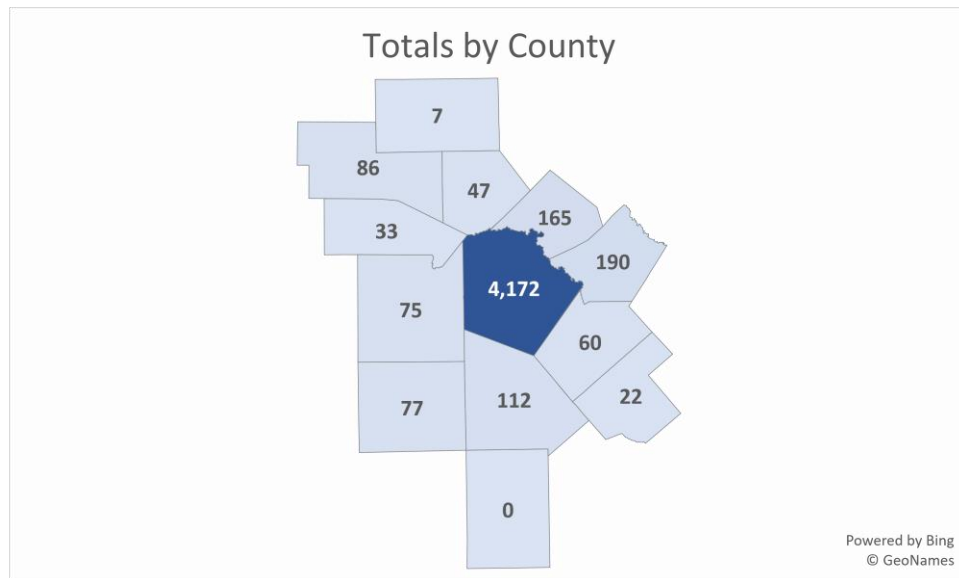
Bexar County Precincts



City Council Districts

**Program Participants by County of Residence**  
**Program Year 2020 (Oct 2019-Sep 2020)**  
**Workforce Solutions Alamo**

COUNTY	CHOICES	SNAP	NCP	TAA	Military Spouses	Adult	DW	Youth	Total
ATASCOSA	33	15	0	1	0	21	18	24	112
BANDERA	6	6	0	0	0	4	3	14	33
BEXAR	1,985	908	212	36	46	351	226	408	4,172
COMAL	57	23	0	1	0	20	17	47	165
FRIO	9	13	0	0	0	20	17	18	77
GILLESPIE	1	1	0	0	0	2	0	3	7
GUADALUPE	52	32	0	1	3	26	21	55	190
KARNES	5	4	0	0	0	2	2	9	22
KENDALL	5	5	0	1	0	6	10	20	47
KERR	20	15	0	0	0	18	3	30	86
MCMULLEN	0	0	0	0	0	0	0	0	0
MEDINA	14	24	0	0	0	9	10	18	75
OTHER	38	16	1	1	0	5	1	6	68
WILSON	14	7	0	0	0	10	12	17	60
<b>Total</b>	<b>2,239</b>	<b>1,069</b>	<b>213</b>	<b>41</b>	<b>49</b>	<b>494</b>	<b>340</b>	<b>669</b>	<b>5,114</b>



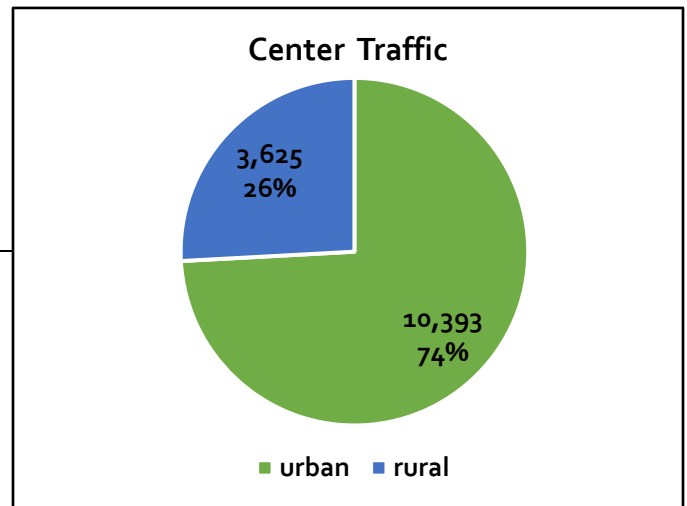
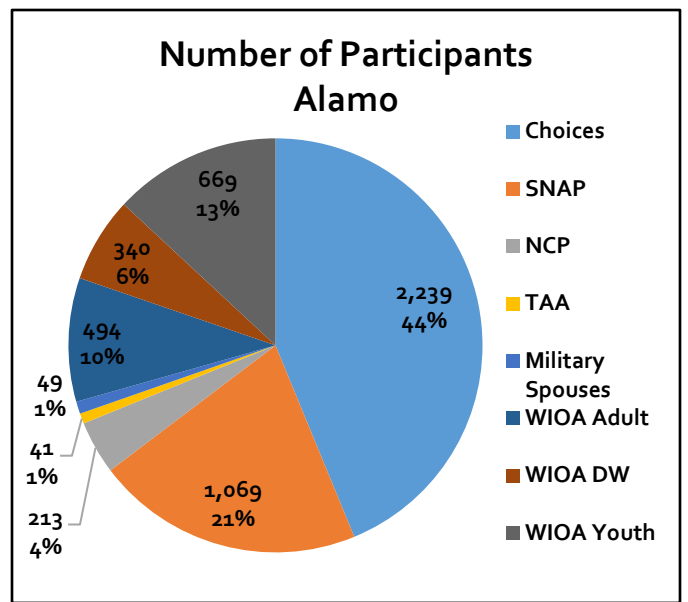
*Note: Data may not be accurate. TWC data applications/TWIST are configured to report information by the Center from which services are provided and not by residence location. Residence information may be impacted in different ways (e.g., TWIST data are modified through batch processes from data that are updated in WorkInTexas/ WIT without staff intervention; participants may move without reporting the change; for some participants, such as TANF and SNAP, their address locations may be imported from other applications, such as from Health and Human Services, etc.).*

*Source: Participant data by County of residence using TWIST Management Summary report.*



## Center Visitors (September 2020)

Office	Call Center	Email	Center	Grand Total
East Houston	1,838	167	0	2,005
Datapoint	1,135	367	0	1,502
Marbach	2,294	161	0	2,455
South Flores	1,600	821	0	2,421
Walzem	979	1,031	0	2,010
<b>Urban</b>	<b>7,846</b>	<b>2,547</b>	<b>0</b>	<b>10,393</b>
Bandera	10	2	0	12
Boerne	85	51	0	136
Floresville	53	21	0	74
Fredericksburg	14	1	0	15
Hondo	83	115	0	198
Kenedy	32	3	0	35
Kerrville	88	13	0	101
New Braunfels	507	1,814	0	2,321
Pearsall	219	37	0	256
Pleasanton	197	75	0	272
Seguin	126	79	0	205
<b>Rural</b>	<b>1,414</b>	<b>2,211</b>	<b>0</b>	<b>3,625</b>
<b>Total</b>	<b>9,260</b>	<b>4,758</b>	<b>0</b>	<b>14,018</b>



## Labor Market Exchange Summary (Oct 2019 - Sep 2020) *WorkInTexas (WIT) data*

- Total placements: 11,671
- Active Job Seekers: 127,343
- Job Orders: 25,499
- Employers with Job Openings: 2,279

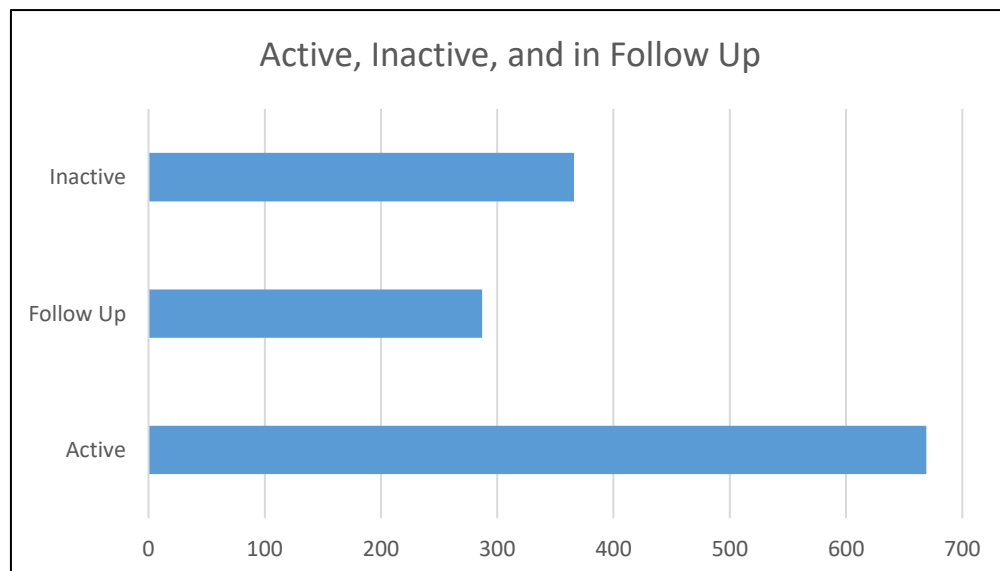


**RECAP: Caseloads by Program and County**  
**Snapshot as of 11/02/2020**

County	Program								Grand Total
	CHOICES	MILITARY SPOUSE	NCP	SNAP	TAA	WIOA ADULT	WIOA DW	WIOA YOUTH	
Atascosa	3	0	0	7	1	24	20	14	69
Bandera	0	0	0	0	0	3	5	6	14
Bexar	170	29	31	146	16	176	140	181	889
Comal	5	0	0	1	2	29	28	34	99
Frio	0	0	0	1	0	16	18	12	47
Gillespie	0	0	0	0	0	3	0	0	3
Guadalupe	1	0	0	7	0	10	6	39	63
Karnes	1	0	0	0	0	2	1	9	13
Kendall	0	0	0	0	0	9	9	18	36
Kerr	0	0	0	0	0	18	4	12	34
Medina	0	0	0	1	0	5	12	12	30
Wilson	0	0	0	1	0	6	6	12	25
Grand Total	180	29	31	164	19	301	249	349	1322

**RECAP: Active, Inactive, and In Follow Up**  
**As of 11/02/2020**

Status	PROGRAM								Grand Total
	CHOICES	MILITARY SPOUSE	NCP	SNAP	TAA	WIOA ADULT	WIOA DW	WIOA YOUTH	
Active	177	0	20	142	19	97	71	143	669
Follow Up	0	24	0	0	0	108	72	83	287
Inactive	3	5	11	22	0	96	106	123	366
Grand Total	180	29	31	164	19	301	249	349	1322



**RECAP: # of Days Inactive by Fund and County**  
**Snapshot as of 11/02/2020**

FUND	COUNTY	# of Days Inactive					Grand Total
		<45	45-59	60-74	75-89	90-104	
<b>WIOA YOUTH</b>	Atascosa	1	0	0	0	0	<b>1</b>
	Bexar	48	8	17	4	1	<b>78</b>
	Comal	19	0	1	0	0	<b>20</b>
	Frio	2	0	0	0	0	<b>2</b>
	Guadalupe	3	1	3	1	0	<b>8</b>
	Karnes	6	0	0	0	0	<b>6</b>
	Kendall	0	1	0	0	0	<b>1</b>
	Kerr	3	0	0	0	0	<b>3</b>
	Medina	1	0	0	0	0	<b>1</b>
	Wilson	3	0	0	0	0	<b>3</b>
<b>WIOA YOUTH Total</b>		<b>86</b>	<b>10</b>	<b>21</b>	<b>5</b>	<b>1</b>	<b>123</b>
<b>WIOA DW</b>	Atascosa	5	0	0	0	0	<b>5</b>
	Bandera	2	0	0	0	0	<b>2</b>
	Bexar	61	1	0	0	2	<b>64</b>
	Comal	12	0	0	0	0	<b>12</b>
	Frio	9	0	0	0	0	<b>9</b>
	Guadalupe	2	0	0	0	0	<b>2</b>
	Karnes	1	0	0	0	0	<b>1</b>
	Kendall	3	0	0	0	0	<b>3</b>
	Kerr	1	0	0	0	0	<b>1</b>
	Medina	7	0	0	0	0	<b>7</b>
<b>WIOA DW Total</b>		<b>103</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>106</b>
<b>WIOA ADULT</b>	Atascosa	3	0	0	0	0	<b>3</b>
	Bandera	1	0	0	0	0	<b>1</b>
	Bexar	52	6	2	1	0	<b>61</b>
	Comal	7	1	0	0	0	<b>8</b>
	Frio	3	1	0	0	0	<b>4</b>
	Gillespie	0	0	0	1	0	<b>1</b>
	Guadalupe	2	0	0	0	0	<b>2</b>
	Karnes	1	0	1	0	0	<b>2</b>
	Kendall	5	0	0	0	0	<b>5</b>
	Kerr	7	0	0	0	0	<b>7</b>
	Medina	2	0	0	0	0	<b>2</b>
<b>ADULT Total</b>		<b>83</b>	<b>8</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>96</b>
<b>SNAP</b>	Bexar	21	0	0	0	0	<b>21</b>
	Frio	1	0	0	0	0	<b>1</b>
<b>SNAP Total</b>		<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22</b>
<b>NCP</b>	Bexar	11	0	0	0	0	<b>11</b>
<b>NCP Total</b>		<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
<b>MILITARY SPOUSE</b>	Bexar	5	0	0	0	0	<b>5</b>
<b>MILITARY SPOUSE Total</b>		<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>CHOICES</b>	Bexar	3	0	0	0	0	<b>3</b>
<b>CHOICES Total</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Grand Total</b>		<b>313</b>	<b>19</b>	<b>24</b>	<b>7</b>	<b>3</b>	<b>366</b>

WSA NON-FORMULA FUNDED GRANTS, INITIATIVES, & PROJECTS								
#	Initiative/Grant	Funding	Description	Partners	Goals	Outcomes	Status	Challenges
1	Skills Development Fund COVID-19 Special Initiative	Statewide Initiative	Skills Development Funds to respond to industry and workforce training needs. Partner with public community and technical colleges, TEEEX, or community-based organizations to provide customize training in a timely and efficient manner.	C2 GPS, Businesses, Alamo Colleges, TEEEX, other training providers	Performance and Expenditures Projections at the following intervals: • 25% of the grant period, • 50% of the grant period; and • 75% of the grant period.	5 training providers approved by TWC. 19 dislocated workers completed Pre-Apprenticeship Electrical Training. (2 accepted into the 5 year Electrical Journeyman Apprenticeship program). 10 others completed Home Health Aide Training. Employment verification underway.	In-progress	Spreading the word and continuing to work towards a process that works for the job seekers. Competing with the marketing, promotion and recruitment efforts of other grants and special initiatives.
	\$287,500							
	6/9/2020	6/30/2021						
2	Disaster Recovery Dislocated Worker Grant - COVID-19	Statewide Initiative	Disaster grant funds to assist individuals residing in the Alamo 13 County region affected by COVID-19 find temporary employment in response to major economic dislocations. TWC plans to increase the grant award up to \$4.8 million. More details forthcoming.	C2 GPS, SA FoodBank, Meals on Wheels (Frio & Bandera), The Bexar County Health Collaborative, United Way, SA Visit, AACOG.	Provide disaster relief employment and support services to 122 dislocated workers. (The grant award increase changes the total to be served from 122 to 255) (Adjustments will be made when the grant contract arrives)	1. 63-Active Participants 2. 44-In Subsidized Employment 3. 7-Program Exiters 4. 1-Entered Full Time employment	In-progress	Spreading the word and continuing to work towards a prcess that works for the job seekers. Competing with the marketing promotion and recruitment efforts of other grants and special iniatives.
	\$1,302,401.00							
	5/5/2020	3/31/2021						
3	Hiring Red, White & You!	Workforce Commssion Initiatives (WCI)	9th Annual Job Fair (statewide) for Transitioning Service Members, Veterans, Military Spouses, and the Public. New this year: Virtual Job Fair, via the Premier Virtual Platform (Military Owned). Event scheduled for November 5, 2020 from 11 PM until 3 PM.	Veteran Coalitions/ Event Planning Committee Members: (numerous partners including JBSA, TVC, TVLP, MOAA, USO, VRS, City of San Antonio EDF, Alamo Colleges, Bexar County Veterans Service Center, RBFCU, Texas Veterans Network (formerly TX SERVES SA), Wounded Warriors, C2 GPS, SERCO.	2020 Virtual Job HRWY Event via Premier Virtual Platform. 1. 160+ Employers, 25 Veteran Resource Village (VRV) Booths, 6 Information Booths (Programs, Grants and Special Initiatives) 2. 500-1,000 Job Seekers 3.Promote the event among Multi Board areas: Alamo, Rural Capital, Cental Texas and Capital Area.	2019 Outcomes 1. Registered Employers - 161 2. Registered Jobseekers - 2,022 (Veterans - 894, Non Veterans- 1,128). 3. Veterans Information Village - 60. 4. On-site hires - 111 (5.5%). Employers were expected to make more hires days/weeks after the event. WSA expected to verify employment via TWC wage records prior to COVID-19	In-progress	Due to COVID-19, transition to a virtual job fair event or a combination of several virtual events ahead of the event date is necessary due to the large number of job seekers displaced by COVID-19. Based on 4 WSA hosted virtual job fairs, Jobseekers tend to wait until the day of the event to register for the virtual events.
	\$10,000							
	10/1/2019	9/30/2020						
4	Career in Texas Industries/Youth Career Fair Events	Workforce Commission Initiatives (WCI)	"YourFutureStartsWithYES!"- Career Pathways Event Date/Location- 12/15/2020/Virtual Premier Platform Annual Career Pathways event for students. Careers in Texas Industries or Youth Career events for middle-school, high school, and postsecondary students, including employer exploration of career opportunities in industry. Information of career opportunities including pathways to in-demand careers, networking, internships, mentorship and other applied learning opportunities.	Career Pathways Planning Committee (Includes Independent School Districts & SA Works, & other partner agencies), C2 GPS, SERCO.	2020 Virtual Career Pathways Event 1. 500+ students 2. 20 Employers 3. 20 Presenters	2020 Event Outcomes: Not Applicable		As a result of COVID-19, our challenge was transitioning to a virtual event. However, virtual platform has been secured and event will take place on December 15, 2020.
	\$50,000							
	10/1/2019	9/30/2020						
5	Excellence in Rural Service Delivery	Workforce Commission Initiatives (WCI)	New TWC funding focused on innovative strategies to expand accessibility and services in the most rural and remote areas of the Alamo region.	AACOG  > Five (5) partner locations in rural areas: Bandera Library, Fredericksburg Hill Country University, City of Diley, Schertz Library, McMullen County. > Commissioner Rodriguez (rural area in Bexar County).	1. 5 Kiosks in rural counties and 1 Kiosk in rural area of Bexar County 2. Relocation of two satellite offices (Bandera and Fredericksburg) 3. Explore/research Mobile unit	1. Kiosks have been ordered 2. Located new locations for Bandera and Fredericksburg 3. Mobile unit - in continued research by Board Staff and Board of Directors.  Current milestones moving according to timeline/plan.	In-progress  Initial Board directive took long to implement	Finalizing procedures, will schedule staff training, integration with WSA IT network structure, customer 'call center' and staffing infrastructure.
	\$41,000							
	10/1/2019	1/31/2020						
6	Teacher Externship	Statewide Initiative	TWC approved a 2020 revised plan to provide teacher externship curriculum during Fall 2020, Spring and Summer 2021 to150 middle and high school teachers and counselors.	Alamo STEM Coalition	1. Register 150 teachers 2. Successful have 140 teachers complete the program 3. Recruit 15 companies/ organizations for virtual externship experiences	Made contact with new industry partners and re-established with industry partners in the past to start creating clusters.  In addition, develop a list of industries by cluster for a virtual platform to be completed on November 1st.	In-progress	The pandemic has affected subcontractor partners resulting in the reassignments faculty and turnovers.
	\$160,000							
	7/15/2019	8/31/2021						

WSA NON-FORMULA FUNDED GRANTS, INITIATIVES, & PROJECTS								
7	Teacher Externship Plus	Statewide Initiative	TWC approved the 2020 revised plan to increase sustainability of externship services and ensure replicate in the communities.	Alamo STEM Coalition	1. Build sustainability/capacity 2. Replicate the program in communities outside of San Antonio 3. Recruit 150 teachers for Fall 2020, Spring & Summer 2021 Events (virtual teacher externships) 4. Digital Badging: Collaboration efforts between ESC-20 and Up Partnership continue to develop the Implementation Guide for teachers to track students' progress.	Harlandale ISD and Southwest ISD have been contacted to replicate the program in their districts. Currently, the program has been replicated in 6 Independent School Districts (ISD) that include Seguin, Navarro, Marion, Schertz-Cibolo-Universal City, Comal and New Braunfels.  In addition, discussions regarding the Digital Badging implementation continue with Up Partnership.	In-progress	The pandemic has affected subcontractor partners resulting in the reassignments faculty and turnovers.
	\$90,000							
	7/15/2019	8/31/2021						
8	Women's Entrepreneurship Bootcamp	Statewide Initiative	TWC made funding available to provide 1-day physical and virtual entrepreneurship bootcamp for eligible women.	UTSA = main partner delivering bootcamp.  Partner locations for virtual bootcamp: South Texas Regional Training Center (Hondo), Coastal Bend College (Pleasanton), Alamo Colleges (Central Texas Technology Center, Seguin/New Braunfels)..	1. In-person bootcamp: 20 participants x 8 sessions = 160 participants. 2. Virtual bootcamp: 10 participants x 8 sessions = 80 participants. 3. Curriculum development for women entrepreneurs.	MOUs in and contracts/agreements in place. Bootcamps were successfully conducted January and February 2020. In-person bootcamps were transmitted to virtual sites via WebEX. Targeted participants were 50 for each bootcamp. For both bootcamps-registered participants were 144. Actual attendees were 58. Extensive outreach resulted in increased registrations in March, April, May bootcamps. These were subsequently cancelled. The first session in June was cancelled due to short time-frame to collect eligibility docs. The session on July 16, 2020 was conducted. For this session 39 participants registered and 7 participants attended. Additional bootcamps include July 27, 3030 with 3 participants and 10 registrants, August 3, 2020 with 13 participants and 81 registrants, August 24, 2020 with 7 participants and 41 registrants, September 14, 2020 with 17 participants and 52 registrants, September 28, 2020 with 2 participants and 10 registrants. Total registrants are 509 with 150 participants.	After cancellation of March, April, May sessions due to pandemic, an alternative plan was submitted to TWC for an all virtual delivery format. Project is still in progress.	Main partner's capacity (they took on this additional initiative), identification and coordination of virtual partner locations, technology to stream virtual bootcamps, curriculum development copyrights. The pandemic caused the bootcamps to be cancelled in March, April, May. An alternative plan was submitted to TWC as May 18, 2020. The plan included the increased capacity for WebEx at UTSA to 200 individuals per session, that allows continuation of bootcamps virtual at all sites. Cancellation of in-person sessions, since, UTSA remains closed for in-person classes through August. The proposed plan will target registrants in the Jun-Aug 2020 bootcamps inviting them to attend virtual sessions Jun-Aug 2020. Curriculum was modified to accommodate the new delivery format. The sessions timeframe has changed to half day sessions, two sessions per month, one in Spanish and one in English. Challenges for these final bootcamps included gathering eligibility docs during COVID.
	\$58,200							
		7/26/2019	8/31/2021					
9	Texas Industry Partnership	Statewide Initiative	Support South Texas Electrical JATC, a 501(c)(3) electricians and technologies apprenticeship program develop a Certified Building Industry Consulting Service International (BICSI) Lab as an Authorized Training Facility (ATF).	South Texas Electrical JATC, a 501(c)(3) nonprofit electricians and technologies apprenticeship program, as registered with the U.S. Department of Labor.	Development of a Certified Building Industry Consulting Service International (BICSI) Lab, and be recognized as a BICSI Authorized Training Facility (ATF).	Reimbursement requested and made to JATC for the cost of the equipment purchased by JATC for the BICSI Lab. JATC is requesting to purchase Tables/TV monitor/chairs for the students instead of tools. TWC approval is required.	In-progress	The recruitment of actual apprentices is pending due to the delay in the construction of the lab (COVID-19 related). Expect the project to get back on track towards the end of the year.
	\$64,000							
	7/26/2019	8/31/2020						
10	WIOA ITAs Urban	Statewide Initiative	Leftover balance of Statewide Initiative funds must be used toward ITAs. Upskilling of WIOA participants with industry-recognized credentials in in-demand occupations	C2 GPS	> 13 - 14 participants enrolled in credentialing educ/training. > 8 - 9 obtain an industry-recognized credential.	No further action required.	On hold	Funding will be repurposed to the Women Entrepreneurship Bootcamp, ATEEMS and Teacher Externship Plus.
	\$48,000							
	7/26/2019	8/31/2020		SERCO	> 2 - 3 participants enroll in credentialing educ/training. > 1 - 2 obtain an industry-recognized credential.	1 Pharmacy Technician- Start date:02/2020. Youth completing internship. Training end date (Oct) delayed due to pregnancy.	In-progress	New training enrollments delayed due to COVID-19
	\$10,861							
	7/26/2019	8/31/2020						
11	RESEA	Reemployment Services	Provide Unemployment Insurance (UI) Claimants with access to resources, tailored labor market information, career services, and potential co-enrollment in the WIOA Dislocated Worker program, and obtain employment.	C2 GPS	1. 100% Outreach of RESEA UI Claimants. 2. Provision of RESEA Orientations to UI Claimants.	RESEA Orientation Services were provided to 1,897 UI Claimants (Between 10/2019 to 02/2020). Note: TWC Reinstated the UI work search requirements on 1 November 2020.	On hold	The Workforce Career Centers were closed in March 2020 due to COVID-19. TWC suspended all RESEA outreach until further notice.
	\$361,164							
	9/30/2019	12/31/2020						

WSA NON-FORMULA FUNDED GRANTS, INITIATIVES, & PROJECTS									
#	Initiative/Grant	Funding	Description	Partners	Goals	Outcomes	Status	Challenges	
12	Youth Job Skills/Urban	WIOA Youth	TWC funding to support 5 Boards with the highest # of dropouts and youth UI Claimants.To develop strategies to provide enhanced service delivery to Out-of-School without a secondary school diploma/equivalency, disadvantaged youth, and areas with high poverty rates.	C2 GPS ESC-20, Savant,	1. Enrollment: 42 youth 2. HS enrollment: 21 3. HS/equiv. completion: 7 4. Post-Sec Enrollment: 12 5. Post-Sec Credential: 4 6. Job Placement: 8	Youth are in the pipeline to enroll into GED and Training amidst Covid-19, as outreach is now being conducted virtually and digitally.	In progress	Multiple outreach mechanisms were planned, due to COVID-19 in person outreach and events have been rescheduled at this time!	
	\$205,920								
	10/1/2019	8/31/2021			SERC BCFS, ESC-20, Alamo Colleges, Caterpillar	1. Enrollment: 10 youth 2. HS enrollment: 5 3. HS/equiv. completion: 2 4. Post-Sec Enrollment: 3 5. Post-Sec Credential: 1 6. Job Placement: 2	1.(3) Participants ITA training for Industrial Maintenance Technician 2.(4) Participants for HS Diploma	In progress	Due to COVID-19 the start date for ITA training changed multiple times, but was transitioned into online classes.
	Youth Job Skills/Rural	WIOA Youth							
	\$51,480								
	10/1/2019	8/31/2020							
13	Military Family Support Program	WIOA Adult Statewide	On-site services at Military and Family Readiness Centers at JBSA Ft. Sam Houston, Lackland and Randolph located for military spouses, including job search, assessment, labor market information, resume writing, interviewing skills, support services, training in high demand occupations and placement.	C2 GPS Joint Base SA	1. # Provided Assessments - 62 2. # Participants Enrolled - 62 3. # Receiving Supportive Services- 6 4. # Participants Trained - 6 5. # Participants Receiving Certifications - 6	1. # Provided Assessments -12 2. # Participants Enrolled -12 3. # Receiving Supportive Services-0 4. # Participants Trained - 1 5. # Participants Receiving Certifications- 0 (Between 01/01/2020 to 06/30/2020)	In progress	Enrollment of spouses. Difficult to enroll in certain activities (due to spouses' occupational goals and military active duty spouses unexpected reassignment). Gaining employment has been difficult.  C2 Career Counselors are not allowed on base due to COVID-19	
	\$222,630								
	1/1/2020	12/31/2020	We have two C2 GPS staff offering services/located on-site at the three military bases.						
14	HPOG Grant	Alamo Colleges Subgrant	TANF recipient co-enrollment/case management with provision of supportive services (including utility, transportation and housing assistance and referral to resources such as childcare), Placement services for participants of Health & Human Services-Health Professions Opportunities Grant ("HPOG"). Individuals must meet eligibility and demonstrate a need for skills and training to enter the workforce.	Alamo Colleges, C2 GPS hires 1 staff	1. 25 applicants by 2/15/20 2 9 applicants by 5/30/20 3. Medical Front Office certificate: 20 by 6/30/20 to 8/30/20. 4. Provide 25-30 hours of OJT and health care employment services. 5. Job placement: 25 participants by 9/29/20	Accomplished Goal 1 and 2 successfully with 25 applicants by 2/15/2020 and 9 applicants by 5/30/2020. Of the 25 applicants, 0 were selected. Of the 9 applicants by 5/30/20 3 were selected and 1 secured a job. June Medical Front Office training is anticipated pending COVID-19 changes by Alamo Colleges. For the MFO class 200-300 participants were reviewed, 24 met eligibility criteria for HPOG. Of 24, 12 will start the MFO class. 7/15/2020.  WSA is behind on targets, adding 4 WSA MFO participants for July/August cohort. Provided 25-30 OJT hours of OJT ad healthcare employment services. Job placements: 25 participants by 9/29/20.	In-progress  However, will keep an eye on target attainment as it is beginning to fall behind.	Identification of eligible applicants, conflicting goals between TWC/WSA TANF requirements and HPOGs timelines (TWC/WSA is 'work-first' not long-term training), COVID-19: direct impact on training schedule forces participants out of the timeline to participate. COVID 19 has made it difficult to bring participants back in to complete missing paperwork. Team has been instructed to identify new eligible participants to hit targets. Classes have been moved or delayed due to low recruitment. Participants are choosing to collect federal aid from COVID 19 and/or choosing to work instead of going through the training or enrollment process.	
	\$81,870								
	10/1/2019	9/29/2020							

**WSA NON-FORMULA FUNDED GRANTS, INITIATIVES, & PROJECTS**

12	<b>Youth Job Skills/Urban</b>	<b>WIOA Youth</b>	TWC funding to support 5 Boards with the highest # of dropouts and youth UI Claimants. To develop strategies to provide enhanced service delivery to Out-of-School without a secondary school diploma/equivalency, disadvantaged youth, and areas with high poverty rates.	C2 GPS ESC-20, Savant,	1. Enrollments: 42 youth 2. HS enrollment: 21 3. HS/equiv. completion: 7 4. Post-Sec Enrollment: 12 5. Post-Sec Credential: 4 6. Job Placement: 8	1. Enrollments: 12 youth 2. HS enrollment: 6 3. HS/equiv. completion: 0 4. Post-Sec Enrollment: 4 5. Post-Sec Credential: 0 6. Job Placement: 2	In progress	Currently the Urban Youth Program is on a PIA for failure to meet/make progress regarding grant deliverables. However, Urban has made extreme improvement with the implementation of the PIA. New Special Project Managers will be submitting service plan for the remaining enrollment numbers.
	<b>Youth Job Skills/Rural</b>	<b>WIOA Youth</b>		SERCO BCFS, ESC-20, Alamo Colleges, Caterpillar	1. Enrollment: 12 youth 2. HS enrollment: 5 3. HS/equiv. completion: 2 4. Post-Sec Enrollment: 3 5. Post-Sec Credential: 1 6. Job Placement: 2	1. Enrollment: 9 youth 2. HS enrollment: 4 3. HS/equiv. completion: 2 4. Post-Sec Enrollment: 3 5. Post-Sec Credential: 0 6. Job Placement: 0	In progress	Very little challenges as outreach efforts are becoming more successful and more opportunity youth are being enrolled under Job Skills Initiative.
13	<b>Military Family Support Program</b>	<b>WIOA Adult Statewide</b>	On-site services at Military and Family Readiness Centers at JBSA Ft. Sam Houston, Lackland and Randolph located for military spouses, including job search, assessment, labor market information, resume writing, interviewing skills, support services, training in high demand occupations and placement.	C2 GPS Joint Base SA	1. # Provided Assessments - 62 2. # Participants Enrolled - 62 3. # Receiving Supportive Services- 6 4. # Participants Trained - 6 5. # Participants Receiving Certifications - 6	1. # Provided Assessments -32 2. # Participants Enrolled -32 3. # Receiving Supportive Services-0 4. # Participants Trained - 2 5. # Participants Receiving Certifications- 2 (24 entered employment) (2 Temporary Career Counselors stepped in to assist Military Spouses via Zoom meetings, text, email and phone calls)	In progress	Enrollment of spouses. Difficult to enroll in certain activities (due to spouses' occupational goals and military active duty spouses unexpected reassignment). Gaining employment has been difficult. Due to COVID-19, Counselors were not allowed on base. The Two Counselors assigned to this grant resigned recently weeks apart.
14	<b>HPOG Grant</b>	<b>Alamo Colleges Subgrant</b>	TANF recipient co-enrollment/case management with provision of supportive services (including utility, transportation and housing assistance and referral to resources such as childcare), Placement services for participants of Health & Human Services-Health Professions Opportunities Grant ("HPOG"). Individuals must meet eligibility and demonstrate a need for skills and training to enter the workforce.	Alamo Colleges, C2 GPS hires 1 staff	1. 25 applicants by 2/15/20 2. 9 applicants by 5/30/20 3. Medical Front Office certificate: 20 by 6/30/20 to 8/30/20. 4. Provide 25-30 hours of OJT and health care employment services. 5. Job placement: 25 participants by 9/29/20	34 applicants by May 30, 2020 is target. Accomplished Goal 1 and 2 successfully with 25 applicants by 2/15/2020 and 9 applicants by 5/30/2020. Of the 25 applicants, 0 were selected. Of the 9 applicants by 5/30/20 3 were selected and 1 secured a job. June Medical Front Office training is anticipated pending COVID-19 changes by Alamo Colleges. For the MFO class 200-300 participants were reviewed, 24 met eligibility criteria for HPOG. Of 24, 12 will start the MFO class. 7/15/2020- WSA is behind on targets, adding 4 WSA MFO participants for July/August cohort. Provided 25-30 OJT hours of OJT ad healthcare employment services. Job placements: 25 participants by 9/29/20. Grant ended 9/29/20. Training provider Goodwill was unable to recover from COVID impacts, therefore, could not provide training. Alamo Colleges provided training for 5 participants. 2 participants remain active. The certification exam was extended through December 2020.	In-progress	Identification of eligible applicants, conflicting goals between TWC/WSA TANF requirements and HPOGs timelines (TWC/WSA is 'work-first' not long-term training), COVID-19: direct impact on training schedule forces participants out of the timeline to participate. COVID 19 has made it difficult to bring participants back in to complete missing paperwork. Team has been instructed to identify new eligible participants to hit targets. Classes have been moved or delayed due to low recruitment. COVID Related Training affected this grant.
15	<b>TechWorks Grant</b>	<b>Alamo Colleges Subgrant</b>	Referrals, recruitment, job placement assistance for participants with some college but no degree, Veterans, Promise Zone residents, unemployed and underemployed individuals. Must meet Tech Works' eligibility and demonstrate a barrier: long term unemployment-over 27 weeks unemployed, limited English proficiency, disability, childcare needs, housing assistance, prior criminal convictions, and other barriers to employment identified under WIOA.	Alamo Colleges, C2 GPS hires 1 staff	1. Refer 20 eligible applicants by 2/30/20. 2. Refer 20 eligible applicants by 4/30/20. 3. Refer 20 eligible applicants by 6/30/20. 4. Job Placement: 50% (30) participants by 12/1/2020.	40 eligible applicants by 4/30/20 is target. 24 applicants were referred prior to 2/30/2020 meeting the February target. 65 eligible applicants were referred from February to April 30, 2020 Grant is meeting all targets.7/15/2020- 50% of referrals have missing eligibility criteria docs or did not met ACCD eligibility criteria. No further activity on this grant. Grant will end in December 2020. An extension has not been recieved from Alamo Colleges.	89 applicants total. In-progress	Implementation of identification of potential eligible applicants and referral system. TechWorks will train participants - subsequent placement requires alignment of business services efforts with employers in the field. COVID 19 has made it difficult to bring participants back in to complete missing paperwork. COVID related challenges affected this grant.
16	<b>Rapid Response</b>	<b>WIOA Dislocated Worker</b>	Provides Rapid Response immediate reemployment services to workers affected by layoffs, plant closings, workers of businesses affected by disasters and foreign trade.	Training Solutions, C2 GPS	Provide immediate reemployment services to affected workers.	Displaced Workers 13,264 from 144 companies, January to Sep 30, 2020	In progress	Tracking outcomes in employment for affected workers, co-enrollment with Dislocated Worker Program.
17	<b>Transitioning Service Members Inventory (Survey)</b>	<b>WIOA Dislocated Worker and Cost Allocated</b>	The Transitioning Service Members Inventory Initiative Survey is authorized by Joint Base San Antonio (JBSA) Fort Sam Houston. Lackland and Randolph and regularly administered by Bexar County staff. WSA Data enters paper responses into database, performs analysis and develops professional/publishing of report twice a year.	JBSA, Bexar Couty	Publish two reports annually	First report published 300 copies. Second report published 500 copies. 2732 surveys received. Third report published 500 copies, distributed October 2020	In progress	Transition Assistance Program (TAP) classes suspended. COVID 19 has impacted collection of surveys.

Initiative or active but all activities were completed or no additional reporting to Board is currently needed.								
18	Child Care Quality Conference	Workforce Commission Initiatives (WCI)	TWC funding for Board staff travel costs to the TWC Child Care Quality Conference April 24, 2019 in Austin	TWC	Cancelled due to COVID-19	Funding was cancelled due to COVID-19	Inactive	None.
	\$640							
	10/1/2019	9/30/2020						
19	Texas Veterans Leadership Program	Workforce Commission Initiatives (WCI)	TWC funding to support the agency's Texas Veterans Leadership Program (TVLP) staff	TWC/TVLP	Provide funding support to TVLP	Ongoing support.	Ongoing	None.
	\$17,177							
	10/1/2019	9/30/2020						
20	Foster Care Youth Conference	Workforce Commission Initiatives (WCI)	TWC funding of cover Board staff travel costs to the Foster Care Youth Conference	TWC	Conference cancelled due to COVID-19		Ongoing	None.
	10/1/2019	9/30/2020						
21	Externship for Teachers	Statewide Initiative	TWC funding to transfer the externship management and functions to communities and/or school districts, provide additional externship opportunities during the Fall 2019, and Spring 2020 and advance digital badging in the project	Steuck & Associates and Alamo STEM Coalition	1. Transfer externship to communities and/or school districts 2. Provide externship training to regional areas 3. Digital badging use for teachers	The funding was cancelled due to Coronavirus crisis.	Inactive	The pandemic created a challenge to meet in-person with teachers, employers and continue to host on-site tours.
	\$200,00							
	March 6, 2020	February 28, 2021						
22	Summer Earn and Learn	Statewide Initiative	Summer Earn and Learn is a statewide strategy that includes work readiness training and paid work experience for students with disabilities during the summer months. TWC-VR is primarily responsible for student recruitment and Workforce staff have the responsibility of identifying and recruiting employers to provide work experience opportunities	VR		The funding was cancelled due to Coronavirus crisis.	Inactive	The pandemic resulted in the program being cancelled.
	\$							
	April 4, 2020	08/21/202						

# **CHILD CARE PROGRAM REPORTS**



## BCY20 CHILD CARE PERFORMANCE MEASURES SEPTEMBER 2020

### Performance

Timeframe	# of Units	BCY20 Target	% Attainment	Status
Year to Date (YTD) Average Kids Per Day (10/01/19 - 09/30/20)	10,093	10,469	96.41%	<b>MP</b>

Month	Goal	Actual YTD Units	Percent of Goal
October	9,532	10,891	114.26%
November	9,532	10,776	113.05%
December	9,532	10,631	111.53%
January	9,532	10,502	110.18%
February	10,469	10,429	99.62%
March	10,469	10,393	99.27%
April	10,469	10,377	99.12%
May	10,469	10,383	99.18%
June	10,469	10,346	98.83%
July	10,469	10,268	98.08%
August	10,469	10,190	97.33%
September	10,469	10,093	96.41%

### Performance Status Methodology

The Measure Status Methodology for BCY 20 will use YTD numbers to calculate performance.

MP = 95%-105%

+P = 105% or above

-P = <94.99

### September 2020

Texas Rising Star Providers	123
Texas School Ready Providers	39
Waitlist	5,110

### Units by County YTD

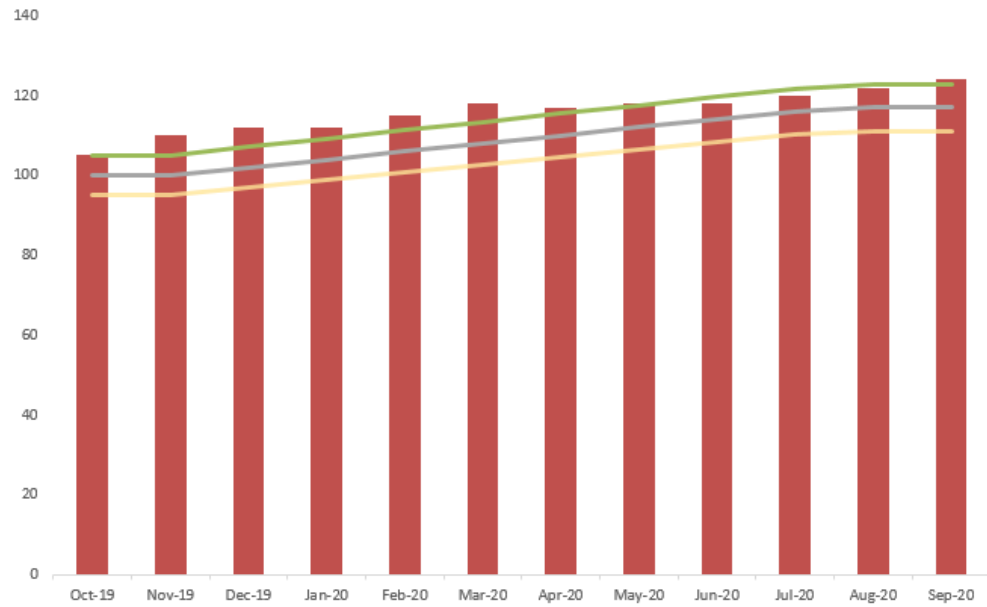
County	Goal	Urban/Rural Discretionary Performance	Discretionary	Mandatory*	CCDF Total	Percent of Goal	COVID Essential Worker	DFPS Not Included in Performance
<b>Bexar</b>	<b>8,375</b>	<b>77.82%</b>	<b>6,733</b>	<b>1,311</b>	<b>8,044</b>	<b>96.04%</b>	<b>1,220</b>	<b>709</b>
<b>Rural</b>	<b>2,094</b>	<b>22.18%</b>	<b>1,918</b>	<b>148</b>	<b>2,067</b>	<b>98.69%</b>	<b>216</b>	<b>188</b>
Atascosa			237	16	253		39	25
Bandera			48	3	51		2	6
Comal			435	38	473		47	35
Frio			62	7	68		6	9
Gillespie			29	7	36		2	4
Guadalupe			486	33	519		44	49
Karnes			17	0	17		1	2
Kendall			47	5	52		4	13
Kerr			231	14	245		23	17
McMullen			0	0	0		2	0
Medina			194	19	213		17	16
Wilson			133	7	140		31	13
<b>Total</b>	<b>10,469</b>		<b>8,651</b>	<b>1,460</b>	<b>10,110</b>		<b>1,436</b>	<b>897</b>

Rural units make up 22.18% of the total number of year to date Discretionary units.

Urban units make up 77.82% of the total number of year to date Discretionary units.

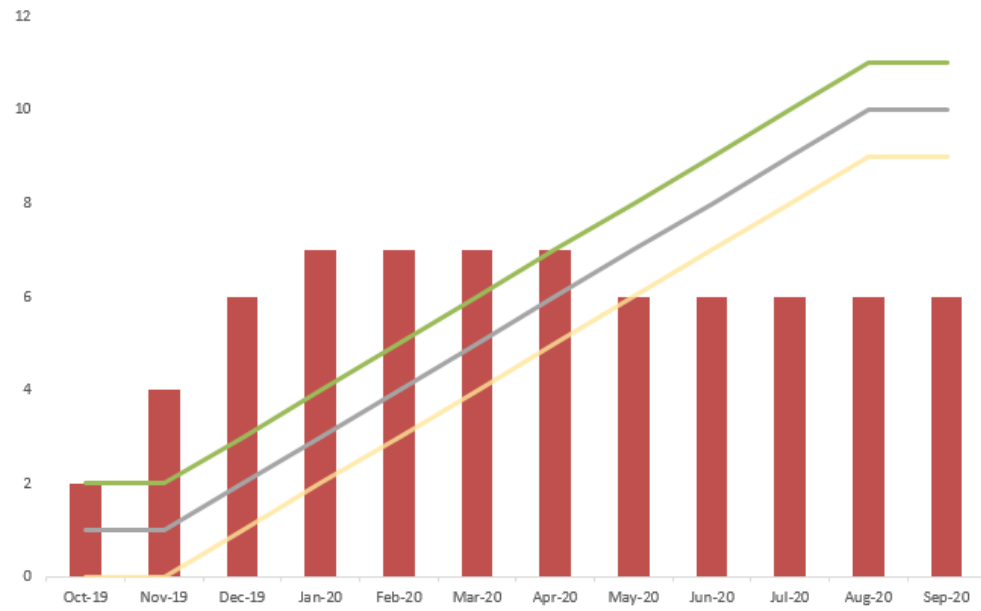
**Differences in units are due to timing of payments/referral fixes vs. date TWC extracted performance and will be captured in the subsequent month.**

Workforce Solutions Alamo  
 Child Care Services (CCS) Quality Performance BCY20  
 Number of Texas Rising Star Providers



	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Actual Cumulative Performance	105	110	112	112	115	118	117	118	118	120	122	124
Cumulative Performance Goal 95%	95	95	97	99	101	103	105	106	108	110	111	111
Cumulative Performance Goal 100%	100	100	102	104	106	108	110	112	114	116	117	117
Cumulative Performance Goal 105%	105	105	107	109	111	113	116	118	120	122	123	123

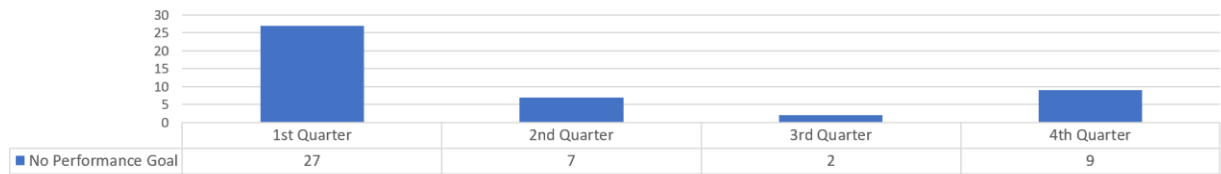
Workforce Solutions Alamo  
 Child Care Services (CCS) Quality Performance BCY20  
 Increase in Star Level of Texas Rising Star Providers



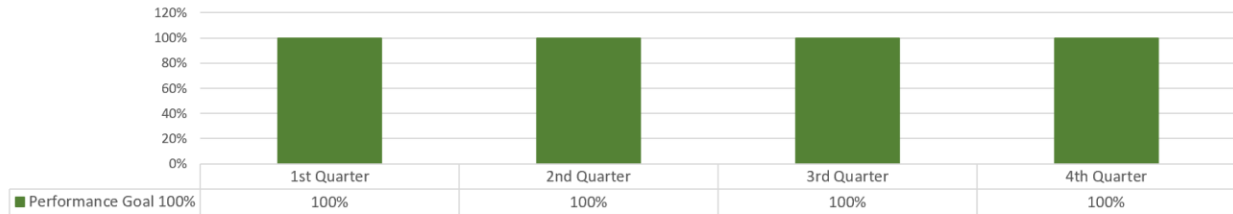
	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Actual Cumulative Performance	2	4	6	7	7	7	7	6	6	6	6	6
Cumulative Performance Goal 95%	0	0	1	2	3	4	5	6	7	8	9	9
Cumulative Performance Goal 100%	1	1	2	3	4	5	6	7	8	9	10	10
Cumulative Performance Goal 105%	2	2	3	4	5	6	7	8	9	10	11	11

# Texas Rising Star Assessor Performance

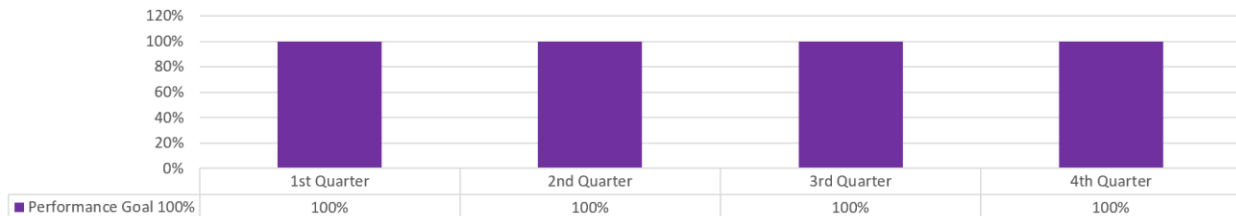
BCY20 Number of Assessments Conducted



BCY20 Percentage of Exit Reviews Conducted After Assessments



BCY20 Percentage of Assessment Results Provided Timely



## Quality Improvement Activities

### Mentoring Activities

- Total Texas Rising Star Providers: 124
  - 80 – 4 Star
  - 34 – 3 Star
  - 10 – 2 Star
- 43 zero-star centers (not TRS Certified) being mentored

### Current Initiatives/Partnerships:

- Voices for Children – South Texas Trauma Informed Consortium Sector – Early Care and Education. The focus of this group is to work to mitigate the effects of Adverse Childhood Experiences by working together to create a Certified Trauma Informed Bexar County.
- Region 20 – As part of the RECESS grant, WSA is working in partnership with Region 20 to have TRS child care centers work in collaboration with ISDs to support a school readiness and transition plan.
- Pre-K 4 SA – Working together to increase quality child care in San Antonio without duplicating services. Pre-K 4 SA has been providing professional development to child care providers who do not meet the TRS Guidelines to prepare them for reaching TRS status.

- Ready Kids SA – Working with a network of partners to maximize early childhood resources in our community. Primary Objectives: Create a comprehensive early childhood system that promotes the social, emotional, physical and cognitive development of children 0-8. Establish strategies and tools for family support and partnership.
- Working with (Texas Early Childhood Professional Development System) TECPDS to create a partnership so that we can utilize the system for storing all training certificates for future and easy access.
- United Way – Working with St Paul center on providing TRS Training to their trainer and master mentor to work with 10 Child Care Centers to bring them up to quality.
- Shared Services Alliance – WSA is working with the Shared Services Alliance in San Antonio, which includes established partners: United Way, Region 20, Pre-K 4 SA, Voices for Children, and the SA Food Bank. The Shared Services Alliance is leveraging resources to improve business practices at child care centers and improve quality by providing services and resources for providers. WSA will replicate services for rural counties.
- San Antonio College (SAC) – Developed a Career Pathway for early childhood professionals by establishing a scholarship for a Level II certificate, a stackable credential that can be transferred to an Associate's degree.

# **BUDGETS**

Report Period: 10/01/19 - 9/30/20 (Preliminary)									
Contractor Expense Report									
Contractor	Budgeted Amt.	Fiscal year 10/1/19 to 9/30/20	% Expensed	Balance	Direct Client Expenses	Urban Direct Client Expenses	Rural Direct Client Expenses	Direct Client Expenses Urban %	Direct Client Expenses Rural %
<b>C2 GPS Workforce Center-FY20</b>									
WIOA Adult	3,465,161	3,524,669.08	101.72%	(59,508)	1,348,038	987,007	361,030	73.22%	26.78%
WIOA Dislocated Worker	3,494,069	3,107,805.67	88.95%	386,263	1,117,529	781,244	336,285	69.91%	30.09%
WIOA Statewide Activities	48,000	0	0.00%	48,000	-	-	-		
WIOA Youth - Urban	2,938,859	2,210,927.64	75.23%	727,931	1,031,141	1,031,141	-	100.00%	0.00%
WIOA Youth Job Skills	205,920	36,287.68	17.62%	169,632	12,768	12,768	-	100.00%	0.00%
TANF / Choices	4,410,565	3,578,612.61	81.14%	831,952	567,488	497,009	70,479	87.58%	12.42%
SNAP ABAWD	1,277,464	1,171,832.80	91.73%	105,631	202,218	171,147	31,071	84.63%	15.37%
NCP	364,552	337,411.40	92.56%	27,141	44,017	44,017	-	100.00%	0.00%
TAA	275,269	186,034.57	67.58%	89,234	186,035	145,098	40,937	77.99%	22.01%
REA	450,000	324,970.97	72.22%	125,029	-	-	-		
Child Care Quality-CCQ	1,398,760	1,051,131.93	75.15%	347,628	167,982	167,982	-	100.00%	0.00%
VR Infrastructure Funding	19,985	13,525.47	67.68%	6,460	-				
Military Family Support	121,084	100,910.04	83.34%	20,174	6,299	6,299		100.00%	0.00%
Military Family Support	178,104	211,809.30	118.92%	(33,705)	62,820	62,820		100.00%	0.00%
H-1B Job Training-Tech Works Grant	83,580	23,620.59	28.26%	59,959	-				
Teacher Externship	20,000	2,129.90	10.65%	17,870					
Women's Entrepreneurship Bootcamp	13,319	9,248.22	69.44%	4,071					
Health Profession Opportunity Grant	81,870	59,015.03	72.08%	22,855					
WCI Funding	41,470	0	0.00%	41,470					
Rapid Response	15,000	49,394.43	329.30%	(34,394)					
NDW - Disaster Recovery DW grant	735,219	160,779.39	21.87%	574,440	104,838	102,932	1,905	98.18%	1.82%
Bexar County Cares Grant	3,311,074	681,333.18	20.58%	2,629,740	-				
City of San Antonio Cares Grant	2,570,326	17,807.38	0.69%	2,552,519					
<b>C2 GPS Total</b>	<b>25,519,650</b>	<b>16,859,257.28</b>	<b>66.06%</b>	<b>3,478,133</b>	<b>4,851,171</b>	<b>4,009,464</b>	<b>841,707</b>		
<b>SERCO-FY20</b>									
WIOA Youth - Rural	1,584,411	1,487,607.35	93.89%	96,804	581,781	-	581,781	0.00%	100.00%
WIOA Youth Job Skills Grant	51,480	39,082.76	75.92%	12,397	29,770	-	29,770	0.00%	100.00%
WIOA Statewide Activities	10,861	-	0.00%	10,861	-	-	-		
<b>SERCO TOTAL</b>	<b>1,646,752</b>	<b>1,526,690.11</b>	<b>92.71%</b>	<b>120,062</b>	<b>611,552</b>	<b>-</b>	<b>611,552</b>		
Contractor	Budgeted Amt.	Fiscal year 10/1/19 to 9/30/20	% Expensed	Balance	Direct Client Expenses	Urban Direct Client Expenses	Rural Direct Client Expenses	Direct Client Expenses Urban %	Direct Client Expenses Rural %
<b>City of San Antonio (Child Care) FY20</b>									
Child Care Operations/Direct Care - CCF	64,281,768	61,604,698.65	95.84%	2,677,069	41,334,116	32,417,668	8,916,448	78.43%	21.57%
Mandatory Direc Care Ratio Sub set CCC	10,435,075	10,246,828.15	98.20%	188,247	10,246,393	9,225,708	1,020,685	90.04%	9.96%
Direct Child Care Match - CCM	11,369,164	10,170,710.83	89.46%	1,198,453	7,049,873	5,668,108	1,381,765	80.40%	19.60%
Child Care Quality - CCQ	424,502	328,528.20	77.39%	95,974				N/A	N/A
*Child Care - CCP	8,960,142	6,713,298.77	74.92%	2,246,843	6,212,625	4,963,187	1,249,438	79.89%	20.11%
<b>City of San Antonio (Child Care) FY20 - Total</b>	<b>95,470,651</b>	<b>89,064,064.60</b>	<b>93.29%</b>	<b>6,406,586</b>					
*The CCP, WSA nor COSA can control enrollment by Urban or Rural; must serve based on referral from other agencies.									

Contractor	Budgeted Amt.	Fiscal year 10/1/19 to 9/30/20	% Expensed	Balance			
<b>SPECIAL PROJECTS / GRANTS</b>							
<b>Externship for Teachers 2019</b>				-			
ATEAMS	300	-	0.00%	300			
Steuck & Accociates	10,000	10,000.00	100.00%	-			
UTSA	5,000	4,865.13	97.30%	135			
<b>Externship for Teachers</b>	<b>15,300</b>	<b>14,865.13</b>	<b>97.16%</b>	<b>435</b>	-	-	-
<b>Child Care Automation FY20</b>							
ACS-Xerox Business Services	<b>361,164</b>	<b>324,777.59</b>	<b>89.93%</b>	<b>36,386</b>			
				-			
<b>WIOA Alternative Funding Statewide Activities</b>				-			
* ATEAMS-Teacher Externship	160,000	37,939.91	23.71%	122,060			
* ATEAMS-Teacher Externship Plus	90,000	17,308.00	19.23%	72,692			
UTSA-Women's Entrepreneurs Bootcamp	28,000	28,000.00	100.00%	-			
Texas Industry Partner	56,640	34,639.88	61.16%	22,000			
<b>WIOA AFSA Total</b>	<b>334,640</b>	<b>117,887.79</b>	<b>35.23%</b>	<b>216,752</b>			
<i>* Pending information to finalize contract</i>							
<b>Rapid Response 2019</b>				-			
* Training Solutions	<b>61,434</b>	<b>61,434.00</b>	<b>100.00%</b>	-			
<i>* Contractor Training Solutions amendment in process</i>							
TAA/ES Contractor Cost		<b>34,356.59</b>					
<b>Contractor Grand Total</b>	<b>123,409,591</b>	<b>108,003,333.09</b>	<b>87.52%</b>	<b>15,406,257</b>	-	-	-



## WORKFORCE PROGRAM SUMMARY DESCRIPTION

“Programs” can be classified in different ways as based on the way that they come about. These include “*Formula-Funded Grants*,” “*Workforce Initiatives*,” “*Special Grants/Projects*,” “*Fee-for-Service Grants*,” and “*Other TWC Grants*.”

### Formula-Funded Grants

Funds for services are allocated to state and local areas based on a formula. These grants are the Board’s ‘bread and butter’ and form a part of our primary or core programs.

**Child Care Services (CCS).** Child care subsidies in support of low-income parents’ employment (retention) and/or completion of education and training. Services are also offered to TANF/Choices and SNAP E&T participants, as well as for children in need of protective services.

**Non-Custodial Parent Choices (NCP).** Program targets low-income unemployed or underemployed noncustodial parents who are behind on their child support payments and whose children are current or former recipients of public assistance.

**Quality Improvement Activities (QIA).** Initiatives that help promote the quality of child care, including training and technical assistance that are primarily geared to benefit child care facilities that are working toward Texas Rising Star (TRS) certification or are TRS providers working toward a higher certification level.

**Rapid Response.** Rapid Response is a proactive, business-focused strategy designed to help growing companies access an available pool of skilled workers from companies that are downsizing and to respond to layoffs and plant closings by providing immediate on-site assistance to transition workers to their next employment as soon as possible.

**Supplemental Nutrition & Assistance Program Employment & Training (SNAP).** Program helps ‘food stamp’ recipients gain skills, training, or work experience and increase their ability to obtain regular employment.

**TANF/Choices.** Program offers job preparation and educational services required for parents who depend on public assistance (Temporary Assistance for Needy Families/TANF) to transition into economic self-sufficiency through employment.

**Trade Adjustment Assistance (TAA).** Program provides job training and employment services to workers who have lost their jobs due to the effects of international trade.

**Wagner-Peyser.** Federal legislation that established the ‘Employment Service’ and ancillary functions in 1935, as subsequently amended. Employer, job matching, and other related services offered at the Centers are partly funded using Wagner-Peyser grant funds.

**Workforce Investment & Opportunity Act (WIOA).** WIOA has three main “formula-funded” grants serving Adults, Dislocated Workers, and Youth. However, other smaller grants are funded through WIOA, such as Rapid Response and Trade Adjustment Assistance (TAA).

WIOA funds also can be used for Incumbent Worker and Customized Training, both of which only require 'basic' WIOA eligibility (e.g., being eligible to work in the U.S., being employed and, for males, being registered in Selective Service). The following three grants do have additional eligibility requirements which individuals must meet for funding.

**WIOA Adult.** Program serves economically disadvantaged adults assisting them in obtaining the skills needed to obtain, retain, and/or advance in employment.

**WIOA DW.** Program serves individuals who have lost their jobs as a result of a layoff or closure (e.g., at no fault of their own). Program assists dislocated workers in returning to the workforce as quickly as possible.

**WIOA Youth.** Program serves in-school and out-of-school youth ages 16-24 supporting them so they may enter into or complete educational/training opportunities, so they may gain the skills and credentials needed to obtain and retain employment.

### Special Grants/Projects

Special Grants/Projects are those that WSA competes for (e.g., these are not like the "formula-funded grants" that TWC awards WSA). Rather, WSA writes a proposal to request and/or compete for funding, be this on our own and/or with partners.

**Externship for Teachers.** Grant available by TWC to outreach/collaborate with employers and Independent School Districts (ISDs) to provide externships for middle school and/or high school teachers, schools, counselors, and school administrators. WSA assists in the development and submits a proposal in partnership with the Alamo STEM Workforce Coalition (ASWC). ASWC is comprised of the Alliance for Technology Education in Applied Math and Science (ATEAMS), the Education Service Center 20 (ESC-20), SA Works, UTSA, and C2 GPS. The project requires matching funds (e.g., non-federal funds put in by the partners and/or private donors).

**High Demand Job Training Program.** WIOA funds that aim to address skill gaps that support talent pipelines that help meet industry needs, for example, for the purchasing of instrumentation, tools, and/or equipment. These must be done in collaboration between Boards and Economic Development Corporations (EDCs). Partners with whom WSA has collaborated include Alamo Colleges, Seguin EDC, and New Braunfels IDC (e.g., recent grant focused on building capacity with CNC machining technology and training).

### Workforce Commission Initiatives (WCI)

WCIs are grant awards issued to Boards by TWC to fund specific project initiatives. The focus and timeframes of these grants vary. These initiatives support the delivery of services to workers and employers and help fund projects that strengthen and add value to the delivery system. The following are some examples.

**Red, White, and You!** Employment Service (ES) funds to support the job fair event for Veterans.

**Career in Texas Industries/Youth Career Fair Events.** TANF funds that support Career in Texas Industries or Youth Career events for middle school, high school, and postsecondary students. Events aim at promoting exploration of career opportunities including

understanding pathways to in-demand careers, networking, internships, and other applied learning opportunities. This year's focus is on a Career Pathway Readiness Mini-Summit to include school Administrators, Counselors & Teachers, Parents, Students, and Workforce Development professionals with individual tracks and which is scheduled for September.

**Texas Veterans Leadership Program.** Utilize ES funds to support TWC's Texas Veterans Leadership Program (TVLP) staff. The Board shall ensure Agency TVLP staff is provided access to and use of common equipment, software or hardware platforms, consumables, and telecommunications networks in shared facilities. The Board may acquire goods or services needed to support the Agency's TVLP staff.

**Child Care Quality Conference.** Utilize CCDF funds to cover travel costs to the TWC Child Care Quality Conference.

**Foster Care Youth Conference.** Utilize TANF funds to cover travel costs to the Foster Care Youth Conference.

**Military Family Support Pilot Program.** Program designed to better meet the needs of military spouses entering the job market at military installations.

### Fee-for-Service Grants

TWC has begun issuing funding for Vocational Rehabilitation Services (VRS). These funds aim at ensuring that Texas effectively prepares students with disabilities to obtain competitive and integrated employment through participation in employability skills and work readiness training, career exploration activities, work experience, postsecondary education, and other activities.

**Summer Earn & Learn (SEAL).** Includes work readiness training and paid work experience during the summer for students with disabilities.

**Student HireAbility Navigator Project.** Funding for two positions to serve as resources in the WDA to support, expand, and enhance the provision of pre-employment transition services to students with disabilities who are in the early phases of preparing for transition to postsecondary education and employment.

**Paid Work Experience Services.** Boards partner with TWC-Vocational Rehabilitation Division (TWC-VR) to pay wages and associated taxes and fees so customers with disabilities can engage in paid work experiences.

### Other TWC Grants

TWC sometimes may issue grants to Boards that are not tied to Workforce Initiatives.

**Reemployment Services and Eligibility Assessment (RESEA).** Grant programs funded by Title I of WIOA and the federal-state Unemployment Insurance (UI) program are required partners in a comprehensive, integrated workforce system. This program targets claimants who are most likely to exhaust benefits and be in need of reemployment services.

Program Year (PY) 2019-2020 TWC-Contracted Performance Measures - Glossary		
WIOA Adult	Definition	Current Target
Adult Employed in the 2 <sup>nd</sup> Quarter	The percentage of WIOA Adult registered participants in unsubsidized employment during the 2 <sup>nd</sup> quarter after exit from the program.	81.50%
Adult Employed in the 4 <sup>th</sup> Quarter	Percentage of WIOA Adult registered participants who are in unsubsidized employment during the 4 <sup>th</sup> quarter after exit from the program.	82.50%
Adult Median Earnings in the 2 <sup>nd</sup> Quarter	Median earnings of WIOA Adult registered participants during the 2 <sup>nd</sup> Quarter after exit from the program.	<i>n a</i>
Adult Credential Rate	Percentage of WIOA Adult registered participants who obtain a post-secondary credential or a secondary school diploma or equivalent during participation in or within one year after exit from the program.	87.50%
WIOA Dislocated Worker	Definition	Current Target
DW Employed in the 2 <sup>nd</sup> Quarter	The percentage of WIOA DW registered participants in unsubsidized employment during the 2 <sup>nd</sup> quarter after exit from the program.	85.20%
DW Employed in the 4 <sup>th</sup> Quarter	Percentage of WIOA DW registered participants who are in unsubsidized employment during the 4 <sup>th</sup> quarter after exit from the program.	82.90%
DW Median Earnings in the 2 <sup>nd</sup> Quarter	Median earnings of WIOA DW registered participants during the 2 <sup>nd</sup> Quarter after exit from the program.	<i>n a</i>
DW Credential Rate	Percentage of WIOA DW registered participants who obtain a post-secondary credential or a secondary school diploma or equivalent during participation in or within one year after exit from the program.	78.30%
WIOA Youth	Definition	Current Target
Youth Employed, in Training, or in Education in the 2 <sup>nd</sup> Quarter	Percentage of WIOA Youth registered participants in education or training or in unsubsidized employment during the 2 <sup>nd</sup> quarter after exit from the program.	73.20%
Youth Employed, in Training or in Education in the 4 <sup>th</sup> Quarter	Percentage of WIOA Youth registered participants in education or training or in unsubsidized employment during the 4 <sup>th</sup> quarter after exit from the program.	72.30%
Youth Credential Rate	Percentage of WIOA Youth registered participants who obtain a post-secondary credential or a secondary school diploma or equivalent during participation in or within one year after exit from the program.	49.40%
WIOA All Participants	Definition	Current Target
All Participants Employed in the 2 <sup>nd</sup> Quarter	Percentage of Job Seekers in unsubsidized employment during the 2 <sup>nd</sup> quarter after exit from the program.	69.00%
All Participants Employed Quarters 2-4 Post Exit	Percentage of Job Seekers in unsubsidized employment during the 4 <sup>th</sup> quarter after exit from the program.	84.00%
All Participants Median Earnings 2 <sup>nd</sup> Quarter Post Exit	Median earnings of Job Seekers during the 2 <sup>nd</sup> Quarter after exit from the program.	\$5,561.00
All Participants Credential Rate	Percentage of Job Seekers who obtain a post-secondary credential or a secondary school diploma or equivalent during participation in or within one year after exit from the program.	60.00%
Employers	Definition	Current Target
Employers Served	Number of employers receiving workforce assistance.	<i>n a</i>
Program	Definition	Current Target
Choices Full Work Rate	Percentage of TANF recipients required to meet work-related participation requirements.	50.00%
Claimant Reemployment	Percentage of unemployment insurance (UI) recipients who re-enter employment within 10 weeks.	<i>n a</i>
Ave # of Children Served	Average number of children receiving subsidized childcare	10,469

## MEMORANDUM

**To:** Committee of Six

**From:** Adrian Lopez, WSA CEO

**Presented by:** Dr. Andrea Guerrero-Guajardo, Chief Information Officer

**Date:** November 13, 2020

**Subject:** Local Plan Update

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**Summary:** This item is to provide an update on the development of the local plan and strategies for the creation of a systems approach to serving jobseekers and employers.

**Analysis:**

- 1) Workforce Solutions Alamo has convened an internal working group focused on the creation of the 2021-2024 Local Plan. The first draft
- 2) Workforce Solutions Alamo has established domains to be addressed in the Local Plan and begun the development of a mixed-methods, iterative action-research methodology to assess economic and workforce priorities among stakeholders from each of the counties in the Alamo region.
  - a) Methodology:
    - i) Quantitative data analysis to define the scope of the Sector-based Partnership Model for workforce development in the WSA 13 county region. Participants in the model include institutions of higher education, adult basic education, K-12, economic development organizations, human services organizations as well as private industry and their associated supply chains and infrastructure.
    - ii) Qualitative data collection in the form of survey tools and focus groups from among stakeholder groups in each county in the WSA 13-county service area.

**Next Steps:**

Next steps: Ongoing evaluation updates of historical data for programs and initiatives for the 2021-2024 Local Plan; implementation of survey to solicit feedback from rural counties i.e. county commissioners followed by a snowball sample to garner additional local wisdom. Strategic Planning Committee of the Board will review the strategic framework and core principles for growth.

LOCAL PLAN DRAFT  
11.5.2020

Executive Summary

Under the Workforce Innovation and Opportunity Act (WIOA) §108 (20 Code of Federal Regulations §679.500–580), each Local Workforce Development Board (Board) is required to develop and submit to the state a comprehensive four-year plan (Board Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan. This Board Plan must be developed openly and be available to the public for comment for at least 15 days, but no more than 30 days, particularly to members of the business and educational communities as well as various other labor organizations. Along with submission of the Board Plan to the Texas Workforce Commission (TWC), the Board must submit all public comments of disagreement with the plan to TWC.

At the end of the first two-year period, the appropriate chief elected officials (CEOs) and the Board will review the local plan and prepare and submit modifications to reflect changes in the labor market and economic conditions, factors affecting the implementation of the plan, changes in financing, changes to the structure of the Board, and/or the need to revise strategies to meet local performance goals.

DRAFT

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**Part I: Board Vision and Strategies**

*The strategic elements of the Local Workforce Development Board Planning Guidelines (Guidelines) are as follows:*

**A. Vision and Goals**

*(WIOA §108(b)(1)(E); 20 CFR §679.560(a)(5))*

*Boards must include a description of the Board's strategic vision to support regional economic growth and economic self-sufficiency. The description must include:*

- *goals for preparing an educated and skilled workforce, including early education services, and services for youth and individuals with barriers to employment; and*
  - *goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).*
- 

**Board Response: WSA Board Strategic Vision**

The Workforce Solutions Alamo (WSA) Board serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. The Board of Directors represents various sectors among the 13 county Alamo region and reflects the diverse constituencies of the regional community: business, economic development, education, manufacturing, healthcare, community organizations, and government.

The WSA Board strives to manifest its core values of accountability, collaboration, excellence, innovation, and integrity. WSA is committed to promoting regional economic growth, economic self-sufficiency through sector-based workforce system that fully aligns efforts of local partners and communities in the region with State-level strategic efforts with which the Plan is required align.

The Board works in partnership with the local Chief Elected Officials (CEOs), which include the Mayor of the City of San Antonio and the County Judges from Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson counties. Together, the Board and the CEOs provide leadership and insight about the needs of the workforce system in the Alamo region, especially as it relates to the unique needs of urban and rural areas.

WSA Board vision provides the inspiration to execute an integrated community workforce network in the nation. The WSA Board and its regional partners recognize the collaborative process as a powerful means to collectively achieve economic growth that enables the workforce occupational demand to increase, thus providing the opportunity for more job seekers to reach self-sufficiency. WSA and its regional workforce partners have a history of collaborative planning and have aligned strategic initiatives with targeted industry sectors and demand occupations. The Strategic Goals outlined below identify the key areas of focus for the duration



of this Plan. Subsequent sections describe the Strategies and Actions to achieve the outlined broader goals of the workforce system.

As required, WSA strategies align with the TWC's System Strategic Plan goals outlined in the:

- The Texas Workforce System Strategic Plan FY 2016–FY 2023  
<https://gov.texas.gov/uploads/files/organization/twic/System-Strategic-Plan-Update.pdf>
- The Texas Workforce Commission 2021–2025 Strategic Plan  
<https://www.twc.texas.gov/files/twc/strategic-plan-fiscal-years-2021-to-2025-twc.pdf>
- WIOA Combined State Plan Program Years 2020–2023  
<https://www.twc.texas.gov/files/partners/wioa-combined-state-plan-twc.pdf>
- Strategic Plan for Adult Education and Literacy for the Fiscal Year of 2015–2020  
<http://www.twc.state.tx.us/files/twc/twc-strategic-plan-adult-education-literacy-fy2015-2020.pdf>
- Texas Early Learning Strategic Plan, 2020–2025  
<https://www.twc.texas.gov/files/partners/texas-early-learning-needs-assessment-twc.pdf>

Workforce Solutions Alamo is defined by a commitment to supporting the regional economic growth and economic self-sufficiency and acknowledging the unique needs of urban and rural areas of the 13-county region.

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**Key Goal: A shared prosperity through inclusive growth**

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Strategic Framework: Target and develop initiatives based on key principles of inclusive growth to:

- Address the global scale and technological complexity of of an advanced economy, and
- Promote the socio-economic prosperity of children, workers, and communities so they may meet their productive potential.

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**Core Principles of Inclusive Growth**

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- Growth from within and prioritize industries, occupations, and firms that:
  1. Drive local competitive advantage, innovation, productivity, and wage gains
  2. Prioritize industry specializations through sector-based strategies
- Invest in people and skills by:
  1. Targeting upskilling, re-skilling, and life-long learning to expand educational attainment and capacity to increase experience and wages
  2. Increase capacity to serve priority populations including veterans, foster youth, and individuals with identified barriers to meaningful employment
- Support sector-based strategies
  1. Data-informed decision-making at the partnership level
  2. High level of industry engagement
  3. Delivery of services specific to sector-based partnerships
  4. Emphasis on sustainability and continuous improvement
  5. Investment in capacity of staff to manage partnerships

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**Primary Objective:**

- Develop and implement workforce development opportunities that lead to self-sufficiency including career pathways and stackable credentials that lead to identified target industries and occupations.

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**Key Performance Indicators (KPIs):**

- Formative and summative evaluation is conducted using established metrics including TWC-contracted performance measures. Short and long-term outcomes inform policy and program development and drive the allocation of staff and financial resources throughout the strategic framework.

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## **B. Board Strategies**

(WIOA §108(b)(1)(F); 20 CFR §679.560(a)(6))

*Boards must include a description of the Board's strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local workforce development area (workforce area) to achieve the vision and goals.*

## **C. High-Performing Board**

(WIOA §108(b)(18); 20 CFR §679.560(b)(17))

*Boards must include a description of the actions the Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).*

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## **Board Response: Board Strategies**

### **Strategic Response**

The overall strategy described above helps to provide an overall framework for the following seven strategies.

#### **1. Focus on Employers**

Job seekers in the WSA region are will be trained to meet the needs of employers through engaging employers to identify hiring criteria and workforce needs. Education and training providers align career and technical education with sector-based and industry expectations.

- **Strategy 1:** Work together with employers, education and training providers, and local organizations to better align career and technical education with local industry skill expectation.
- **Strategy 2:** Increase marketing, outreach, and enrollment efforts in rural communities
- **Strategy 3:** Continue to work with rural counties to assist with employer retention and expansion strategies and to provide information about any opportunities for grant assistance i.e. skills development grants.
- **Strategy 4:** Strengthen and expand mechanisms that capture employer needs and develop tools, processes, and actions that support these needs.
- **Strategy 5:** Identify under-utilized talent pools, such as foster youth, individuals with special needs, and residents of underserved areas to increase their marketability through community partnerships, training, and resources that promote linkages with employers.

#### **2. Assist in Building an Educated and Skilled Workforce**

WSA works collaboratively with regional partners, elected officials, nonprofits, employers, and other stakeholders to increase educational attainment and develop a skilled workforce to meet the needs of target industries and occupations in the 13-county Alamo region. Ongoing discourse

among training providers and employers, facilitated by and in participation with, WSA is critical to ensuring a cohesive education and workforce ecosystem.

- **Strategy 1:** Increase registered apprenticeship training opportunities that align with the targeted occupations.
- **Strategy 2:** Promote and structure training services that provide portable, stackable, and transferable credits and credentials.
- **Strategy 3:** Support local initiatives that focus on technology as spearheaded by industry-centered partnerships.
- **Strategy 4:** Continue working on alignment to the TWC-contracted goals and regional workforce needs, and funding opportunities that expand available training/educational resources for students, job seekers, and incumbent workers.

### **3. Engage in Partnerships**

Partnerships create the backbone of a cohesive education and workforce infrastructure. WSA has and will continue to develop dynamic relationships with the goal of leveraging resources, enhancing alignment between training partners and employers, and facilitating communication across sectors and industries. WSA works to identify the shared information needs of partners to ensure consistent decision-making based on empirical data.

- **Strategy 1:** Continue to work with area partners to leverage resources by establishing shared entry points and a fail proof and effective referral system.
- **Strategy 2:** Continue to assist in promoting all community workforce targeted programs in the American Job Centers and will share eligible resources that assist in other partner programs, i.e. co-enrollment, entrepreneurship and small or start-up business workshops.
- **Strategy 3:** Seek out opportunities to collaborate with all regional workforce partners to pursue other resources that would provide a greater impact in the local workforce training pipeline.
- **Strategy 4:** Engage partners to identify and address regional priorities and continue to support needs-based and results-oriented programs.

### **4. Promote Fully Articulated Career Pathways**

Career pathways are an efficient method for creating opportunities for training at multiple levels to acknowledge varied educational attainment and skill level of the population. This approach is intended to meet the needs of employers whose short- and long-term skill needs can accommodate a workforce in different stages of development. Career pathways benefit job seekers by enabled them to build skills while on the job, gain experience in a given sector, and increase advancement and wages over time.

- **Strategy 1:** Work with employers, educational institutions and regional partners to identify clear pathways or “mapping” of knowledge, skills and abilities that illustrate the steps necessary to move from one educational or employment milestone to another.
- **Strategy 2:** Provide strong support or “navigation” career counseling, assessment of skills, interests, and aptitudes.

- **Strategy 3:** Work with training partners on instruction in basic or foundational skills to include both academic and interpersonal relationship skills or soft skills necessary to succeed in the workplace.
- **Strategy 4:** WSA will systematically shift toward a sector strategy, career pathways model, and public-private industry partnership initiatives to ensure that workforce training is directly linked to employers' talent needs.

## 5. Align System Elements to Improve and Integrate Programs

WSA endeavors to improve the ability of all participants to complete programs of study, earn credentials transition to further education (if necessary), and gain critical skills necessary for job attainment and retention. Alignment of local programs and resources that prioritize program needs and Board strategy contributes to the success job seekers and the development of a workforce that addresses target industries and occupations.

- **Strategy 1:** Work with area partners to continuously improve the referral system to help remove obstacles and barriers to success, to promote successful performance on the job and in school.
- **Strategy 2:** Address all WIOA defined barriers to employment through Adult, Dislocated Worker and Youth program activities and partner with community program providers to enhance the skill level and earnings potential for participants with significant barriers to employment.
- **Strategy 3:** Work with TWC, AEL, and Vocational Rehabilitation partners to consolidate intake, referral, and service strategies that focus on training and employment.
- **Strategy 4:** WSA will collaborate to promote both economic and educational mobility for the Alamo Region.

## 6. Youth and Job Seekers with Barriers Strategies

Targeted interventions and programming focused on children and youth anticipate the critical role that this population will fill in near- and long-term. The middle and high school students of today will, at some future point, enter various career pathways, and subsequently, enter the workforce at various levels of education and skill level. WSA fosters specific opportunities and provides supplemental services for both in and out-of-school youth with the goal of increasing high school graduation, post-secondary enrollment and completion, and gainful employment rates for youth.

- **Strategy 1:** Work with employers and with agencies that connect youth with employers to assist in the implementation of work-based learning initiatives, including internships, work experience, job shadowing, leadership development activities, pre-apprenticeship, apprenticeship, subsidized summer employment, and financial literacy.
- **Strategy 2:** Focus on reconnecting out-of-school youth (OSY) to education and jobs.
- **Strategy 3:** Provide in-school-youth (ISY) with supports that are necessary for the successful completion of high school.

- **Strategy 4:** Work in partnerships to assist youth in high school and high school equivalency completion activities, tutoring, subsidized employment, college visits, and strategic career information.
- **Strategy 5:** Increase enrollment of marginalized and OSY by cultivating strong relationships with community and faith-based organizations.
- **Strategy 6:** Strengthen partnerships with secondary education institutions and AEL providers to promote high school (and equivalency) attainment, and to prevent youth from dropping out of school.

## 7. Performance Accountability Strategies

The WSA Board of Directors and committees (i.e. oversight, finance, planning, youth, child care, human resources, and executive), evaluate the performance and operations of the agency as well as that of each program or initiative. This committee structure and WSA's emphasis on continuous planning and continuous improvement facilitates high levels of integration and coordination in the workforce system.

- **Strategy 1:** Continue to strengthen systems that support an environment of knowledge and provides the needed insight to attain and excel in all TWC-Contracted performance measures and other contracted grants.
- **Strategy 2:** Maintain adequate internal accounting controls to provide assurance of properly recorded and timely transactions that are in accordance with state and federal regulations, including the provision of accurate financial records to the Board, Local, State, and Federal agencies.
- **Strategy 3:** Maintain and promote a continuous improvement process to ensure accountability, integrity, and quality within our workforce programs.
- **Strategy 4:** Commit to review and refine all contracting and procurement policies, procedures, and processes to ensure compliance and adherence to applicable rules and regulations.
- **Strategy 5:** Continue to work to ensure that all data and customer information is secure and protected from unauthorized access and exposure.

WIOA requires states to support regional efforts that result in the analysis of the regional labor market, establishment of regional service strategies, development and implementation of sector initiatives for in-demand industry sectors or occupations for the region, and the coordination of services with regional economic development needs. To that effect, WSA has a demonstrated history of collaboration beyond the designated workforce area. These collaborative efforts have resulted in workforce system leaders partnering to align workforce policies and services with regional economies and supporting service delivery strategies tailored to these needs. Examples of WSA's inter-regional partnerships include:

- Five Boards (Alamo, Coastal Bend, Golden Crescent, Middle Rio Grande, and South Texas) working collaboratively to support the needs of the oil and gas industry in the Eagle Ford Shale area;

- Alamo, the Capital Area, Central Texas, Greater Dallas, Heart of Texas, North Central Texas, Rural Capital Area, and Tarrant County Boards acting as members of the I-35 Initiatives Consortium. The consortium was founded in 2010 to establish a multiregional coordinated strategy for meeting the recruitment and skill training needs of businesses in the life sciences cluster, with an emphasis on health care and bioscience. The consortium represents 46% of Texas' residents located in the 51 counties that span from San Antonio to Dallas-Fort Worth.

**Commented [AG1]:** Confirm this information; update

## Resource Alignment

### Board Response: Resource Alignment

Within the WSA operated workforce system, contract partners who managing and operating the region's American Job Centers have full responsibility for operating core TANF, SNAP, WIOA (Adult, Dislocated Worker, and Youth) programs, as well as providing day-to-day guidance to TWC (state) Employment Services staff. TWC maintains administrative responsibility, and shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

WSA works collaboratively across entities to execute core programs and align resources available to the local area.

Efforts to integrate additional required partners, including Adult Education and Literacy (AEL) Consortium partners and Rehabilitative Services (TWC Department of Vocational Rehabilitative Services/VRS) will be spearheaded by WSA Board staff.

- Due to the restructuring of AEL services in Texas to move management and oversight of services under TWC, the WSA Board is charged with coordination and collaboration responsibilities to support and ensure continuous improvement of AEL services. WSA Board staff are active participants with the regional AEL Alamo Consortium of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20). In 2016, TWC VRS was restructured to move the function under TWC. With the restructuring, the WSA Board has been tasked with coordination with VRS to leverage the full breadth of resources provided to the Alamo region. WSA Board staff has actively engaged with their departmental counterparts. To efficiently coordinate operations and services, leadership from both of our groups has been engaged in strategic planning, business engagement and future facility co-location. WSA Board staff will continue to respond to TWC guidance regarding coordination of activities. Co-location with Vocational Rehabilitation partners improved the direct linkage for individuals with disabilities to workforce services. Vocational Rehabilitation partners are now located in # of the workforce centers in the Alamo workforce area.

**Commented [AG2]:** Did this happen?

AEL, VRS, and WSA contractors are provided guidance and strategies regarding alignment and leveraging of resources and are responsible for integration of services. WSA Board staff is responsible for direct management and oversight of all WSA contractors and coordination and



collaboration with AEL and VRS to ensure effective execution. Alignment with Vision and Goals: Consolidation of core program management and oversight, and day to day management of partner staff, ensures alignment of resources. Strong management and oversight by the WSA Board and Board staff ensures resources are deployed consistent with the WSA Vision, “to lead the most integrated community workforce network in the nation” and achieve the goals outlined within this plan.

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***Part 2. Economic and Workforce Analysis***

***A. Regional Economic and Employment Needs Analysis***

*(WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1))*

*Boards must include a regional analysis of the following:*

- The economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations*
  - The employment needs of employers in existing and emerging in-demand industry sectors, in-demand occupations, and target occupations*
- 

**Board Response: TBD (MIS analysis)**

**Commented [AG3]:** Insert targets and analysis from Miriam  
See pp 16-25 of WSA 2017-2020 LP

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**B. Knowledge and Skills Analysis**

*(WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2))*

Boards must include an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs for in-demand industry sectors, in-demand occupations, and target occupations.

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**Board Response: TBD (MIS analysis)**

DRAFT

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### C. Labor Force Analysis and Trends

*(WIOA §108(b)(1)(C); 20 CFR §679.560(a)(3))*

Boards must include an analysis of the regional workforce, including current labor force

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employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

**Board Response: TBD (MIS analysis)**

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**Board Response: TBD (MIS analysis)**

**Commented [AG4]:** Insert analysis from MIS; See pp 25-35 of 2017-2020 LP

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#### **D. Workforce Development Analysis**

*(WIOA §108(b)(1)(D); 20 CFR §679.560(a)(4))*

Boards must include an analysis of workforce development activities in the region, including education and training.

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**Board Response: TBD (MIS analysis)**

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### Part 3: Core Programs

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#### A. Workforce Development System

(WIOA §108(b)(2); 20 CFR §679.560(b)(1))

Boards must include a description of the workforce development system in the workforce area that identifies:

- the programs that are included in the system; and
  - how the Board will work with the entities that facilitate core programs and other workforce development programs **to support alignment to provide services**, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State Plan under WIOA §102(b)(1)(E).
- 

#### Board Response: Core Programs

The Workforce Opportunity and Innovation Act (WIOA) authorizes key employment and training programs in the service delivery system to assist workers in the acquisition of essential tools and skills and to connect employers to a workforce with identified sector-specific skillsets. WIOA further aligns “core” programs to provide coordinated, comprehensive workforce services.

The following core programs must be made available either in-person and/or virtually at the American Job Centers:

- Workforce Innovation and Opportunity Act (WIOA) Adult, Youth and Dislocated Worker
- Temporary Assistance for Needy Families (TANF)/CHOICES
- CHOICES Non-Custodial Program (NCP)
- Supplemental Nutrition Assistance Program Employment & Training (SNAP)
- Trade Adjustment Assistance Act (TAA)
- Rehabilitation Act: that provide services to individuals with disabilities
- Wagner-Peyser Employment Services: staff located within centers and directly employed by TWC; the contractor integrates these services under the Texas Model
- Veteran’s Employment Services/Texas Veterans Leadership Program (TVLP): provided by staff located within the centers and employed by the Texas Veterans Commission (TVC) or TWC.

Under the guidance of TWC and in collaboration with our local area public officials, WSA provides service delivery oversight and planning through a partnership network. In support of WIOA, WSA will continue to reinforce progress toward service integration for customers.

As part of the job training, work-related, and educational programs and functions, WSA convenes all relevant programs identified as one-stop required-partner programs, including:

- Workforce Innovation and Opportunity Act (WIOA)
- Wagner-Peyser Employment Service (ES)
- Unemployment Insurance (UI) Benefits Information
- Choices, the Temporary Assistance for Needy Families (TANF) employment and training program
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Subsidized childcare
- Trade Adjustment Assistance (TAA)
- Adult Education and Literacy (AEL) programs

WSA establishes memoranda of understanding (MOUs) with the following agencies for programs that are not under the direct oversight of the board:

- Adult Education and Literacy (WIOA, Title II)
- Apprenticeship programs
- National and Community Services Act Program
- Non-Certificate Postsecondary Career and Technology Training programs
- Senior Community Service Employment Program
- HHSC (jointly developed with TWC)

**Commented [AG5]:** Confirm this with Rick

WSA establishes additional cooperative relationships, on an ad hoc basis, to expand capacity and strengthen the regional workforce ecosystem include:

- Local boards of education
- Local-level vocational education agencies
- Community-based Organizations (CBOs)
- Chambers of Commerce
- Industry- and Sector-based Consortiums
- Appointed Municipal Task Force(s)
- Faith-based Organizations (FBOs)



- Texas Department of Housing and Community Affairs (TDHCA)
- Other appropriate training and employment agencies and services to expand local presence

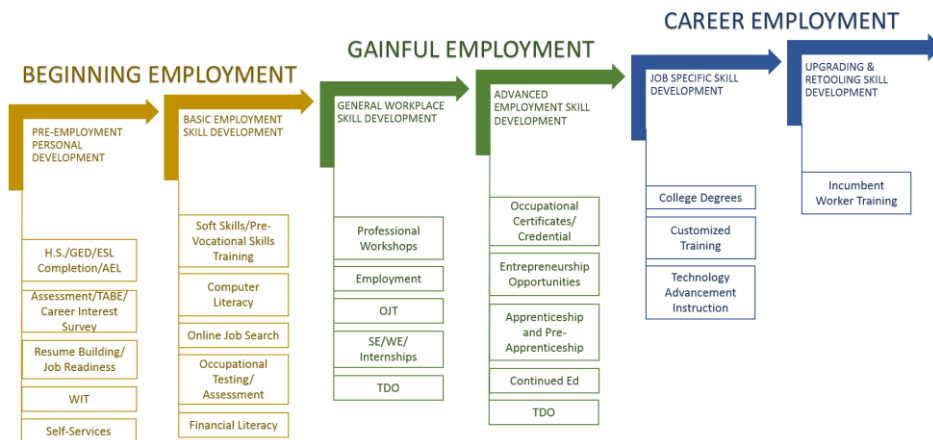
**Career and Technical Education Act:** Consistent with the Carl D. Perkins Career and Technical Education Act of 2006, WSA aims to more fully support the academic and career and technical skills of secondary education students and postsecondary education students who elect to enroll in career and technical education programs.

To that effect, WSA will explore opportunities to develop MOUs with the following optional partners:

- Career and technical education programs authorized under the Carl D. Perkins Act of 2006
- Job counseling, training, and placement services for veterans, 38 USC 41
- Education and vocational training program through Job Corps administered by DOL
- Native American programs authorized under Title I of WIOA
- HUB-administered employment and training programs
- Employment and training activities carried out under the Community Services Block Grant Act
- Reintegration of offenders' programs authorized under the Second Chance Act, 2007
- Migrant and Seasonal Farmworker programs authorized under Title I of WIOA

As previously noted within this plan, youth, job seekers, and incumbent workers are expected to enter the education and/or workforce at various points and various levels of job readiness and education. Many require front-end services to gain the necessary competencies to begin the search for employment. Those with high school graduation or equivalency, computer literacy, interviewing skills, completed resume, and the ability to autonomously complete job searches are potentially equipped to pursue gainful employment and subsequently progress toward advanced education, skills acquisition, and professional development.

WSA has developed the following employment supply-chain that describes our customers' experience from entry into the network/system and on through advanced training/employment opportunities. This diagram describes the progression of these career services available and serves as a framework for workforce and economic development.



Building on this progressive approach, WSA has also developed wages and professional advancement over time in order to sufficiently articulate to youth, job seekers, and incumbent workers about potential entry into appropriate career pathways based on their current skill levels, credentials, certifications, or educational attainment.

## THE AEROSPACE INDUSTRY NEEDS YOU NOW!

### WHY AEROSPACE?

There are a lot of openings for exciting, cutting-edge jobs that offer great pay! Be part of an innovative, fast-changing industry. Most aerospace jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$37.50**

THE AVERAGE YEARLY WAGE

**\$78,000**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

### WHERE CAN I GET EDUCATION AND TRAINING?

Coastal Bend College
 ALAMO COLLEGES DISTRICT

SOUTHERN CAREERS INSTITUTE
 Lamson Institute

ST VT
 ALAMO COLLEGES DISTRICT St. Philip's College

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the aerospace industry. Contact our career counselors for a complete list of job opportunities in the aerospace industry and to get your personal career plan!

### SAMPLE CAREER PLAN

	CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
	<b>\$14.30</b>	<b>\$19.20</b>	<b>\$25.23</b>	<b>\$54.07</b>
	Helpers - Carpenters	Sheet Metal Workers	Mechanical Engineering Technicians	Computer Network Architects
EDUCATION	NO FORMAL EDUCATION	HIGH SCHOOL / EQUIVALENCY DIPLOMA	ASSOCIATE'S DEGREE	BACHELOR'S DEGREE
WORK EXPERIENCE	ON-THE-JOB TRAINING	APPRENTICESHIP	PREVIOUS WORK EXPERIENCE	5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE CONSTRUCTION INDUSTRY NEEDS YOU NOW!

### WHY CONSTRUCTION?

There are a lot of job openings in a variety of fields that offer great pay! Most construction jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$34.78**

THE AVERAGE YEARLY WAGE

**\$72,332**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

### WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO  
COLLEGES  
DISTRICT



Lamson Institute

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the construction industry. Contact our career counselors for a complete list of job opportunities in the construction industry and to get your personal career plan!

#### SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
<b>\$15.47</b>	<b>\$19.05</b>	<b>\$26.16</b>	<b>\$37.41</b>
Roofers	Carpenters	Telecommunication Line Installers and Repairers	Architect
EDUCATION NONE	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE MODERATE	WORK EXPERIENCE APPRENTICESHIP	WORK EXPERIENCE LONG-TERM	WORK EXPERIENCE INTERNSHIP / RESIDENCY

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE EDUCATION INDUSTRY NEEDS YOU NOW!

### WHY EDUCATION?

The education industry offers job security, great pay and flexible schedules! Help shape the future of children in our community. Some education jobs let you earn certifications while you teach.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$21.93**

THE AVERAGE YEARLY WAGE

**\$45,604**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

### WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO  
COLLEGES  
DISTRICT

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the education industry. Contact our career counselors for a complete list of job opportunities in the education industry and to get your personal career plan!

#### SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
<b>\$10.89</b>	<b>\$22.23</b>	<b>\$27.37</b>	<b>\$54.44</b>
Substitute Teacher	Education Admin., Preschool & Childcare Center	Kindergarten Teachers	Education Administrators, Postsecondary
EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE	EDUCATION MASTER'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE-JOB TRAINING	WORK EXPERIENCE LESS THAN 5 YEARS	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE HEALTHCARE INDUSTRY NEEDS YOU NOW!

### WHY HEALTHCARE?

There are a lot of job openings in a variety of fields that offer great pay! Be a part of this critical, life-saving industry. Most healthcare jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$35.35**

THE AVERAGE YEARLY WAGE

**\$73,530**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

### WHERE CAN I GET EDUCATION AND TRAINING?



### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the healthcare industry. Contact our career counselors for a complete list of job opportunities in the healthcare industry and to get your personal career plan!

#### SAMPLE CAREER PLAN

		CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
		<b>\$28.87</b>	<b>\$51.87</b>
		Dietitians and Nutritionists	Medical and Health Services Managers
CAREER LEVEL ENTRY-LEVEL	<b>\$16.87</b>		
Pharmacy Aides			
		Pharmacy Technicians	
EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE-JOB TRAINING	WORK EXPERIENCE MODERATE ON-THE- JOB TRAINING	WORK EXPERIENCE INTERNSHIP / RESIDENCY	WORK EXPERIENCE LESS THAN 5 YEARS

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE IT/CYBERSECURITY INDUSTRY NEEDS YOU NOW!

### WHY IT/CYBERSECURITY?

There are a lot of job openings in a variety of fields that offer great pay! Most IT/Cybersecurity jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$37.77**

THE AVERAGE YEARLY WAGE

**\$78,562**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

### WHERE CAN I GET EDUCATION AND TRAINING?



### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the IT/Cybersecurity industry. Contact our career counselors for a complete list of job opportunities in the IT/Cybersecurity industry and to get your personal career plan!

#### SAMPLE CAREER PLAN

		CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
		<b>\$46.04</b>	<b>\$54.07</b>
		Information Security Analysts	Computer Network Architects
CAREER LEVEL ENTRY-LEVEL	<b>\$22.98</b>		
Data Entry Keyers			
		Computer Operators	
EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE-JOB TRAINING	WORK EXPERIENCE MODERATE ON-THE-JOB TRAINING	WORK EXPERIENCE LESS THAN 5 YEARS	WORK EXPERIENCE 5 OR MORE YEARS

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



## THE MANUFACTURING INDUSTRY NEEDS YOU NOW!

### WHY MANUFACTURING?

There are a lot of job openings in a variety of fields that offer great pay! Most manufacturing jobs offer training and certification programs to help you advance your career.

### WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

**\$24.54**

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

THE AVERAGE YEARLY WAGE

**\$51,043**

### WHERE CAN I GET EDUCATION AND TRAINING?



Coastal Bend  
COLLEGE



ALAMO  
COLLEGES  
DISTRICT



SOUTHERN  
CAREERS  
INSTITUTE



Lamson Institute



TSCER

TSCER  
Texas School of Continuing Education & Retraining

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the manufacturing industry. Contact our career counselors for a complete list of job opportunities in the manufacturing industry and to get your personal career plan!

### SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
<b>\$12.56</b>	<b>\$22.61</b>	<b>\$25.23</b>	<b>\$55.49</b>
Helpers - Production Workers	Machinists	Mechanical Engineering Technicians	Industrial Production Manager
EDUCATION HIGH SCHOOL / EQUIVALENT DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENT DIPLOMA	EDUCATION ASSOCIATE'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM	WORK EXPERIENCE LONG-TERM	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

These projections are intended to communicate the potential entry points for a targeted industry while also enabling youth, job seekers, and incumbent workers to visualize the upward progression of a company, industry, or sector. These projections also enable WSA and training providers to make data-informed decisions about how to customize programming to meet the needs of employers.

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## B. Core Programs—Expand Access, Facilitate Development, and Improve Access

(WIOA §108(b)(3); 20 CFR §679.560(b)(2))

Boards must include a description of how the Board will work with entities carrying out core programs to:

- expand access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment;
- facilitate the development of career pathways and coenrollment, as appropriate, in core programs, including specific career pathways occupations that the Board currently includes on its Target Occupations List, and career pathways occupations that the Board is planning to develop; and
- improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Boards must include a description of the Board’s plan for working with at least one of the Governor’s industry clusters.

Commented [AG6]: TBD

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### Board Response: Core Programs—Expand Access, Facilitate Development, and Improve Access

WSA provides innovative, progressive services through its Workforce Solutions American Job Center network and WSA centers assist in connecting job seekers, incumbent workers, and students with employment and training opportunities.

WSA has a strong focus on providing leveraged services. This includes, for example, forming partnerships throughout the community to create alternative entry points and opportunities for co-enrollment. To do so, WSA works with community-based organizations, such as San Antonio Housing Authority (SAHA), as well as with the City of San Antonio and Bexar County delegate agencies, libraries, faith-based organizations, and multiple education and training providers.

Commented [AG7]: What about other counties?

This section describes services that offered by WSA and contracted by Texas Workforce Commission. These are defined according to the TWC service matrix descriptions. The intent here is not to provide a full description or definition of the service; rather, the intent is to report on the available services as TWC records them in WSA data applications and systems.

**Individualized Career Services:** Consistent with our vision and mission, as well as WIOA requirements and federal cost principles, individualized career services must be made available if determined to be appropriate for an individual to obtain or retain employment. These include the following services:

- **Informational Services:** orientations, career guidance services, and referrals
- **Outreach and Eligibility Determination:** targeted contact of potential applicants eligibility determinations
- **Assessment & Planning:** comprehensive assessments, employability development plans, group counseling, ONET assessments, job search assessment, and REA assessments
- **Case Management:** tracking and reporting of training and educational outcomes provided by other entities/agencies for job seekers, but where supportive services are paid from TWC program funds while in training. A qualifying service must be provided in addition to this service to make the person a participant. These services also include tracking participants during one or more quarters after exit
- **Job Search Services:** job search assistance, supervised job-search, computer workstation usage, counseling, labor market/information, resume/application/ interview preparation, job development, self-service career guidance, self-service labor market information
- **Life Skills:** mentoring (Choices, NCP, and youth) and leadership development (youth only)
- **Pre-Employment Activities:** job readiness/employment skills, bonding assistance, and Work Opportunity Tax Credit (WOTC) eligibility
- **Work Readiness:** short-term work readiness services (Choices, NCP, and WIOA)

**Employment Services:** employment-related services are offered to job seekers to assist in gaining and retaining employment and promote advancement in their employment trajectories. These services include the following:

- **Unsubsidized Self-Employment,** an income-producing enterprise that is intended to promote a clear pathway to self-sufficiency by decreasing family reliance on public benefits
- **Unsubsidized Employment/Employment Entry,** for TANF/Choices customers, includes full or part-time employment for a Choices customer even if they are currently employed; for SNAP E&T customers, customers must receive other services before this service can be used to take credit for full or part-time employment (no other programs are eligible for this service)
- **Community Service,** community service opportunities with nonprofit organizations (only for TANF/Choices and NCP)
- **Subsidized Employment,** full or part-time employment in either the private or public sector that is subsidized in full or in part with wages of at least federal or state minimum wage, whichever is higher (only for TANF/Choices and NCP)

- **Unpaid Public/Non-Profit/For Profit Work Experience**, unpaid work experience, time-limited training in the public, non-profit, or for-profit sectors
- **Subsidized Work Experience**, paid work experience, time-limited training in the private, for-profit, nonprofit, or public sectors (SNAP E&T and WIOA)
- **Workfare**, work programs in which food stamp recipients perform public service work in a public service capacity as a condition of eligibility to receive their household's normal food stamp entitlement (SNAP E&T); and
- **Summer Employment-Work Experience**, employment, or work experience opportunities for youth within designated timeframes, directly linked to academic and/or occupational learning (WIOA Youth).

**Training programs:** training services are offered to individuals who are unable to gain employment through basic labor exchange services, and for those who need additional training attain economic self-sufficiency. These services include both short-term training (for rapid return to the workplace) and more extensive training (for job seekers who remain unsuccessful in finding or returning to employment, or in advancing into occupations that lead to economic self-sufficiency). Training-related services/activities are classified as follows:

- **Occupational/Vocational Training:** training conducted in an institutional setting that provides specific technical skills and knowledge required for a specific job or group of jobs and results in the attainment of a certificate
- **On-the-Job Training:** employee training at the place of work while they are doing the actual job, and which may be supported by formal classroom training
- **Apprenticeship Training** (only under Trade Adjustment Assistance and WIOA): a registered training program where the employer offers the worker a combination of employment, related instruction, and on-the-job training
- **Internships** (only under WIOA): participants receive supervised practical training in a job setting
- **Entrepreneurial training:** training that assists job seekers to achieve their goals for economic self-sufficiency by providing information on starting and running their own business
- **Customized Training** (only under Trade Adjustment Assistance and WIOA for Adults and Dislocated Workers): training designed to meet the specific requirements of an employer or employers' group
- **Private Sector Training – Upgrade/Retrain** (only under WIOA): training provided and operated by the employer for current employees that provides instruction on new technologies and production or service procedures. Training provided to upgrade skills necessary for retraining or upgrading skills



- **Prerequisite Training** (only under Trade Adjustment Assistance): coursework required by a training provider prior to acceptance into a specific training program; and,
- **Skills/Self Grant**: training provided through a Skills Development or Self-Sufficiency Grant.

Under WIOA sec 134(c)(3)(A), training services may be made available to employed and unemployed adults and dislocated workers who (a) a one stop partner determines, after an interview, evaluation, or assessment, and career planning, are: (1) unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services, (2) in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment, and (3) have the skills and qualifications to participate successfully in training services.

#### **Educational Services**

- **Basic Educational Skills/ABE**: training designed to enhance the employability of job seekers by upgrading basic skills. For WIOA Adult and Dislocated Workers, training includes services provided in combination with other training activities. For WIOA Youth, training includes services conducted in an institutional setting that is designed to enhance the employability of the individual by upgrading basic skills. For TANF/Choices, it includes Basic Education Skills training that does not occur in an employment setting
- **English as a Second Language**: training services activities designed to enhance the English-speaking ability of nonnative speakers
- **High School (for TANF/Choices)**: for teen heads of households and adults without high school diploma or GED, who are attending high school
- **GED**: for job seekers lacking a high school degree or GED, and those who are attending GED classes as a training service conducted in an institutional setting designed to enable an individual to pass a GED exam. The term “GED” includes all associated high school equivalencies
- **Tutoring/Study Skills/Instruction**: includes the communication of knowledge, ideas, and facts to help youth complete their secondary education. This includes dropout prevention strategies
- **Alternative Secondary School**: includes enrollment in nontraditional schools to complete high school, GED, and related high school equivalency;
- **Short-term Educational Services**: includes services to prepare the individual for unsubsidized employment and increase employability, e.g. Literacy, Adult Basic Education, development of learning skills, etc. "Short Term" is defined by Board policy but should, with limited exceptions, be six-months or less;

- **Work-based Literacy:** work-based (tied to employment) literacy component (ABE, ESL, Workforce Adult Literacy);
- **Middle School:** middle school services are offered to teen heads of households and adults without high school diploma or GED, including those who are attending middle school; and,
- **High School:** includes tracking and supporting High School attendance and completion.

**Support Services:** to remove barriers and provide assistance necessary to allow participants to successfully complete program goals, WSA provides a wide variety of support services including:

- **Healthcare,** includes, but is not limited to preventive and clinical medical treatment, voluntary family planning services, nutritional services and appropriate psychiatric, psychological and prosthetic services to the extent any such treatment(s) or service(s) are necessary to enable the attainment or retention of employment (NCP, WIOA)
- **Family/Child Care,** referrals to subsidies for childcare services
- **Transportation,** such as bus passes, gas allowance, and other transportation related costs
- **Housing/Rental Assistance**
- **Counseling,** provision of or referral to Counseling Services necessary to allow a participant to successfully complete program goals
- **Needs-Related payments,** needs-related payments provide financial assistance to participants (Adult, DW, and Youth) to enable participation in training. Includes NRPs made to individuals who have exhausted UI or TRA payments or did not qualify for UI payments where the individual is in training
- **Substance Abuse Treatment,** referral to Substance Abuse Treatment as needed to allow a participant to successfully complete program goals (Choices, NCP, and WIOA Statewide Initiative Funding)
- **Wheels to Work,** provides low cost automobiles to eligible participants (Choices, WIOA Statewide Initiative Funding)
- **GED Test Payment,** provision of financial assistance to help a participant pay for GED testing (Choices, NCP, SNAP, WIOA Statewide Initiative Funding)
- **Work Related Expense,** provision of financial assistance to assist participants to pay for necessary, work related items. Can include clothing and tools needed for employment (Choices, NCP, SNAP, WIOA Statewide Initiative Funding)
- **Financial Planning Assistance**

- **Incentives:** incentive payments are funds paid to participants based on actions such as attendance, successful performance, or completion of a program activity to encourage the participant to continue in the program (Choices, NCP, WIOA)
- **Job Search and Relocation Allowance (TAA only)**

**Follow-up services:** follow-up services are provided, as appropriate, to program participants who have received their last WIOA service and no other WIOA services are necessary. WIOA Youth are provided with follow-up for a minimum of 12 months. Follow-up services consist of a wide variety of services, including: post-employment services, job search assistance, individual counseling/career planning, job clubs, group counseling, outreach/intake/orientation, job referrals/contacts, counseling, labor market information, support services, local area information, provider information, non-WIOA financial assistance information, UI Claims, and resource room services. Some of WSA's follow-up services are available only to Youth, and these include leadership development, employer contact, mentoring, and progressive tracking.

**Youth Services:** WSA provides WIOA youth activities consistent with the governor's vision of strengthening the academic and future workplace outcomes for youth facing challenges and barriers to success. WSA, its partners, network, and contractors provide activities consistent with eligibility criteria for two groups: in-school youth (ISY) and out-of-school youth (OSY). For a description of Youth services please refer to Part B. Question 23.

**Referrals:** WSA providers make referrals to other resources when funds are available through other sources. Referrals are also made when WSA's funding is not available and, or, when specific services are not allowable. An example of agencies that receive referrals include the Texas Information and Referral Network (TIRN) 2-1-1 Texas. Through our continued promotion of strong partnerships, WSA aims at increasing opportunities for leveraging resources throughout the local area.

Commented [RG8]: Added

**Additional Job Center Services:** In addition to the services outlined above, WSA American Job Centers operate programs in service of several additional key customer groups. These include services to: (1) Unemployment Insurance Claimants, (2) Long Term Unemployed, (3) Adult Education and Literacy customers, (4) Temporary Assistance for Needy Families (TANF), (5) Non-Custodial Parent (NCP), (6) Supplemental Nutrition Assistance (SNAP) customers, and (7) Child Care.

- **Unemployment Insurance Claimants:** Consistent with State goals, one of our priorities includes serving the unemployment insurance (UI) claimant population and ensuring a fast return to work. As allowed by law and in alignment to local labor market conditions, WSA determines the number of work search contacts required of UI claimants. WSA uses the Rapid Reemployment Services (RRES) statistical score (provided by TWC) to target UI claimants for enhanced re-employment services. At a minimum, outreached claimants will receive an orientation and an employment plan.
- **Long-Term Unemployed:** "Long-term unemployed" is defined by DOLETA as someone who has been jobless for 27 weeks or longer. WSA offers job search and

related services to these individuals before they reach this level of unemployment. One of the TWC-contracted performance measures requires WSA to assist those who are in receipt of Unemployment Insurance gain employment within 10 weeks of their initial monetary eligibility. Our strategies include increased outreach, improved quality in job postings/job matching, and job development activities.

- **Adult Education and Literacy:** WSA participates career and postsecondary education and training by following guidance from TWC and collaborating with our local partners and extended network. To support employment, skills gains, and secondary completion, efforts include implementing strategies for enhanced enrollment and expansion of career pathway programs. To that effect, WSA engages and supports AEL grant recipients and the AEL Consortium, in activities that promote student success in the achievement of career and higher education goals. Integration and alignment strategies with the AEL Lead Agency, Education Service Center 20, and the AEL Consortium include:

- Co-location for the provision of AEL classes and services in WSA's American Job Centers
  - Design and implementation of WSA, AEL, and VR Integration events
  - Cross-training
  - Monthly meetings
  - Development of one-on-one contacts
  - With the participation and guidance of TWC, move toward developing a single or common intake along with the sharing of information
  - Streamlining of services (administration of assessments, development of individual plans, service provision and case management, attainment of performance targets, and the provision of follow-up services)
  - Referrals to and co-enrollment with other workforce programs to support student retention, transition, and employment success
  - Strategic and program design guidance for career pathways
  - information from the analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies
  - As feasible, exploring opportunities in taking additional roles, such as executing responsibilities as the AEFLA grant recipient and/or participating as a strategic managing organization in AEL consortia
- **Temporary Assistance for Needy Families (TANF):** WSA provides employment and training services to help public assistance recipients' transition into self-sufficiency through a "work-first" delivery approach. Choices, Texas' TANF employment and

Commented [AG9]: Is this still active?

training program, enables WSA to assist applicants, recipients, and former recipients of TANF in preparing for, obtaining, and retaining employment. This includes ensuring that adults meet mandatory work requirements through activities, including but not limited to:

- Job search and job readiness
- Basic skills training
- Education
- Vocational training
- Support services

The primary goal is to keep participants “engaged in work” through participation in Unsubsidized Employment, Subsidized Employment, On-the-job training, and/or Educational services for those who have not completed secondary school or received a GED credential/high school equivalency. In the 2017-2018 program year, and as compared to all other large Board areas in Texas, WSA attained the highest performance outcome for the Choices Work Rate.

Commented [AG10]: Vicky – update this

- **Noncustodial Parent Choices:** The Noncustodial Parent (NCP) Choices program is a collaborative effort between TWC, the Office of the Attorney General (OAG) of Texas, WSA Board, WSA Office staff, and family court judges. Through the NCP program, WSA serves low-income unemployed and underemployed noncustodial parents who are in arrears on their child support payments and whose children are current or former recipients of public assistance. Services through the NCP program assist NCPs in overcoming barriers to employment and career advancement, become economically self-sufficient, and make consistent child support payments. To promote the provision of a wide range of services, WSA Contractors are encouraged to collaborate with other programs and explore opportunities for co-enrollment.
- **Supplemental Nutrition Assistance Program Employment and Training (SNAP):** Through our partnership with TWC, WSA manages the SNAP Employment & Training (SNAP E&T) program. As determined eligible by Health and Human Services (HHS), SNAP eligible individuals receive comprehensive services designed to improve the recipient’s ability to obtain and retain regular employment, increase earnings, and reduce dependency on public assistance. Services to this population include:
  - Informational Services,
  - Assessment and Planning,
  - Case Management,
  - Job Search Services,
  - Education (Basic Educational Skills/ABE, English as a Second Language, and GED),

- Training Services – Occupational Skills (Occupational/Vocational Training),
- Employment Experience, and
- Support Services.

Employment Experience under SNAP includes Unsubsidized Employment/Employment Entry, Unpaid Public Work Experience, Unpaid Non-Profit Work Experience, Unpaid For-Profit Work Experience, Subsidized Work Experience, and Workfare.

- **Childcare:** WSA administers Childcare Services (CCS) funding for the 1213-county region. CCS helps parents pay for childcare while they work, go to school, or participate in job training to become self-sufficient. Those eligible for childcare assistance include:
  - Parents in receipt of TANF
  - Parents who have recently stopped receiving TANF benefits because of earned income
  - Parents with low incomes who need help paying for childcare, so they can continue to work or attend school
  - Teen parents from low-income families who need childcare to attend school
  - Parents with low incomes who have children with disabilities
  - Parents who meet the definition of experiencing homelessness

Parents who receive CCS assistance are required to pay a portion of their cost of care except:

- parents who are participating in Choices or who are in Choices childcare
- parents who are participating in Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) services or who are in SNAP E&T childcare
- parents of a child receiving childcare for children experiencing homelessness,
- parents who have children who are receiving protective services childcare unless the Texas Department of Family and Protective Services (DFPS) assesses the parent share of cost

The parent's share of cost will be based on a sliding fee scale. Families must be working or in school or training for a minimum of 25 hours per week average for a single parent household and 50 hours for a two-parent household. Additionally, families must meet income requirements located on the sliding fee scale to be eligible for service. A family of four, for example must have a monthly income of \$5,305 or less.

Commented [AG11]: Jessica/Tony update

- **Individuals with Disabilities:** Beginning Sept. 1, 2016, the state agency formerly known as the Department of Assistive and Rehabilitative Services (DARS) was dissolved and several of its programs transferred to the Texas Workforce Commission (TWC). The

changes are the result of legislation passed during the 84th Texas Legislative session which places all the state's programs funded through the federal Workforce Innovation and Opportunity Act (WIOA) together under one agency.

Transferring programs, to be operated in coordination with WSA, include:

- The Vocational Rehabilitation (VR) program for individuals with visual impairments, including the Criss Cole Rehabilitation Center,
- The Vocational Rehabilitation program for individuals with other disabilities,
- The Business Enterprises of Texas program, and
- The Independent Living Services program for older individuals who are blind.
- Because VR services fall under TWC, a specific Memorandum of Understanding between WSA and VR is not required.

**Commented [AG12]:** Were these successfully transitioned? Update needed.

**Strategies to Expand Access:** Due to the nature of our workforce funding, eligible customer groups for workforce programs are well defined. WSA will focus on implementing seven key strategies to expand access to services for these populations, as follows. These strategies are aligned with the understanding that the foundation for success heavily relies on solid partnerships.

- **Microtargeting outreach:** WSA will leverage data mining and analysis capabilities tied to its two large information systems ([WorkInTexas.com](http://WorkInTexas.com) and The Workforce Information System of Texas, or TWIST). Improved data mining and analysis will be performed to refine and tailor traditional marketing efforts and help drive potentially eligible customers to services. Outreach efforts include (1) social media strategies (i.e. LinkedIn, Facebook, Twitter, Constant Contact, Instagram, etc.), (2) traditional print, radio, and television media, (3) public service announcements, and (4) distribution of collateral materials.
- **Streamlining Service Delivery:** WSA will work with its partners and contractors to streamline programs and services to engage with customers. These efforts will include the provision of intake and other services outside of the American Job Center locations, that is, on-site at various key locations and throughout the community. These include, for example, creating or tapping into pipelines that lead individuals ages 14 and over into key training and employment opportunities. For instance, performing intake and providing other case management-related services on location.
- **Leverage Partnerships:** WSA will strategically develop partnerships with agencies that serve target population groups in order to (1) establish strong intake, referral, and service networks, (2) identify and capitalize on efficiencies, (3) provide more robust service offerings to common customers and enhance outcomes, and (4) explore applying and working with community partners to secure match and expand services (i.e., SNAP third party reimbursement, local investments in child care and quality child care, etc.).

- **Leverage Technology:** The WSA service region covers 13-counties and includes numerous municipalities, communities, and rural population centers. Brick and mortar locations are insufficient to provide consistent accessibility to customers throughout the region in a cost-effective manner. WSA will leverage technology to expand access to customers without direct access to a physical Job Center using commercially available technology solutions, including video conferencing, kiosks, and other frameworks.
- **Localized and Specialized Planning Approaches:** a *localized planning approach* will involve holding regional “round tables” at different locations in the 13-county region. The intent behind the “round tables” aims at reviewing and discussing local labor market, educational, and service delivery conditions, opportunities, and gaps. The goals include the development of specific plans tailored to each region as based on their specific goals and needs. A *specialized planning approach* will involve participating in and, or, developing and structuring group panels dedicated to addressing the needs of specific population groups. This includes, for example, a Youth Panel, a VR Panel, a Veterans Panel, and others.
- **Data Analysis and Information:** WSA will continue offering data analysis and information services to key partners and stakeholders in the community. This includes assisting economic and workforce development partners with information related to the socio-economic conditions of the region. WSA understands that this type of information is key for policy, strategic, and other purposes.
- **Building Strong Internal Partnerships:** WSA understands that our own Board members and staff, and our contractors and network of suppliers, along with our partnerships along with the supports offered by TWC are our most asset. Building on these relationships will be critical to WSA’s success.
- **Career Pathways and Co-enrollment:** A successful *Career Pathways* approach includes a combination of rigorous and high-quality education, training, and other services that align with skill needs of industries and prepare individuals to be successful in a range of secondary or postsecondary education options, including apprenticeships. This approach supports a long-term continuum of training stacked by a sequential flow or ladder of career options that lead to the attainment of portable postsecondary credentials as a key objective. Employed effectively, Career Pathways strategies (1) accelerate attainment of educational and career goals within a specific occupation or occupational cluster, and (2) have been proven to be effective in serving disconnected youth and lower-skilled adults.  
With a focus on career pathways, WSA will collaborate with employers, industry associations and organizations, high schools and colleges, community-based and private education and training providers, human service agencies, and also involve parents (e.g., for youth) to develop and integrate a coordinated approach into career advising and human capital development. This approach will include work based learning and stackable credentials.



In addition, WSA will partner with agencies that have invested resources and developed Career Pathways strategies and materials, including Alamo Colleges and SA Works, both of which have made Career Pathways a part of their service design. Alamo Colleges is also one of four grant recipients of the TWC-Texas Higher Education Coordinating Board (THECB) Accelerate TEXAS program. This initiative aims to integrate basic skills with career and technical pathways to help adult students quickly acquire skills and certificates in high demand occupations. Approximately 300 adults are expected to enroll in an integrated education and training model in health care, computer support, office technology, logistics, and building maintenance occupations. The partnership with Alamo Colleges includes WSA, Education Service Center Region 20, and San Antonio ISD.

**Commented [AG13]:** Did 300 enroll?

In alignment to the Accelerate TEXAS program, WSA supports the state's ambitious 60x30 goal, that at least 60% of WSA region residents aged 25 to 34 will have a post-secondary degree or recognized certification by 2030. Career pathways strategies and programs, for both youth and adult customers, may include:

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- Short/long-term career planning,
- Apprenticeships/Pre-Apprenticeships,
- Contextualized adult education and English as a second language,
- Internships,
- Structured mentoring,
- Career Technical Education Programs of Study with embedded industry & professional certifications,
- Dual enrollment options to work concurrently toward high school diploma, industry certifications & postsecondary credentials,
- Modularized Applied Associate & Technical Diploma programs,
- Other Structured Career Pathways,
- Stackable credentials - a sequence of credentials that accumulate over time and build qualifications in career pathways or career ladders toward higher paying jobs,
- Lattice/ladder credentials which help mobility across career pathways, and
- Processes for awarding credit for learning (for instance, give credits to veterans for experience)

WSA has developed diagrams of career pathways which reflect credentialing opportunities related to the targeted occupations. These tools will be used to develop individual employment plans for career counseling as well to identify gaps in training opportunities. Samples of these pathways are included in the Appendix section for Part B. Question 2.b.

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- **College Reengagement.** In partnership with Alamo Colleges, WSA has co-located Center staff at two campuses, San Antonio College (SAC) and St. Philip's College. Their presence at the colleges provides students who drop out or need assistance to have access to workforce development services on-site. This initiative is customized to address the growing number of those who begin college but do not complete or attain a credential.
- **Career Pathways Readiness (CPR).** WSA allocates funds provided through TWC's Workforce Commission Initiatives (WCI) and that are awarded for the Career in Texas Industries/Youth Career Fair Events in a unique way. A pilot CPR Summit was held during the 2017-2018 program year and which included individual sessions for school administrators, teachers, counselors, youth, parents, and workforce development professionals. The intent of the CPR is to promote alignment of efforts, increase our understanding of Career Pathways, and develop a unified approach and definitions to regional efforts.
- **Co-enrollment:** As appropriate and allowable, WSA explores co-enrollment opportunities for eligible individuals. For individuals who are eligible for one or more of WSA's programs, this strategy is particularly helpful when funding from one of the core programs helps cover services or activities that cannot be funded by another core program, or when funding from one program is limited. For example, support services to remove barriers for participants in the Trade Adjustment Assistance (TAA) program are offered/provided through the Dislocated Worker program. Individuals who receive SNAP benefits also qualify for WIOA Adult and WIOA Youth services (depending on age and other eligibility criteria), so that the leveraging of resources from multiple grants may benefit these customers.

Co-enrollment of WSA customers with partner agencies and programs is also used to leverage resources and support initiatives leading to broader local community workforce development outcomes. These types of co-enrollments aim to build regional talent pipelines that lead to attachment/re-attachment into the labor force but also to mid-skill/mid-wage occupations. Programs or projects with overlapping eligible populations facilitate co-enrollment. WSA aims to be proactively engaged in the development of Memorandums of Understanding (MOUs) which promote these types of co-enrollments. MOUs of this nature require an individualized and customized approach in the relationships and processes that can be established. Because of this, the specific elements that describe each MOU vary. We include below descriptions of elements that the agency will look at for potential co-enrollments.

- Overlaps in the characteristics of eligible populations,
- Streamlining of intake (including cross-training in eligibility determinations, record development, sharing of applicant information as allowable by related law; ideally, WSA aims at supporting the development of a single intake system or mechanism for all applicants and which will require investments and TWC involvement and guidance),

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**Commented [AG18]:** What happened after the summit?

- Streamlining of referrals (i.e., one-on-one direct partner staff contacts),
  - Overlaps and similarities in performance outcomes (i.e., high school or an equivalent diploma completion, enrollment into post-secondary training or education, attainment of post-secondary degrees and credentials, job gain, job and wage advancement, job retention, etc.),
  - Opportunities for the leveraging of resources (through a combination or mix of partner funding and services, including wrap-around and support services),
  - Local initiatives/investments (whether the specific program forms a part of a larger or broader local effort/investment),
  - Overlaps and similarities in activities/services (i.e., assessments, development of individualized career plans, case management, follow-up), and
  - Other similar elements.
- **Improving Access to Activities Leading to a Recognized Postsecondary Credential:** WSA promotes education and training opportunities that provide portable, stackable, and transferable credits and credentials. This includes identifying gaps in opportunities and outreaching local training providers to assist in the development of programs within the career pathways that are reflected in the Target Occupations. This effort entails offering assistance to training providers so that they may incorporate specific courses and programs of study in the Eligible Training Provider System (ETPS). This process is critical because WIOA requires training providers to apply to WSA for certification to receive WIOA funds. The Statewide List of Certified Training Providers and instructions may be found at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>.

At another level, improved access also requires having the necessary processes and tools to administer in-depth and comprehensive assessments of the educational abilities and interests of potential students. While WSA has far-reaching “job-matching” systems, improved and, or, additional “training-matching” processes will also help expand access to training opportunities. WSA plans on investing into these types of tools.

- **Adult Education and Literacy (AEL):** With the addition of AEL program services to TWC, WSA has been charged with exploring new strategies to engage training providers and encourage adults to take part in literacy advancement to achieve greater success in employment leading to self-sufficiency. The AEL Alamo Consortium incorporates relevant labor market and career information to assist with decisions regarding services and curricula that promote the occupational needs of the local area. WSA will provide guidance to and collaborate with the AEL Alamo Consortium to enhance AEL services with the goal of strengthening collaborative efforts and partnerships between AEL and WSA and with educational, public services and other service agencies. These efforts include, for example, the Skills Development Fund, which helps support credit courses

offered by colleges and other institutions to accelerate students in obtaining needed credentials.

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Strategies will aim at supporting system integration with postsecondary educational outcomes, as measured by high school equivalency, college and career readiness, enrollment in non-remedial, for-credit courses in postsecondary educational institutions, and occupational and industry skill standards and certification widely used and recognized by business and industry.

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## Part 4: One-Stop Service Delivery

### A. One-Stop Service Delivery System

(WIOA §108(b)(6); 20 CFR §679.560(b)(5))

Boards must include a description of the one-stop delivery system in the workforce area, including explanations of the following:

- How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers
- How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, through the use of technology and other means
- How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities
- The roles and resource contributions of the one-stop partners

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### Board Response: One-Stop Service Delivery

**Continuous improvement of eligible providers:** Eligible providers, including all agencies contracted by WSA, are required to carry out the duties consistent with all applicable federal and state laws, regulations, and other requirements, and implement all workforce services and/or programs consistent with the Board Plan, WSA policy, procedures, directives, and Memorandum of Records.

WSA requires providers to operate responsive systems and programs that embrace continuous improvement. This requires a top down commitment to performing a continuous assessment of system performance as well as the development of systemic solutions. As part of its internal controls, WSA deploys and requires providers to engage in two key strategies to drive continuous improvement in the workforce system: data analysis and customer feedback.

- **Data Analysis:** Workforce systems are data rich environments. TWC requires utilization of two large information systems, (1) The Workforce Information System of Texas (TWIST) and [WorkInTexas.com](https://www.workintexas.com). Each year critical demographic, service, and outcome information is collected on tens of thousands of participants, and available for ad hoc analysis. WSA and its providers engage in proactive internal monitoring done through random sampling, data mining, analysis, and synthesis to quantify compliance, quality, and customer flow, and evaluate opportunities for efficiencies and targets for reducing inertia and redundancy for customers accessing the system.

- **Customer Feedback:** Critical to continuous improvement initiatives is collecting qualitative and quantitative feedback regarding the system’s efficiency and efficacy in serving primary customer groups, including:
  - **Employer Customers:** Employers are the primary customers of the workforce system. Establishing meaningful relationships with employers and providing streamlined, value-added services is critical to our ability to prepare and place job seeker customers.
  - **Job Seeker Customers:** To effectively serve job seeker customers, they must be prepared to enter the local job markets and placed on Career Pathways that lead to self-sufficiency and career progression.
  - **Community Partner Customers:** To maximize the impact of workforce development resources on communities, the workforce system must leverage partnerships to fill in the gaps and provide wrap-around services to employer and job seeker customers.
  - **Internal Customers:** Staff are a critical asset of the workforce system. Their feedback is invaluable to enhancement efforts.

WSA evaluates system compliance and performance and requires providers to monitor these systems as well by collecting feedback from customer groups and developing action plans to improve systems based on analysis.

**Facilitating access to services:** WSA maintains five Job Centers in located in urban areas of Bexar County and one in each of the twelve rural service counties: Atascosa, Bandera, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina and Wilson.

Center capacity and staffing levels are adjusted according to the composition of the county population (i.e. demographic profile), the consumption of Center services, and available funding. Regular (annual minimum) demographic and customer flow analysis is conducted to ensure Job Center capacity is adequate to meet the community demand and that operations are efficient. Access to services in Bexar and in the surrounding counties aim to mirror population. Center traffic in the Bexar County locations was 77.9% of total traffic in the area, compared to 22.1% in the surrounding counties. In terms of total population, an estimated 76.1% reside in Bexar and 23.9% in the surrounding counties.

Commented [AG20]: MIS update

In addition to physical service delivery locations, WSA utilizes its web-based resources as a “virtual information center” for customers to access information, including information about childcare eligibility, youth services, job seeker services, and labor market information. Local efforts are complemented with state technology tools. WorkInTexas.com, for example, provides a powerful platform for removing geographic barriers from the provision and dissemination of job seeker services (events calendar, bulletin board, subscriptions, etc.).

WSA utilizes social media to quickly deliver information to large numbers of users of all ages and backgrounds. It also enables WSA to assist customers in a form that they are familiar with. Furthermore, social networking capabilities provide a low-cost way to reach employers, job seekers, and others with a need for WSA services. WSA hosts a Facebook page, Twitter account, LinkedIn account, and Instagram account.

Satellite offices are strategically located in rural areas to increase access, including that for individuals with disabilities, and all customers in need of services. Particularly with VRS, Board and Job Center staff will maintain strong relationships with entities that assist individuals with disabilities in the 13-county region. Board and Job Center Business Service staff will promote the benefits of workforce services to local business and training providers throughout the region.

**Accessibility:** Geographic availability is a strategy for increasing access to services for individuals with disabilities. In each of the five urban and twelve rural locations, designated space is made available and VR staff and other community partners are co-located in order to increase the scope of services that are provided at the center.

Board staff conduct yearly accessibility reviews at the Centers to improve or correct barriers for individuals with disabilities. Adaptive equipment is evaluated and replaced as needed, including but not limited to TTY phones, Visikey keyboards, large trackball mouse, noise-canceling headphones, Zoom Text, and JAWS.

Interpreters are coordinated, made available, and funded by WSA upon request to ensure equal access and quality of services. One of our strongest efforts includes cross-training and the scheduling of regular on-going meetings with VR management and staff. Part of our plans include developing a common intake, WSA-VR team staffing for case management, and the alignment of the various elements that are a part of our services. This includes, for example, the alignment of eligibility determinations, assessments, individual plan development, case management, and the whole gamma of services. In addition, WSA will continue to learn and share best practices for services people with disabilities by attending workforce forums, Quality Assurance Network (QAN) meetings, and other similar events.

**One-Stop partner contributions:** WSA partners include employer-led organizations, associations and consortiums of employers, industry sectors, economic development organizations, training and educational institutions, labor organizations, and faith-based, other private, and community-based organizations. Regional workforce and economic development planning and execution requires a collaborative effort to fully maximize return of investments made in the interest of growing a robust and vibrant economy.

The roles and resource contributions of one-stop partners to the workforce development delivery system are many. WSA plans on leveraging these resources and complementing a comprehensive workforce development service delivery via the development of Memorandums of Understanding (MOUs). MOUs are intended to describe the services to be provided through the system, including the way the services will be coordinated and delivered. At a minimum, MOUs will:

**Commented [AG21]:** What were the results of this review?

**Commented [AG22]:** Was there cross-training and regular on-going meetings?

**Commented [AG23]:** Did we develop a common intake?

- Identify each partner,
- Describe the system design,
- Identify the services, including career services applicable to partners,
- Identify and describe the system's customers, and
- Describe each partner's responsibilities.

In accordance with the “*Workforce Innovation and Opportunity Act Memorandum of Understanding Provisions Checklist*,” (WD Letter 03-16, Attachment 1), and as appropriate, MOUs will include a description of how operating costs will be funded, methods for referring customers, access to services, and the duration of the MOU.

WSA plans on continuing the delivery of comprehensive workforce development services through the development of MOUs that support one or more of the following:

- Training and education,
- Labor market attachment, advancement, and retention,
- Employer attraction, expansion, and retention,
- Support and Wrap-around Services, including for example:
  - Assessments,
  - Transportation,
  - Housing,
  - Childcare,
  - Utilities, and
  - Other services
- Services that support the attainment of TWC-contracted performance measures,
- Services that support local workforce and economic development initiatives as based on their alignment with TWC's and WSA's vision, mission, and goals.

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**Commented [AG25]:** Insert here: Currently, WSA has XX MOUs in place in that support the following: 1, 2, 3, ...

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## B. Cooperative Agreements

(WIOA §108(b)(14); 20 CFR §679.560(b)(13))

Boards must provide copies of executed cooperative agreements that explain how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

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### Board Response: Cooperative Agreements

WSA has attached all cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

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### C. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination

(WIOA §108(b)(4); 20 CFR §679.560(b)(3))

Boards must include a description of the strategies and services that will be used in the workforce area to do the following:

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- Facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations
- Support a local workforce development system that meets the needs of businesses in the workforce area
- Better coordinate workforce development programs and economic development
- Strengthen links between the one-stop delivery system and unemployment insurance programs

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**Note:** This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, use of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategy described above.

WSA's Business Engagement framework is based on some of the core principles of inclusive growth, specifically "Growth from Within." WSA's Growth from Within strategy prioritizes industries, occupations, and firms that:

- a. Drive local competitive advantage, innovation, productivity, and wage gains, and
- b. Boost export growth and trade with other markets.

WSA aims to focus on these industries, occupations, and firms in alignment to efforts of local partners and their workforce and economic development priorities and targets. Along with the City of San Antonio EDD, Bexar County EDD, and the Area Judges/AACOG, for example, the region has a focus on three key industries, including Healthcare, Advance Manufacturing, and Information Technology. Port SA is strong on Aerospace while portions of our region and nearby regions are tied to Oil & Gas. One of our region's primary industry focus also lies in Cybersecurity.

Our methodology to select the Target Occupations looks closely into these types of local investments and goals. WSA incorporates this “local wisdom” not only as an intricate part of our secondary data targets but mainly as our initial framework from which we began selecting industries that show the most promising projected growth, jobs, and wages.

Having selected these most promising industries, WSA aims to partner with organizations, associations, and employers with which to further help promote the needed education, upskilling, and re-skilling of our residents to meet the needs of regional employers.

In addition to working closely with Chambers, associations, economic development corporations/agencies, and employers, there are several strategies that WSA aims at strengthening and/or implementing. These include the following:

- 1) Electronically surveying employers from these key industries in a regular basis. This will help WSA and the region stay in touch of industry labor and skills needs.
- 2) As based on industry needs, work to address local educational and training needs.
- 3) Develop Business Plans that address labor/skills needs in the immediate term (within 1 year), medium term (1 -3 years), and long-term (3-5 years).

**Overall Goal.** The overall goal of these strategies is to create pipelines into mid-skill/mid-wage occupations. WSA aims to achieve this goal by offering services that can be classified into the following three types: Traditional Services, Sector Strategies, and Place-based Strategies.

- A. **Traditional Services.** In addition to meeting/exceeding our TWC-contracted performance measure of Workforce Services to Employers, traditional services include the promotion and development of job postings through WorkInTexas and the participation of employers into our labor exchange system. Job Fairs, Hiring Fairs, providing space at our Job Centers for promotion and interviewing, and other similar services are also included. These services also include working with employers to create ‘transitional’ jobs programs, such as short-term subsidized employment and supportive services for people with limited work experience and barriers to employment, as well as other Job Center services. Job Center services focus on in-person and individualized assistance, including skill and interest assessments that help match employer needs, as well as career and training planning, and others with a view on ensuring that these services match employer needs.
- B. **Sector-Based Strategies.** Sector strategies work to identify employer skill and workforce needs in a given industry cluster and region and develop recruiting, assessment, and training strategies to help employers find workers with the right skills. The following are examples of sector strategies:
  - a) **Industry Partnerships.** Collaborations of businesses from a particular industry that meet regularly with the assistance of a workforce intermediary to address their region and industry’s collective workforce and talent needs. Includes discussions of shared human-resources issues, exchange of information about industry practices, and specific actions to address workforce challenges.

- b) **Sectoral Skills Partnerships.** Bring together multiple employers within an industry to collaborate with colleges, schools, labor/workforce agencies, community organizations and other stakeholders to align training with the skills needed for that industry to grow and compete. Sector partnerships can help facilitate the advancement of workers at all skill levels, including the least skilled.
- c) **Regional Skills Alliances.** These can take many forms. Broadly, they can be defined as collaborations within a regional labor market among multiple firms with similar labor market needs and other key stakeholders (such as labor, educational institutions, community organization, the public sector) to identify and address skills shortages.
- d) **Industry Skills Panels.** Private/public partnerships work to ensure that employees in key industries have the skills needed to quickly and competently meet the changing needs of businesses. Harnessing the expertise of leaders in business, labor, education, economic development, and other sectors. Skill Panels bring competitors within a specific industry together to collaboratively address critical issues, skill gaps, training needs, and performance outcomes that affect the industry as a whole.
- e) **Value-Chain Models.** NAICS classifies industries by processes of production, and so do not account for activities that contribute to the processes of production (upstream) nor activities on which the outputs of production depend on (downstream). Value-Chain Models look into these upstream and downstream processes to better capture, understand, and meet the needs of industry.
- f) **Entrepreneurship.** Starting a business is challenging, but women and minorities have traditionally faced increased challenges (perhaps they have less access to capital and/or weaker networks). These strategies aim at closing these gaps by broadening access and building trust in under-represented communities.
- g) **Incumbent Worker Training.** Workplace-based learning has critical advantages, particularly in rapid changing contexts. This type of training helps to keep training relevant to the job. These strategies help firms because it's an efficient way to up-skill workers and often open up new possibilities for lower skilled workers, and/or advancement opportunities for workers.
- h) **Customized Training.** Involves tailoring of training programs to meet both the requirements of the targeted jobs and the learning needs of those being trained. Off-the-shelf programs often are in need of customization and/or to be offered at times and places that are accessible to the target population. Customized training helps to respond to competitive pressures and new technologies.
- i) **Career Pathways.** A combination of rigorous and high-quality education, training, and other services that align with the skill needs of industries, prepare individuals to be successful in education, includes counseling and support in education and career goals, and includes education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster,

organizes education/training to accelerate educational and career advancement, and enables the attainment of recognized diplomas or credentials and advancement within a specific occupation or occupational cluster.

- C. **Place-based Strategies.** These strategies involve offering traditional services and/or developing sector strategies in specific locations, particularly those that have historically experienced isolation, such as lack of transportation and other services, in segregated areas, and/or areas that experience high poverty or unemployment.

Our Business Engagement team will work to remove barriers to inclusive growth by identifying barriers and working with partners to remove these.

1. **Dynamism Barriers.** These barriers inhibit the process of firm creation and expansion that fuels employment and productivity growth.
2. **Skills Barriers.** These inhibit individuals from gaining the knowledge and capabilities to fill good-paying jobs and reach economic self-sufficiency.
3. **Access Barriers.** These barriers isolate individuals' communities with limited access to economic opportunity.

**Engagement of Employers:** WSA's Business Engagement (BE) Team serves as the Board's ambassador to businesses by connecting them to workforce system services throughout the 13-county region. The focus is on multiple activities in which services are prioritized based on employer needs. These include but are not limited to:

- Assessment and delivery of system-wide services to assist businesses in meeting their workforce needs
- Support economic efforts and initiatives throughout the region by providing socio-economic and labor market data, analysis, and information;
- Outreach targeted businesses to inform them of system-wide workforce services and connect them to those services through a "warm-handoff" referral to service providers
- Implement marketing and communications to expand access to employment through partnerships with local community colleges within our region
- Expand career pathways by connecting employers to Department of Labor Registered Apprenticeship (work/education blended training) and TWC's Employer Initiatives, Skills Development, Self-Sufficiency grants, Skills for Small Business, and Skills for Veterans
- Expand career pipelines by identifying eligible candidates, implementing in-depth assessments and matching, and developing intake/referral mechanisms to help enroll these candidates into training that meets employer skills needs
- Facilitate the development of work-related opportunities for program participants; and,

- Educate businesses about benefits offered that are available through partner agencies and refer as needed.

**Business Engagement Model.** The role of the BE Team and model aims at aligning business services and operations with WSA’s strategic goals. This involves capitalizing on the “Texas Model.” This model strengthens and streamlines integration, coordination, and collaboration across programs and partners for improved business services. The Texas Model was created by TWC in 1995 through House Bill 1863. HB 1863 integrates both TWC staff and Job Center staff under one roof and line of supervision, thereby creating a unified workforce system and holistic approach to service delivery.

The BE strategy also includes a division of the region into two sectors in a way that it supports the economic development and business needs of both the surrounding counties and the San Antonio metro area. By assigning staff by region (East/West), WSA engages all communities in the 13- counties.

### **Small Employers**

WSA recognizes the critical role that small businesses play in economic and workforce development and, particularly, job creation. To that effect, the WSA BE Team will work closely with local business incubators and startup initiatives, small business ambassadors, entrepreneurial training providers, and the small business committees that participate in various chambers. A non-exhaustive list of efforts in which the BE Team engages in support of small business is included in the Appendix section for Question 4.b.

### **Business Human Resource Needs.**

BE staff supports the human resource needs of businesses by:

- Offering opportunities to help businesses improve their current workforce through easy access to incumbent worker training resources,
- Working with businesses who are downsizing through “rapid response” to manage economic transition, including the potential for lay-off aversion,
- Developing a profile of the workforce system talent pool to help businesses appreciate the potential for recruiting from the workforce system,
- Presenting services available via TWC, Employer Initiatives Skills for Small Businesses,
- Offering benefits of the Work Opportunity Tax Credit (WOTC) which is a federal income tax benefit administered by the U.S. Department of Labor (DOL) for employers who hire individuals from specified target populations. The WOTC reduces a business’s federal tax liability, and serves as an incentive to select job candidates who may be disadvantaged in their efforts to find employment,

- Providing specialized recruiting events at the Job Centers for small employers, and directing Business Service Representatives (BSRs) to assist in identifying leads prior to scheduled hiring events, and
- Recruiting and specifically targeting employers from In-Demand Industry Sectors/Occupations to utilize services.

WSA's BE Team will work to promote target industries and occupations by:

- Developing industry-specific partnerships to meet the specific human resource needs of Alamo regional targeted industries,
- Giving priority to outreaching and facilitating service delivery to businesses within these targeted industries,
- Prioritizing hiring events based on Targeted occupations and wages, and
- Developing externships for Teachers Program for the facilitation of Career Pathways in STEM fields.

**Meeting Business Needs.** WSA's BE Team assesses business needs and helps determine the best plan of action for workforce growth and/or any potential grants, TWC grants, and board special programs/grants to help fill workforce needs.

- WSA works with local economic development councils, chambers, and professional organizations to provide support for new and expanding business,
- WSA's BE Team participates in various committees in our 13-counties supporting local business and economic development needs,
- BE Team utilizes a monthly dashboard to identify active WIT job seekers and recruit businesses,
- WSA builds upon what already exists with partners in communities (SA Promise Zone, Fredericksburg Labor Force Taskforce, Hondo Economic Development Council-Go Medina, and other efforts), and
- WSA also works with community partners to assist in identifying individuals that meet recruiting needs. (i.e., Goodwill Ind. SAMMinistries, career training schools, and others)

**Workforce and Economic Development Coordination:** WSA has a strong commitment to engage and align workforce development, economic development and educational efforts to ensure the Alamo region remains competitive in the global economy. WSA is actively involved with many economic development entities, chambers of commerce, and industry/employer associations within the region. A list of these organizations is included in the Appendix section for Question 4.c.

With a market-driven approach, WSA will continue to engage multiple organizations involved with economic development. WSA staff will maintain membership and participation in related

boards, committees, task-forces, and/or panels. WSA and American Job Center staff play a consultative role and serve as a principal resource for regional labor market information, economic data, demographic information, and other forms of data analysis. WSA will collaborate in meetings with prospective employers and business clients seeking to relocate or start a business in the region. WSA will also participate in joint planning activities and in economic impact studies and analysis. Collaboration with local and regional economic development organizations allows us to better identify future workforce needs to develop timely and responsive solutions.

In addition, WSA will collaborate with TWC in the presentation of and promotion of resources through the Governor's Small Business Forums. These forums offer businesses with opportunities, best practice methodologies, and access to credit and needed supply chains.

Other services that WSA offers to local area EDC's include:

- **Grant application partnerships:** for example, Access High Demand Job Training Program which supports collaborations between Workforce Solutions partners and local economic development corporations (EDCs). These grants are part of a statewide effort to create occupational job training programs that will improve the skill sets of individuals for jobs in high-demand occupations in Texas communities;
- **Labor Market Analysis and Information:** for business development, attraction, and retention resource; and,
- **Business Summits:** information dissemination of programs/services to communities.

**Linkages Between One-stop Delivery and Unemployment Insurance Programs:** Acting as 'head-hunters,' WSA's Business Engagement (BE) Team targets employers whose needs align with identified skill sets of UI recipients. WSA evaluates active WIT job seeker and program participant qualifications to perform quality job matches and develop employment-related opportunities. This is accomplished through networks and collaborative strategies which include labor exchange and career counseling services that aim at providing enhanced services to UI job seekers.



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#### **D. Coordination of Wagner-Peyser Services**

*(WIOA §108(b)(12); 20 CFR §679.560(b)(11))*

A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.

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#### **Board Response: Coordination of Wagner-Peyser Services**

WSA has fully implemented and operates the Texas Model for workforce system service delivery. In 2003, the Texas Workforce Commission (TWC) implemented the Texas Model for the delivery of Employment Services (ES) (Wagner-Peyser Act services). In the Alamo region, the contractor managing and operating the region's American Job Centers has full responsibility for day-to-day guidance of TWC (state) ES staff. TWC maintains administrative responsibility, but the WSA contract or shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

Operating under the Texas Model ensures system coordination and that duplication of services is minimized. In addition, WSA engages in joint strategic planning with all contractors and partners, stressing the importance of coordination and consistent services provision.

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## E. Integrated, Technology-Enabled Intake and Case Management

(WIOA §108(b)(21); 20 CFR §679.560(b)(20))

Boards must include a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

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### Board Response: Integrated, Technology-Enabled Intake and Case Management

WSA aggressively incorporates technology into the one-stop service delivery system in the Alamo region, including incorporation of integrated, technology enabled intake and case management information systems for programs carried out under WIOA and by one-stop partners. The backbone of WSA's approach are systems administered by the Texas Workforce Commission (TWC), which include:

- WorkInTexas.com (WIT): Labor-exchange online system mandated by the Wagner-Peyser Act and operated in cooperative effort with JobCentral, the National Labor Exchange system
- The Workforce Information System of Texas (TWIST): integrated intake, eligibility, case management, and reporting system for employment and training services. TWIST acts as the central repository for customer information. Includes interfaces with WIT, the UI benefits system, and HHSC's system
- Child Care Attendance and Automation (CCAA): allows parents to record attendance using a swipe card at a point-of-service device located at authorized childcare facilities
- Cash Draw and Expenditure Reporting: TWC's online Cash Draw and Expenditure Reporting (CDER) system is a web application used by Boards to draw funds from their program allocation. Handles all financial transactions
- Workforce Job Center Traffic (WCCT): traffic tracking system used at career center locations, job fairs, and other events/activities to record and report on usage

TWC systems are supplemented by local technology investments that include:

- Cabinet: local network document management and workflow system used in the delivery of Child Care Services. WSA plans to expand this technology throughout the workforce system.
- [MyAlamoCareer.org](http://MyAlamoCareer.org), Virtual Job Center: Jointly funded project through WSA and the Alamo Colleges to bring online career services to the community in an interactive environment that is engaging and multidimensional
- Online applications and reporting: to expand accessibility and improve customer service, WSA plans to develop online applications and reporting for all workforce services programs.

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- Cisco Contact Center: to expand call center services and out-bound (robo-call) campaigns, for instance, to remind customers about scheduled activities.
- Kiosks: plan to provide remote access locations to career center services and staff.
- Customer Relationship Manager: WSA is in the process of implementing a customer relationship manager (CRM, Salesforce). The CRM will assist in the capturing and sharing of information with key partners related to contacts and relationships with employers, business associations, and social-service and other agencies.
- EMSI: WSA will continue procuring/utilizing labor market tools which facilitate the analysis and reporting of key local and state-level data.
- Learning Management Systems: contractor uses a learning management system for staff development and policy implementation.
- Viridis: a data platform that aims to allow co-case and career management of participants with partners, particularly COSA's Delegate Agencies.

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**Part 5: Workforce Investment Activities****A. Economic Development and Entrepreneurial/Microenterprise Activities**

(WIOA §108(b)(5); 20 CFR §679.560(b)(4))

Boards must include an explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the workforce area and how the Board will promote entrepreneurial-skills training and microenterprise services.

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**Board Response: Economic Development and Entrepreneurial/Microenterprise Activities**

WSA actively engages with regional economic development partners and helps lead and coordinate local workforce investment activities in the region. WSA's efforts goals include:

- developing regional service strategies
- facilitating job fairs
- perform targeted talent development
- participating in the development of community partnerships
- participating in business recruitment
- promotion of entrepreneurial-skills training and microenterprise services

**Entrepreneurial skills training and microenterprise services:** The Alamo region benefits from a significant footprint of agencies providing small business development and microenterprise services, to include micro-lending. Established regional Small Business Development Centers (SBDC) have a long history of assisting burgeoning entrepreneurs, and new investments by governments and professionals such as the Maestro Entrepreneur Center, Launch SA, Lift Fund, and TechBloc are injecting new energy into community startups.

Consistent with priorities put forth in WIOA, WSA has established efficient two-way referral processes with these agencies to provide entrepreneurial training and resources to customers of the workforce system. These services are offered through strong partnerships, including:

- UTSA, Small Business Development Center
- Launch SA
- TechBloc
- San Antonio Entrepreneur Center
- Alamo Colleges
- Minority Week Development (MED Week)
- San Antonio Hispanic Chamber of Commerce-Small Business Committee and Maestro Entrepreneurship Center
- Texas Governor's Forum
- Texas Business Conference
- Bexar County Small Minority Women-Owned Business Enterprise
- Lift Fund

Services from these partners will be incorporated into the portfolio of services offered by WSA to customers, highlighting a broad range of opportunities supported by the local community.

Examples of local entrepreneurship and microenterprise services to be incorporated include Launch SA's 'Breakfast and Launch' (culinary business accelerator), and 'Venture Challenge SA' (startup/business growth challenge).

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## B. Rapid Response Activity Coordination

(WIOA §108(b)(8); 20 CFR §679.560(b)(7))

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Boards must include a description of how the Board will coordinate workforce investment activities carried out in the workforce area with statewide rapid response activities described in WIOA §134(a)(2)(A).

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**Commented [AG32]:** Confirm new business services model

### Board Response: Rapid Response

WSA Board staff coordinate Rapid Response services with employers, and subcontractors are utilized for all service provision. Rapid Response is an early intervention service to quickly transition dislocated workers to new employment. Rapid Response services are provided to layoffs and closures of all sizes. Per the statutory reference to mass layoffs, rapid response services must be provided to plant closures or layoffs of 50 or more. Additionally, rapid response services must be provided for any layoff which receives a WARN notice.

During the Rapid Response orientation session, workers are provided:

- overview of the WIOA Dislocated Worker program
- job readiness services
- job placement assistance
- unemployment insurance
- and an explanation of occupational skills training offered at the Job Centers

With the consent of the employer, affected employees are contacted on-site by the Rapid Response Team before they become unemployed. Workers learn about workforce services and are given the opportunity to complete a Rapid Response Registration Form. Affected workers may immediately begin receiving workforce services without waiting to complete the intake process at the Job Center. To ensure accessibility to all available services, and to obtain employment or occupational skills training, affected employees are given the opportunity to enroll into the WIOA Dislocated Worker program.

Activities under Rapid Response acknowledge the importance of early intervention and are designed to address the most recognized needs of dislocated workers. The services provided through Rapid Response are designed to help make the period of unemployment as manageable and brief as possible. Through Rapid Response, on-site workshops at the employer's location are made available to help prepare employees to seek employment. The workshops that are offered include resume writing, interviewing, job search, stress management, and financial management.

**Commented [AG33]:** Insert post-covid process

At the request of the employer, on-site job fairs are coordinated with local area employers who may be interested in hiring affected workers with known skills sets. Services are tailored as needed to meet the various levels of need of the affected workers. To successfully return to the workforce, some workers require only minimal assistance while others may need more intensive services. The focus is to assist everyone regardless of their level of need.

### C. Youth Activities and Services

(WIOA §108(b)(9); 20 CFR §679.560(b)(8))

Boards must include a description and assessment of the type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. This description must include an identification of successful models of such activities.

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#### Board Response: Youth Activities and Services

The 13-county WSA region is home to significant, but decentralized support structures to serve WIOA youth target populations. This includes a complex network of more than 50 Independent School Districts, fragmented dropout recovery efforts, and numerous agencies whose service communities are marbled throughout the Alamo region. Providing for a consistent type of coverage of WIOA elements and related services is one of WSA's primary goals. An inventory of significant youth serving community partners, with service area descriptions is contained below. While not entirely inclusive of all agencies, the resource mapping provides for an assessment of availability and gaps in workforce investment services available to youth in the region.

Table 1. Workforce Investment Activities for Youth

Agency	Workforce Investment Services	Service Region
Communities in Schools	Needs assessment, service planning, support services, mentoring, and case management.	San Antonio (ISDs: Dilley, Harlandale, Edgewood, IDEA, Northeast, Northside, Pearsall, San Antonio, Somerset, South San Antonio, Southwest), New Braunfels (ISDs: New Braunfels, Canyon, Marion, Schertz-Cibolo-Universal City).
SA Works	Internships.	San Antonio.
Connections	Counseling, life skills training, housing.	Counties: Atascosa, Comal, Frio, Guadalupe, Karnes, Wilson.
Goodwill Industries	Career services, support services, and training.	Alamo region with locations in San Antonio, New Braunfels, and Seguin; City of San Antonio delegate agency.
George Gervin Youth Center	Youth Build, Education, tutoring, transitional living, job readiness, counseling, and mentoring.	San Antonio.
Good Samaritan	Counseling, mentoring, leadership development/life skills, civic engagement, and career readiness.	San Antonio.

Agency	Workforce Investment Services	Service Region
San Antonio Youth Literacy	Education and tutoring.	San Antonio.
United Way	Education, tutoring, emergency assistance, food/shelter, and referrals.	San Antonio and Bexar County.
Alamo Academies (Alamo Colleges)	Occupational skills training, dual credit, tutoring, and internships.	Alamo region with concentration in San Antonio, New Braunfels, and Seguin.
BCFS Health and Human Services	Workforce assistance, dropout prevention activities, self-esteem and leadership activities, and counseling.	San Antonio.
TWC Vocational Rehabilitative Services	Career readiness, employment, assistive technology (for youth with disabilities - see further detail below).	Alamo region.
SA Lighthouse for the Blind	Educational programs, work skills, assistive technology, and scholarships.	San Antonio.
Chrysalis Ministries	Job readiness, money management, substance abuse and other counseling.	Alamo region (City of San Antonio delegate agency).
SA Youth	Youth Build – workforce training,	San Antonio
Haven for Hope	Housing and counseling. Needs assessment, service planning, support services, mentoring, and case management for homeless youth.	San Antonio.
SA Children's Shelter (TAPPESTRY)	Needs assessment, service planning, support services, mentoring, and case management for youth transitioning out of foster care.	San Antonio.
Catholic Charities of San Antonio	Parenting education and counseling.	San Antonio.
Texas Juvenile Justice Department	Education, life skills, support services, and counseling.	Alamo region.



Agency	Workforce Investment Services	Service Region
Adult Education and Literacy (AEL) Partners / Numerous TWC funded headed by ESC-20 and private funded agencies	Adult education, English as a second language, and remediation.	Alamo region.
Independent School District (ISD) Partners	Education, tutoring, dropout recovery, and credit recovery.	Alamo region.
Healy-Murphy Center	High school, GED, and high school equivalency programs	Alamo region.

Due to the significant need for youth workforce investment activities in the region, and the high concentrations of WIOA youth target populations, WSA's focus is on (1) fostering partnerships with youth serving agencies in the region to ensure the availability of services, (2) strengthening the service delivery system and (3) supplementing community services with WIOA resources, and (4) working to fill service gaps.

To increase accessibility for youth, WSA's definition of the Board's WIOA definition of "additional assistance" has been made sufficiently broad to incorporate disconnected low-income youth experiencing a wide variety of barriers.

**Youth with Disabilities:** Active partnerships with youth-serving agencies in the region help build the resources and competencies needed to serve youth with disabilities. WSA's partnership with the TWC Vocational Rehabilitative Services Department (formerly Department of Assistive and Rehabilitative Services) aims to do just that. VRS serves youth with vision related disabilities, behavioral and mental health conditions, hearing impairments, including deafness, alcoholism or drug addiction, Intellectual, learning and developmental disabilities, and physical disabilities, including traumatic brain and spinal cord injury, back injury, paralysis and impaired movement.

In addition to VRS, WSA also partners with numerous agencies deploying highly successful service strategies in benefit of youth with disabilities, including:

- Alamo HireAbility Coalition (Established by WSA in 2018 to bring together youth-serving agencies to expand and enhance pre-employment transition services to students with disabilities.
- San Antonio Lighthouse for the Blind,
- BCFS Health and Human Services,
- Family Endeavors, and
- San Antonio Independent Living Services.

Youth services include:

- Vocational counseling, including counseling in job exploration and post-secondary training opportunities;

- Counseling concerning opportunities for post-secondary education such as college and vocational schools;
- Work-based learning experiences, including internships and on-the-job training;
- Training related to workplace and employer expectations;
- Training in self-advocacy and social skills;
- Referrals for hearing, visual and other examinations;
- Assistance with medical appointments and treatment;
- Rehabilitation devices, including hearing aids, wheelchairs, artificial limbs and braces;
- Therapy to address a disability, including occupational or speech therapy and applied behavioral analysis;
- Medical, psychological and vocational assessments;
- Assistive technologies, including screen reader software, computer equipment and other items;
- Job matching and placement services;
- Transportation assistance to and from the job, college or certification program;
- Referral to other state, federal and community agencies and organizations;
- Rehabilitation Teachers Services to help learn Braille, orientation & mobility, and home and health management skills for youth with a vision-related disability;
- Vocational adjustment training; and
- Supported employment services.

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#### D. Coordination with Secondary and Postsecondary Education Programs

(WIOA §108(b)(10); 20 CFR §679.560(b)(9))

Boards must include a description of how the Board will coordinate its workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

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##### **Board Response: Coordination with Secondary and Postsecondary Education Programs**

WSA supports partnerships with employers, training institutions and providers, and agencies to facilitate institutionalization of opportunities for youth and adult learners toward the goal of transitioning to and attaining needed postsecondary credentials.

The continuity of these partnerships leads to varied opportunities in licensing and certification, including registered apprenticeship certifications, industry-recognized certificates, diverse licenses, and certifications that are both portable and stackable. To that effect, regional Independent School Districts, Alamo Colleges and regional community colleges and universities, including the University of Texas at San Antonio, Texas A&M San Antonio, and Coastal Bend College are progressive in developing fully articulated education pathways.

WSA helps to infuse these initiatives by sponsoring education, training, work experience and related services with workforce development resources, including WIOA, TANF, SNAP, and other sources of funding. Our Career Pathway partnerships help to:

- leverage the entire larger workforce and education communities
- ensure agency coordination to minimize duplication of services in the community
- allow for customers to take advantage of their educational backgrounds and prior experience by granting them entry at the most advanced point possible along their Career Pathway.

Examples of some of these partnerships are included in the Appendix section for Part B, Question 10.

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##### **WSA and the City of San Antonio Goal of Economic Competitiveness**

WSA and the City of San Antonio (CoSA) enjoy a robust partnership, and WSA's mission, vision, and values are consistent with CoSA's focus on economic competitiveness for the region. Economic Competitiveness is the engine of prosperity in San Antonio. To that effect, SA supports programs that help ensure families have the skills and support needed for high standards of living. The primary focus lies on helping participants transition from dependency on public assistance or unemployment into full-time employment, with the aid of training that will increase job marketability. These programs have two primary goals, long-term job training and adult education/short-term services.

**Long-Term Job Training:** Long-term job training programs primarily focus on helping participants obtain a training certificate or associated degree in a target occupation that pays an entry rate equal to or higher than the current "living wage" of \$11.68 per hour.

Commented [AG36]: Update wage

**Adult Education/Short Term Services:** these programs focus on long and short-term job training and certificate programs that include basic life and work skills, high school equivalency, workplace competency training, interviewing skills, resume writing, successful work habits, and job search assistance. These services aim at helping participants transition from unemployment or underemployment into full-time employment, and they provide the opportunity for participants to pursue training that will increase their marketability.

The WSA partnership with CoSA centers upon three main drivers:

- SA Works,
- Economic Development Agents, and
- Delegate Agencies.

SA Works is widely supported by both private and public organizations in the local area, particularly in San Antonio and Bexar County. Our partnership efforts with SA Works aim at leading, facilitating, and developing opportunities that advance both economic development and the well-being of residents in these communities.

**Commented [AG37]:** Revise with Adrian

Economic Development efforts revolve around the following agencies:

- SA Works (with its additional focus on youth and overall well-being of the community),
- Bexar County Economic Development,
- CoSA Economic Development Department, and
- Economic Development Foundation (EDF).

Specific elements of the partnership include:

- Key input into the analysis and determination of Targeted Industries/Occupations;
- United/collective front in assisting industry and employers; and,
- Salesforce (Customer Relationship Management/CRM).

**Commented [AG38]:** Revise with Adrian

## **E. Child Care and Early Learning**

*(40 TAC §809.12 Board Plan for Child Care Services)*

Each Board must include a description of how the Board is strategically managing childcare and early learning within its workforce system to enhance school readiness and strengthen and support the child care industry.

Note: This may include efforts to:

- Coordinate with employers, economic development, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool
- Support improved school readiness through higher-quality child care, including Texas Rising Star, and through partnership opportunities such as prekindergarten partnerships
- Support the needs of the childcare industry, which could include assistance with business development or shared services, as well as opportunities to support professional growth and career pathways for early education

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## F. Transportation and Other Support Services

(WIOA §108(b)(11); 20 CFR §679.560(b)(10))

Boards must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in

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coordination with WIOA Title I workforce investment activities.

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### Board Response: Transportation

WSA recognizes the need to provide convenient and efficient transportation supportive services to customers and to remove or alleviate the negative effects of a lack of transportation has on the ability to secure and maintain employment. WSA accomplishes this through a combination of utilizing gas cards/mileage reimbursement and leveraging of public transportation.

- Gas cards/mileage reimbursement: This service option is utilized for eligible program customers that have access to personal transportation but require transportation assistance to fully participate in workforce programs. Assistance is provided within policy allowances and limitations specific to the program in which the customer is enrolled.
- Public transportation: The Alamo region benefits from efficient large-scale public transportation system in Via Metropolitan Transit ([www.viainfo.net](http://www.viainfo.net)). Via provides affordable transportation to 98 percent of Bexar County, including unincorporated parts of Bexar County and the following municipalities: Alamo Heights, Balcones Heights, Castle Hills, China Grove, Converse, Elmendorf, Kirby, Leon Valley, Olmos Park, San Antonio, Shavano Park, St. Hedwig, Terrell Hills, and Bexar county portions of Cibolo. Via offers Bus services, Van Sharing, Primo (rapid bus transit), and Paratransit services at low costs.

Rural areas are served by Alamo Regional Transit through the Alamo Area Council of Governments ([www.aacog.com](http://www.aacog.com)). Public transportation cost is subsidized for customers within policy allowances and limitations specific to the program in which the customer is enrolled.

Leveraged Community Resources: WSA is also aggressive in braiding community funding with partner agencies to leverage community resources and expand availability of supportive services to joint agency customers in the Alamo region. WSA actively partners with several community agencies to expand the pool of resources. Examples of these partnerships are in the Appendix section Part. B. Question 11.

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Commented [AG41]: Which resources/which agencies?

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**F. Coordination of Adult Education and Literacy (AEL)**

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*(WIOA §108(b)(13); 20 CFR §679.560(b)(12))*

Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL activities under WIOA Title II. This description must include how the Board will carry out the review of local applications submitted under Title II consistent with WIOA §§107(d)(11)(A) and (B)(i) and WIOA §232.

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## Part 6: Adult, Dislocated Workers, and Youth Services

### A. Adult and Dislocated Worker Employment and Training

(WIOA §108(b)(7); 20 CFR §679.560(b)(6))

Boards must include a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the workforce area. Boards must include a description and assessment of the type and availability of adult, dislocated worker and youth employment and training activities in the workforce area.

Boards must also include the list of assessment instruments (tools) used for adult, dislocated worker, and youth.

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### Board Response: Adult, Dislocated Workers, and Youth Services

WSA operates a total of 16 American Job Centers and satellite offices located throughout the 13-county Alamo region. In determining optimal location of American Job Centers, WSA staff conducts a cost-benefit analysis of:

- local demographics to identify significant population centers and projected population centers
- concentrations of historical WSA job seeker customers
- geographic areas with characteristics that are likely to utilize workforce services
- feedback from local stakeholders regarding community need and planned development
- alignment with HHSC (for TANF/Choices and SNAP E&T customers) and UI Offices (for UI customers)
- costs and funding availability

All Centers provide access to the full range of programs and services offered by WSA, including resource room services, informational services, orientations, training, employment, supportive services, and all related program services. The following table lists Center locations:

**Table 2. American Job Center Locations**

	Job Center	Address
1	Hillcrest Job Center	1499 Hillcrest Dr. San Antonio, TX 78228
2	Fredericksburg Job Center	221 Friendship Lane Fredericksburg, TX 78624
3	Kerrville Job Center	1700 Sidney Baker Suite 200 Kerrville, TX 78028
4	Bandera Job Center	702 Buck Creek Bandera, TX 78003
5	Boerne Job Center	1415 E. Blanco Suite 10A Boerne, TX 78006

**Commented [AG44]:** Verify addresses; redo table



	<b>Job Center</b>	<b>Address</b>
6	Hondo Job Center	402 Carter St. Hondo, TX 78861
7	New Braunfels Job Center	183 North IH-35, New Braunfels, TX 78130
8	Walzem Job Center	4615 Walzem Rd. San Antonio, TX 78218
9	Marbach Job Center	7008 Marbach Rd. San Antonio, TX 78227
10	East Houston Job Center	4535 E. Houston St. San Antonio, TX 78220
11	South Flores Job Center	6723 S. Flores Suite 100 San Antonio, TX 78221
12	Seguin Job Center	1500 E. Court St. Seguin, TX 78155
13	Pearsall Job Center	107 E. Hackberry Pearsall, TX 78061
14	Floresville Job Center	1106 10th St. (Hwy 181) Suite C Floresville, TX 78114
15	Pleasanton Job Center	1411 Bensdale Pleasanton, TX 78064
16	Kenedy Job Center	491 N. Sunset Strip St. #107 Kenedy, TX 78119

WSA also makes services available off-site at partner offices and other ad hoc locations in the community. This approach allows center staff to take advantage of partner agency locations that are more accessible to that partner's client base is consistent with a culturally responsive strategy to leverage rapport and trust of the partner agency. It creates an added convenience to both customers and partners and expands our offering of immediate access to services i.e. customers are not obliged to visit a center to access services. Our services become immersed within or as a part of the broader system of services that are offered throughout the community. Serving customers who also receive additional services from partner agencies helps create stronger safety nets and supports in ways that contribute to improved outcomes. This applies to both adults and youth.

WSA partners with Joint Base San Antonio (JBSA) to offer workforce services to veterans and transitioning military members and military spouses at the Military and Family Readiness Center at JBSA Fort Sam Houston. WSA's contractor also has a case manager at Haven for Hope to provide workforce services to homeless individuals.

Another example of this type of co-location is the manifestation of a partnership with the Bexar County court system, WSA provides employment and training services on location to non-custodial parents who are mandated by the court to obtain and retain employment for child support purposes. This relationship facilitates continuity of services and alleviates the need for parents to visit an additional location while accomplishing the goal of increased compliance with court orders.

Potentially eligible customers apply for training and educational services at partner agency locations (i.e., Alamo Colleges, CodeUp, Iron Yard, CodeBound, etc.). Recruitment and initial information are provided to students by a partner agency with training or educational opportunities. Partner agencies and Job Center contacts collaborate to determine eligibility facilitate the provision of other services. This approach increases enrollments into IT and cybersecurity-related target occupations.

To supplement WSA program services and better serve customers, WSA has established partnerships with numerous agencies. MOUs in place with all agencies include agreed upon responsibilities and costs for space and/or delivery of program services, as applicable.

Some of key partnerships include those which offer expanded services for job seekers, share similar performance goals, and help leverage our resources. A prime example of these agencies are the City of San Antonio's Delegate Agencies. A non-exhaustive list of partnerships and MOU's is included in the Appendix section for Part B. Question 7.

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**B. Priority to Recipients of Public Assistance and Low-Income Individuals**

(20 CFR §679.560(b)(21))

Boards must include the Board policy to ensure that priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations, as well as veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.

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**Board Response: Priority to Recipients of Public Assistance and Low-Income Individuals**

WSA has incorporated and follows the priority of services as established by federal and state guidelines. Career and training services must be given on a priority basis, regardless of funding levels, to the following populations in the following order:

- Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient (TEGL 19-16; WD 25-15)
- Foster youth and former foster youth (as defined in WD 43-11) who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient
- All other individuals who are recipients of public assistance, low-income, or basic skills deficient (as referenced in WIOA §134(c)(3)(E) and Final Rule §680.600)
- All other eligible veterans and eligible spouses (e.g., not included in #1)
- All other foster youth and former foster youth (not included in #2)
- All other eligible persons (not included in #3)
- *Local Priority*: individuals potentially eligible for co-enrollment into programs of and services offered by local partners (e.g., City of San Antonio Delegate Agencies and other partners)
- *Local Priority*: individuals with barriers to employment.

WSA Contractors are required to ensure that priority populations are made aware of:

- their entitlement to priority service
- the full array of career and training services available under priority of service
- any applicable eligibility requirements for those programs and/or services.

It is expected that WSA Contractors monitor operations to ensure that policies, procedures, and processes comply with priority of service requirements (TEGL 10-09).

**Commented [AG46]:** Confirm these WD and other references

## Definitions

### Priority of Service

“Priority” means that these populations are entitled to precedence and receive access to a service earlier in time or, if the resource is limited, receive access to the resource instead of or before than lower priority populations. If a waiting lists exists, priority of service requires these populations to be placed first on the list in the order listed above. If a service has already been approved or funds have already been encumbered (e.g., approval for training or a support service, etc.), priority of service is not intended to allow a person from a priority group who is identified subsequently to displace or deprive the participant of that service or resource.

WSA has not established priority of services for any additional populations. However, WSA has approved services for Youth who exceed low-income guidelines, which fall under priority #6 (WSA WIOA 48).

Commented [AG47]: Is this still true?

### Basic Skills Deficient

- WSA utilizes the TABE test including the three functional areas of Reading, Language, and Math. A score below 9.0 in any of the three areas is considered basic skills deficient.
- Behind grade level (e.g., based on age and scores from a recognized/standardized test showing grade-level, or attending secondary school but being behind one or more grade levels).

English language learners also meet the criteria and must be included in the priority populations for the title I Adult program (TEGL 19-16).

### Individuals with Barriers to Employment

WIOA emphasizes the goal of helping job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy.

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## Part 7: Fiscal Agent, Grants, and Contracts

### A. Fiscal Agent

(WIOA §108(b)(15); 20 CFR §679.560(b)(14))

Boards must include identification of the entity responsible for the disbursement of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).

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#### Board Response: Fiscal Agent, Grants, and Contracts

The Alamo Workforce Development Board, DBA Workforce Solutions Alamo, is responsible for the disbursement of grant funds for the 13-county Alamo region, as described in WIOA §107(d)(12)(B)(i)(III), as determined by the chief elected official or the governor under WIOA §107(d)(12)(B)(i). The area Inter-local Agreement and the Partnership Agreement both identify the Alamo Workforce Development Board as the grant recipient.

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### B. Sub-Grants and Contracts

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(WIOA §108(b)(16); 20 CFR §679.560(b)(15))

Boards must include a description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

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#### Board Response: Sub-Grants and Contracts

Commented [AG49]: Confirm this process with LaVonia

Competitive proposal procedures are conducted in accordance with applicable administrative requirements as outlined in Chapter 14 of the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts (FMGC). The competitive proposal method of procurement is utilized when purchasing goods or services for which the aggregate cost exceeds the simplified acquisition threshold of \$150,000. Competitive proposal procurements adhere to the following federal requirements:

- Requests for proposals (RFPs) are publicized and identify all evaluation factors and their relative importance
- RFPs are solicited from an adequate number (usually two or more) of qualified sources
- Technical evaluations are completed of the proposals received and for selecting awardees
- Awards are made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered

In preparation of the competitive proposal procurement, an assessment of need is determined, and an initial cost analysis conducted. With the Chief Executive Officer's (CEO) or his/her designee approval, a solicitation is developed and identifying the following:

- Purpose,
- Eligibility,
- Scope of work,
- Type of contract,
- Term of contract,
- Administrative/Governance provisions,
- Required certifications,
- Evaluation criteria,
- Proposal submission instructions, and
- Protest procedures.

Prior to finalization, an evaluation tool is developed based on the evaluation criteria defined within the solicitation. Upon finalization and approval of the CEO or his/her designee, the solicitation is publicly advertised on the (WSA) website and on the Electronic State Business Daily (ESBD). In addition, the solicitation is distributed to applicable bidder's listings of interested parties.

A minimum of three (3) evaluators are selected from either internal or external subject matter experts. Evaluators must declare and sign conflict of interest and non-disclosure forms. Proposals received are date stamped and documented. Timely proposals are initially reviewed for responsiveness to the RFP requirements. Once deemed responsive, the proposals and evaluation tools are distributed to internal/external evaluators to score the proposals. The scores are averaged and ranked accordingly. Costs are analyzed. Results are presented to the CEO. The CEO communicates results to the Board Chair. A recommendation is taken to the appropriate Committee(s) for approval and taken to the Board of Director's for action.

If the services solicited meet the definition of workforce services, a pre-award survey/fiscal integrity evaluation is conducted prior to the Board of Director's action. The pre-award survey/fiscal integrity evaluation is approved by key management staff and WSA's CEO.

The approval is documented on the appropriate review form and the Board of Director's approval is documented in the meeting minutes. Upon approval, the awarded contractor is notified, and contract negotiations begin. Non-select notifications are sent to any other entity that submitted a proposal.

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## Part 8: Performance

### A. Board Performance Targets

(WIOA §108(b)(17); 20 CFR §679.560(b)(16))

Boards must include a description of the local levels of performance negotiated with TWC and the CEOs consistent with WIOA §116(c), to be used to measure the performance of the area and to be used by the Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the area.

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#### Board Response: Board Performance Targets

To meet employer and job seeker needs, WSA performance strategies aim to strengthen the alignment of TWC-Contracted common performance accountability measures with requirements governing the one-stop delivery system. The WIOA measures currently focus on Credentials, Median Wages, and Employment (or wages) at the 2<sup>nd</sup> and 4<sup>th</sup> quarters after Exit (enrolled or employed for some measures). While TWC-Contracted Performance measures take priority, WSA also aims at facilitating living, self-sustaining wages, particularly for priority populations and individuals with barriers to employment.

WSA supplements performance negotiated with TWC with Local Expenditure Measures, Eligible Training Provider Measures, and Customer Satisfaction Measures.

Commented [AG50]: Review with Ricardo

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#### Negotiated TWC-Contracted Performance

For each measure, the performance target set by TWC is evaluated based on the “Percent of Target” met. WSA adheres to TWC’s method of calculating whether a measure is Met, Not Met, or Exceeded. Currently Meeting performance is set at 90% to 110% of target, above 110% is considered to be Exceeding and under 90% Not Meeting.

#### Local Expenditure Measures

WSA contractor expenditure benchmarks are set during contract negotiations. Negotiated benchmarks facilitate meeting TWC expenditure benchmarks for which WSA is responsible. TWC sets specific benchmarks for each of the core formula grants (i.e., WIOA, TANF, SNAP E&T, Child Care), and for special grants (i.e., NCP, NDW). WSA performs contractor oversight to ensure that all benchmarks are adequately met.

#### Eligible Training Provider Measures

Eligible Training Providers (ETPs) must adhere to standards articulated in Texas’ WIOA ETPS Certification System Notification of Board Performance Requirements. WSA has amended these standards with local ETPS performance measures, to include:

**Table 3.** Training Provider Performance Requirements

Measure	PY '15 Recommended Minimum	Board Standard
Program Completion Rate (ALL)	60%	60%*
Entered Employment Rate (ALL)	60%	60%*

*\*Must be equal to 60% or higher*

#### Customer Satisfaction Measures

Local area performance measures include both job seeker and employer satisfaction surveys. These are used to evaluate quality in the services provided to our primary customers.

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## Part 9: Training and Services

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### A. Individual Training Accounts (ITAs)

(WIOA §108(b)(19); 20 CFR §679.560(b)(18))

Boards must include a description of how training services outlined in WIOA §134 will be provided through the use of ITAs, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.

### B. ITA Limitations

(20 CFR §663.420)

Boards may impose limits on the duration and amount of ITAs. If the state or Board chooses to do so, the limitations must be described in the Board Plan, but must not be implemented in a manner that undermines WIOA's requirement that training services are to be provided in a manner that maximizes customer choice in the selection of an Eligible Training Provider. Exceptions to ITA limitations may be provided for individual cases and must be described in Board policies.

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### Board Response: Individual Training Accounts (ITAs) and Limitations

Individual Training Accounts (ITA): Training services authorized under the WIOA Eligible Training Provider System (ETPS) are provided through the use of ITAs. Using funds as authorized under WIOA Title I, TANF, and SNAP E&T, ITAs have established maximum reimbursement amounts for eligible program participants. Customers use ITAs to purchase training services for skill attainment in occupations identified by WSA in the Target Occupation List. The Texas Workforce Commission (TWC) sets provider application requirements by which Eligible Training Providers (ETPs) become certified. TWC publishes the ETPS, a statewide list of all approved Providers, and monitors to ensure training providers meet established performance minimums for each board area.

ITA funds may be used to pay for:

- Training costs to include tuition, fees, books, supplies/materials, testing fees, review courses, and other training-related expenses required for participation in the eligible program not to exceed \$7,500
- “Highly technical”, in-demand job training may be paid at a rate not to exceed twice the standard rate, or \$15,000, and these are allowable only for the occupations listed below:
  - Software Developers, Applications
  - Software Developers, Systems Software
  - Network & Computer Systems Administrators

- Registered Nurses
- Electro-Mechanical Technicians

**Commented [AG52]:** Confirm these occupations

These occupations will be updated to reflect training programs that exceed the \$7,500 threshold for “highly technical” occupations in the Target List for 2020, until the Plan or other policy is amended (as approved by the Board).

All customers funded with an ITA develop Individual Employment Plans (IEPs) with goals and objectives related to their selected training, and subsequent employment goals. In all cases, evaluation of lowest cost provider must be considered. If the cost of training exceeds the WSA fund limitation guidelines of \$7,500, and the occupation is not “highly technical,” Career Advisors assist customers in developing a financial plan to cover the total cost of training.

ITAs expire two (2) years from the date of the account's establishment. Therefore, customers must attend classes on a full-time basis, as determined by the training provider's catalog/policy, with the following exceptions:

- If a customer is employed, the customer may attend on a part-time basis, if half time scheduling is available with the training provider and the training program can be completed within a two-year timeframe.
- Contractor’s management may approve exceptions to time/duration limitation in writing, on a case-by-case basis. Requests for exceptions must include a justification and evidence that financial support is available during this extended training period.

Funding may be provided for post-secondary instruction only when both criteria listed below are met:

- Training Service Priority consideration shall be given to programs leading to recognized post-secondary credentials that align with Board approved sectors and targeted in-demand occupations. ITA funds may be provided for general academic programs (including bachelor’s Degrees) whose CIP codes are cross walked or matched to a program of study/training in a Board-approved targeted demand occupation or Board-approved sector (on a case by case basis, with documented Labor Market Information); and,
- The customer has demonstrated ability to meet all training program prerequisites and requirements.

Note: Contracts for training services will not be used (except for special initiative grants, pilot projects or other non-WIOA funding sources if allowable).

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## Part 10: Apprenticeship

### A. Registered Apprenticeship Programs

Boards must include a description of how the Board will encourage Registered Apprenticeship programs in its workforce area to register with the Eligible Training Provider System in order to receive WIOA funding.

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#### Board Response: Apprenticeship

WSA will use the apprenticeship model as a key strategy in meeting the needs of business in the Alamo Region, integrating this service offering into business services and training strategies. WSA will design Registered Apprenticeship service strategies around recommendations outlined by the Department of Labor (Workforce Investment and Opportunity Act, Advancing Apprenticeship as a Workforce Strategy <https://www.dol.gov/apprenticeship/docs/WIOA-RA-Fact-Sheet.pdf>) and ApprenticeshipUSA (Making ApprenticeshipUSA Work for the Public Workforce System: Using Funds to Support Apprenticeship <https://www.dol.gov/apprenticeship/toolkit/docs/Desk-Aid-Use-of-Funds.pdf>).

To encourage Registered Apprenticeship programs to register with the Eligible Training Provider System (ETPS) and increase the overall utilization of Registered Apprenticeships among regional employers, WSA will:

- **Educate regarding Registered Apprenticeship program eligibility in the ETPS:** Under WIOA, all Registered Apprenticeship program sponsors are automatically eligible to be placed on the ETPS. The WSA Business Engagement Team will actively educate employers regarding their eligibility to receive federal workforce funding as pre-approved training providers. This is one of the most important changes in WIOA, as it expands opportunities for job seekers and for the workforce system to use WIOA funds for related instruction and other apprenticeship costs.
- **Educate regarding Registered Apprenticeship benefits:** Registering an apprenticeship program provides several benefits, such as a national credential for apprentices and potential state tax credits for businesses. The WSA Business Engagement Team will educate employers regarding these additional benefits.
- **Promote work-based learning to meet employer skilled worker's needs:** The WSA Business Engagement Team will promote the use of work-based learning services to employers, including use of On-The-Job Training (OJT) and Registered Apprenticeships. WSA will also encourage use of OJT to support non-registered apprenticeship programs.

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## B. Apprenticeship Texas

WD Letter 18-20, Attachment 2 11

Boards must include a description of the Board's strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.

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### Board Response: Apprenticeship Texas

WSA will employ the strategies below to increase the utilization of Apprenticeship as a service option and support Apprenticeship Texas statewide and regional efforts:

- **Using Pre-Apprenticeships and Registered Apprenticeships to build Career Pathways for youth:** WIOA supports apprenticeship as a workforce strategy for youth, including the use of pre-apprenticeship activities and work-based learning as program elements. WSA youth programs will work with regional employers to emphasize these service strategies. The WSA youth program will also coordinate with Job Corps which recognizes apprenticeship as a career pathway, and coordinate with Youth Build to utilize pre-apprenticeship and apprenticeship programs.
- **Leverage related WIOA Youth Elements:** WSA will utilize WIOA youth services including tutoring, mentoring, and work experience, in combination with pre-apprenticeship and apprenticeship programs, to strengthen Career Pathway opportunities available to youth customers.
- **Customized Training/Incumbent Worker Training Options:** Using WIOA funds, customized and incumbent worker training will be leveraged to support businesses that sponsor apprenticeships and other training programs. Customized training will be used as an option to support apprenticeship programs by meeting the special requirements of an employer or a group of employers. Apprenticeships will also be used as an option to up-skill entry-level (incumbent workers) employees, retain them, and provide workers with an upward career path. In addition, WSA will explore other customized training and incumbent worker training opportunities.

WSA recognizes that WIOA emphasizes work-based learning/training and employer engagement and provides workforce systems with enhanced flexibility in deploying resources to support regional employers. WSA will continue to work with representatives of the Texas Workforce Commission, US Department of Labor, and the regional employer community to identify further strategies that encourage use of Apprenticeship to develop Career Pathway opportunities for residents and efficiently supply employers with labor.

## MEMORANDUM

**To:** Oversight Committee

**From:** Adrian Lopez, WSA CEO

**Presented by:** LaVonnia Horne-Williams, Procurement & Contracts Director

**Date:** November 13, 2020

**Subject:** Procurement Projects and Contracts Summary

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**Summary:** Workforce Solutions Alamo (WSA) issues Request for Qualifications (RFQ), Request for Proposals (RFP), and Request for Quotes (RFQ) to acquire services and goods. Procurements are conducted in a manner which provides for full, open and free competition. The procurement of all goods and services for WSA is governed by the requirements and specifications outlined in the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts, Chapter 14, Office of Management and Budget's "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Uniform Guidance (UG)) which is codified at Title 2, Part 200 of the Code of Federal Regulations (2 CFR part 200) and the Uniform Grant Management Standards (UGMS), Part III, Chapter 783 Texas Government Code.

**Analysis:** As an entity supported by public funds, WSA has a legal obligation to spend public funds wisely and prudently, to act in the public interest, to be transparent in its actions, and be accountable to the public. As the Director of Procurement and Contracting, the goal of my team is to ensure our department reviews all requests for purchases of goods, services, equipment, software, hardware, and subscriptions for best value.

Currently we have one renovation project completed and one renovation project underway. The East Houston workforce center location was completed in September. The Seguin Workforce Center will be completed by late November. The Seguin workforce center was relocated from 1500 E. Court Street to 1411 E. Court Street. As we plan for the re-opening of both workforce centers, we have procured all the necessary PPE and will coordinate installation at both workforce centers.

Our lease for the Floresville Workforce Center is due to expire on December 31, 2020. We have engaged our commercial real estate agent to conduct a market study to

determine next steps. Our lease for the Marbach Workforce Center is due to expire May 31, 2021. We plan to begin the market study for this location next month.

Location	Budget	Spent	Remaining
E. Houston Renovation	\$268,000.00	\$199,350.00	\$68,650.00
		<ul style="list-style-type: none"> <li>Furniture- \$174,000.00</li> <li>Cubicle Signage- \$1,100.00</li> <li>Exterior Signage- \$2,300.00</li> <li>Access Control- \$8,700.00</li> <li>ADA Doors- \$9,500.00</li> <li>Appliances (Microwave, Keurig System, Refrigerator)- \$1,500.00</li> <li>Water Fountain Bottle Filler- \$1,450.00</li> <li>Storage/delivery fees- \$800.00</li> </ul>	<ul style="list-style-type: none"> <li>IT pending</li> </ul>
Seguin Renovation	\$175,000.00	\$140,136.87	\$34,863.13
		<ul style="list-style-type: none"> <li>Furniture-\$109,546.87</li> <li>Electrical-\$1200.00/ Delivery/Install/Design- \$14,890.00</li> <li>ADA Doors- \$6,500.00</li> <li>Cubicle Signage- \$1,100.00</li> <li>Bathroom revisions- \$4,900.00</li> <li>Cleaning/Repairs old facility- \$300.00</li> <li>Front Office window tinting- pending</li> <li>Storage and delivery fees- \$1700.00</li> </ul>	<ul style="list-style-type: none"> <li>IT pending</li> </ul>

We have the following executed contracts, agreements, extensions and amendments for services:

- Wireless Services all WFCs
- Call Center Services Agreement
- KGBTexas Act Now Agreement
- SA Trainers- Extension & Renewal
- New Foundation Educational Consultants – Extension & Renewal
- Christine Nguyen – Fiscal Monitoring Contract Extension
- ATEAMS- Amendment
- Cabinet Software Renewal
- Cares Program Procurements
- Adult Services Contract Renewal
- Adult Services - Amendment - Military Spousal Support
- Urban Youth Services Contract Renewal
- Rural Youth Services Contract Renewal
- Fiscal Monitoring RFP
- Childcare Quality RFP
- Data Analyst RFQ
- Local Plan Consultant RFP

**Alternatives:** N/A

**Fiscal Impact:** N/A

**Recommendation:** Continuing current course of action to complete center renovations on time and on budget. Utilize procurement technology and software to create workflow efficiencies.

**Next Steps:** Attending weekly progress meetings and providing guidance to ensure the critical path timeline of all parallel tasks and jobs in sequence are met so that our center reopen as scheduled. Working with department staff to create process flows that get contracts, renewals and amendments completed timely.

# Procurement Department

Contracts and Procurement

November 13, 2020



AmericanJobCenter®





# Current Procurements

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- Wireless Services all WFCs
- Call Center Services Agreement
- KGBTexas Act Now Agreement
- SA Trainers- Extension & Renewal
- New Foundation Educational Consultants – Extension & Renewal
- Christine Nguyen – Fiscal Monitoring Contract Extension
- ATEAMS- Amendment
- Cabinet Software Renewal
- Cares Program Procurements

# Pending Procurements

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- Adult Services Contract Renewal
- Adult Services - Amendment - Military Spousal Support
- Urban Youth Services Contract Renewal
- Rural Youth Services Contract Renewal
- Fiscal Monitoring RFP
- Childcare Quality RFP
- Data Analyst RFQ
- Local Plan Consultant RFP



# East Houston Renovation Completed



# 4535 East Houston Bike Racks!







**Ms. Dixon's Story: NPQO Success**

Ms. Dixon is a patient who has been diagnosed with a rare form of cancer. She has been treated at the hospital for several months and has been successful in achieving remission. This is a testament to the quality of care provided by the NPQO team.

**Quality Matters**

Quality Matters is a national organization that provides accreditation for higher education institutions. The organization is committed to ensuring that all students receive a high-quality education.

EXIT















# Seguin Renovation Schedule

## Interior Renovation Updates

Contractor is currently painting and finishing flooring. Furniture installer will begin installation on Monday, November 9, 2020. Project was delayed due to plumbing issues that required additional trenching and inspections. Currently, the project is scheduled to complete in late November.



secured by ADT

secured by ADT

  
**Workforce Solutions**  
ALAMO

American Job Center

Monday - Friday  
8:00 am - 5:00 pm

PULL

**Plaza Del Ray - 1411 East Court Street**













# Floresville WFC Relocation

## Market Research

Currently, our commercial agent is conducting research to locate available office space in Floresville. They will proceed with the property survey and gathering input from WSA on current sentiments about operating out of the current Floresville office.





**1311 3rd St**  
Floresville, TX 78114 - Wilson County Submarket



**602 10th St**  
<sup>145</sup> Floresville, TX 78114 - Wilson County Submarket





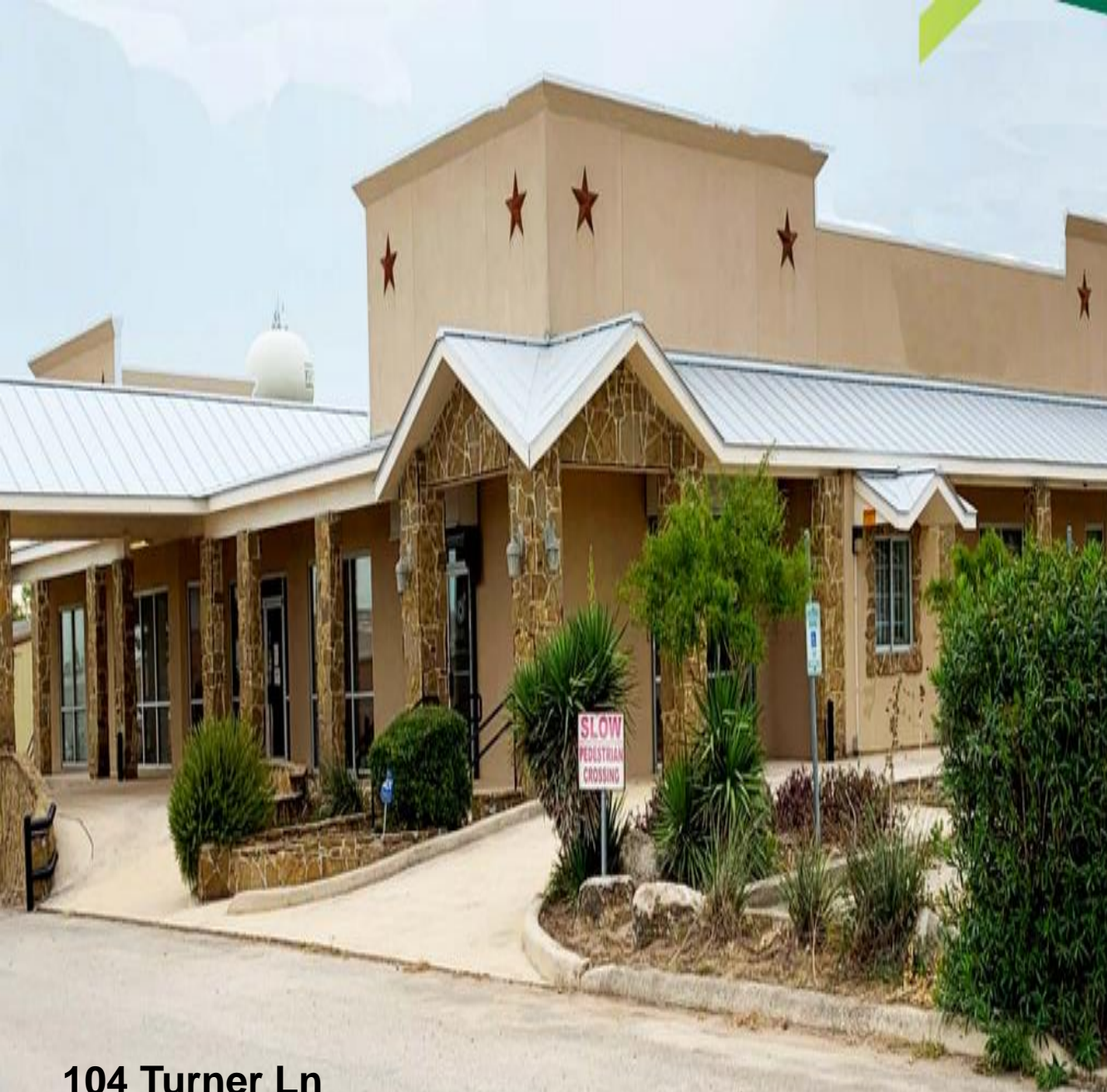
**935 10th St**  
Floresville, TX 78114 - Wilson County Submarket

146



**1705 10th St**  
Floresville, TX 78114 - Wilson County Submarket





**104 Turner Ln**  
Floresville, TX 78114 - Wilson County Submarket

147



**558 US Highway 181**  
Floresville, TX 78114 - Wilson County Submarket

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San Antonio Board of Realtors®

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**Questions?**



AmericanJobCenter®

The logo for American Job Center features a blue swoosh with a red star above the word 'Job' in red, while 'American' and 'Center' are in blue.



## MEMORANDUM

**To:** Oversight Committee

**From:** Adrian Lopez, WSA CEO

**Presented by:** Ricardo Ramirez, Director of Quality Assurance

**Date:** November 13, 2020

**Subject:** Briefing Regarding Quality Assurance (QA)

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**Summary:** This briefing serves to provide an update to the Board of Directors regarding the status of QA activities and outcomes – no action required<sup>1</sup>.

**Analysis:**

- **QA Department Staffing:** We have a new team member, Ms. Trema Cote. Ms. Cote started as a Monitor II on Nov. 2<sup>nd</sup> and comes to WSA from the WS North Central Texas board. She has 20+ years of experience in workforce development, including QA and case management with all applicable one-stop grants/services. Before this, Ms. Cote worked as a Texas Works Advisor with TX Dept. of Human Services. Having moved from Corsicana, she is a new member of our community, is very excited to be working with WSA, and considers the opportunity a move up in her career.
- **Texas Workforce Commission (TWC) Annual Monitoring:** TWC performed its annual monitoring of the Board. An Entrance Conference was held 09/28/2020, with an Exit Conference on 10/09/2020. We expect a Final Report in the coming months.
- **Financial Monitoring RFP:** An RFP is being released to request solicitations for Financial Monitoring services.
- **Program Monitoring:** Program Monitoring services contracted from Ms. Christine Nguyen are being renewed for the current year.
- **Timeline/Activities:** The QA department is currently working on SNAP, Adult, and Dislocated Worker program monitoring, financial Follow-up Reports for C2 Global, SERCO, and CoSA, and TWC Center Certifications/Equal Employment Opportunity

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<sup>1</sup> This is in alignment with functions required of Local Workforce Development Boards which include conducting oversight and monitoring of federal and state grants to ensure that local employment, training, and workforce development activities, including one-stop delivery systems, appropriately use, manage, and invest funds as required and in ways that maximize performance outcomes. To that effect, the QA department's functions aim to minimize risk, ensure that funds are expended efficiently and in accordance to requirements, validate the degree to which services comply with grant specifications, and help promote a culture of continuous quality improvement (WSA Policy ADM 04, C4).

(EO) Reviews. We are also revisiting our 2020-2021 monitoring plan as based on increased capacity.

**Alternatives:** We are currently exploring the alternative of expanding our internal role while minimizing the scope and costs of monitoring activities performed by WSA's vendor/consultant.

**Fiscal Impact:** Operational expenditures are within CEO and Board-approved budgeted amounts.

**Recommendation:** Increases in funding (e.g., CARES projects) involve increases in risks. It is thus recommended for the Board to maintain its focus on oversight and monitoring, to continue minimizing risk, validating compliance, and bolstering the quality of continuous improvement efforts.

**Next Steps:** The QA department will continue reporting progress and tightening internal operational processes.

## QUALITY ASSURANCE SUMMARY

Oct 2020 - Present

*Independent monitoring conducted by Christine Nguyen*

IN-PROGRESS			
Contractor	Scope	Summary Findings/Observations	Status
C2 Global	Financial Review	Final Report issued. Results to be reported with Follow-up Report.	Follow-up Report to be issued 11/12/2020.
SERCO	Financial Review	Final Report issued. Results to be reported with Follow-up Report.	Follow-up Report to be issued 11/13/2020.
City of SA	Financial Review	Final Report issued. Results to be reported with Follow-up Report.	Follow-up Report to be issued 11/14/2020.
C2 Global	SNAP Program Monitoring	Initial Report and Exit completed.	Reviewing responses. Final report to be issued 11/17/2020.
C2 Global	WIOA Adult Program Monitoring	Initial Report and Exit completed, received responses, and reviewing Final report and process.	Re-reviewing process, will determine next steps.
C2 Global	WIA Dislocated Worker Program Monitoring	Initial Report and Exit completed, received responses, and reviewing Final report and process.	Re-reviewing process, will determine next steps.

UPCOMING			
Contractor	Scope	Summary	Status
All	Risk Assessment	Work with contractor to complete risk assessment.	In-progress
All	Finalize Timeline	Once Risk Assessment completed, finalize timeline.	In-progress
C2 Global	National Dislocated Grant	TWC monitoring of NDW grant	March of 2021

# Quality Assurance

Ricardo Ramirez, Director of Quality Assurance

November 13, 2020





# Summary

*This item serves to provide a briefing regarding the status of QA activities and outcomes – no action required.*

# Analysis Overview

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1. New WSA Monitor II: Ms. Trema Cote
2. TWC Annual Monitoring
3. QA Contracts:
  1. Financial Monitoring RFQ
  2. Program Monitoring Contract Renewal
4. Timeline/Activities





# 1. QA Department/Staffing

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- **New Monitor II, Ms. Trema Cote:**
  - Started with WSA on Nov 2<sup>nd</sup>;
  - Worked for North Central Texas Board;
  - 20+ years in direct experience with workforce development services/grants doing both monitoring and career services;
  - Having moved from Corsicana, Ms. Cote is a new member of our community and is very excited to be here working with WSA.

## 2. TWC Annual Monitoring

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TWC performed its annual monitoring of WSA (it was done virtually).

- **Entrance:** 09/28/2020; **Exit:** 10/09/2020
- **Final Report:** we should receive a report in the coming months – any information at this time is premature.



### 3. QA Contracts

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1. Financial Monitoring RFQ being released.
2. Program Monitoring contract being renewed.



## 4. Timeline/Activities

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### In-progress:

- ***Financial monitoring:*** Follow-up Reports for C2 Global, SERCO, and CoSA.
- ***Program monitoring:*** SNAP, Adult, and Dislocated Worker grants.
- ***Other:***
  - TWC Center Certifications/Equal Employment Opportunity (EO) Reviews.
  - TWC Performance Negotiations.

### Upcoming:

- Finalizing timeline/plan for current year.



# QUALITY ASSURANCE SUMMARY

Oct 2020 - Present

*Independent monitoring conducted by Christine Nguyen*

IN-PROGRESS			
Contractor	Scope	Summary Findings/Observations	Status
C2 Global	Financial Review	Final Report issued. Results to be reported with Follow-up Report.	Follow-up Report to be issued 11/12/2020.
SERCO	Financial Review	Final Report issued. Results to be reported with Follow-up Report.	Follow-up Report to be issued 11/13/2020.
City of SA	Financial Review	Final Report issued. Results to be reported with Follow-up Report.	Follow-up Report to be issued 11/14/2020.
C2 Global	SNAP Program Monitoring	Initial Report and Exit completed.	Reviewing responses. Final report to be issued 11/17/2020.
C2 Global	WIOA Adult Program Monitoring	Initial Report and Exit completed, received responses, and reviewing Final report and process.	Re-reviewing process, will determine next steps.
C2 Global	WIA Dislocated Worker Program Monitoring	Initial Report and Exit completed, received responses, and reviewing Final report and process.	Re-reviewing process, will determine next steps.

UPCOMING			
Contractor	Scope	Summary	Status
All	Risk Assessment	Work with contractor to complete risk assessment.	In-progress
All	Finalize Timeline	Once Risk Assessment completed, finalize timeline.	In-progress
C2 Global	National Dislocated Grant	TWC monitoring of NDW grant	March of 2021

# Other

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- **Alternatives:** Exploring expanding internal role while minimizing scope/costs of contracted monitoring.
- **Fiscal Impact:** Expenditures within budget.
- **Recommendation:** Continue focus on oversight and monitoring, particularly with increases in funding.
- **Next Steps:** Continue reporting progress, finalizing plan, and tightening internal processes.





**Questions?**



## Unemployment Insurance (UI) Claimants

Alamo Area

Data: Feb. 28, 2020 to Oct. 16, 2020

*Published November 2, 2020*



# Information about the data

This weekly report includes the Alamo region's 13 counties of Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson.

The data are intended to support reemployment and general analysis – and may not perfectly align with federal Unemployment Claim information.

Boards are determined by zip code of record, which is how the UI system assigns the Board. There will be cases where the zip code was incorrectly entered into the system, including claimants not living in the Board area.

Summary information will vary depending on how the data are aggregated.

This report uses Texas Workforce Commission (TWC) claimant data and ad hoc generated data.

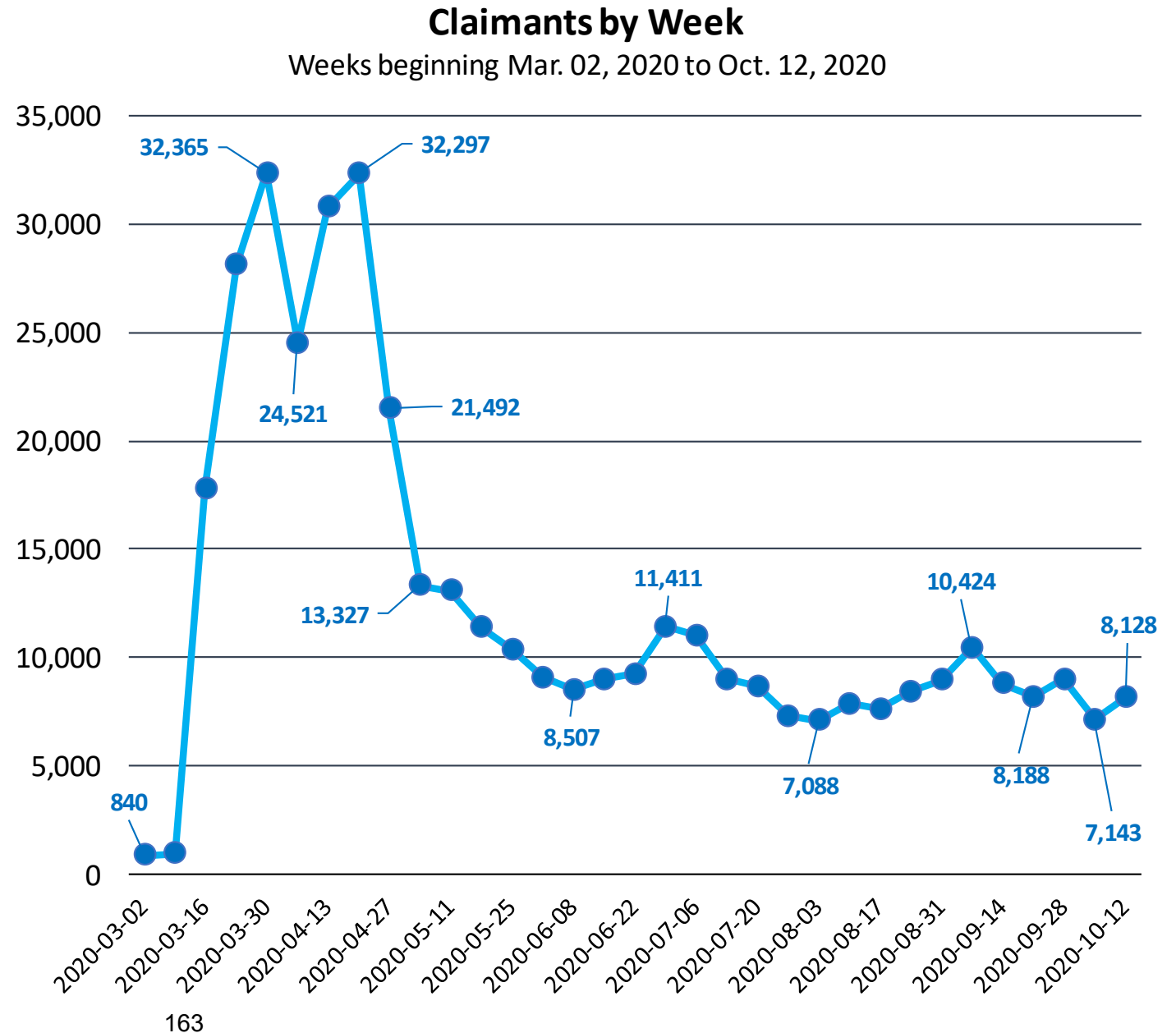
## Unemployment Insurance Claimant Data

*Published November 2, 2020*

This report is based on **312,606 total unique claimants** filing a claim from 02/28/2020 through 10/16/2020.

- The most recent week beginning 10/12/2020 saw an increase of close to 1,000 from the previous week.

*Data counts unique claimants per week.*

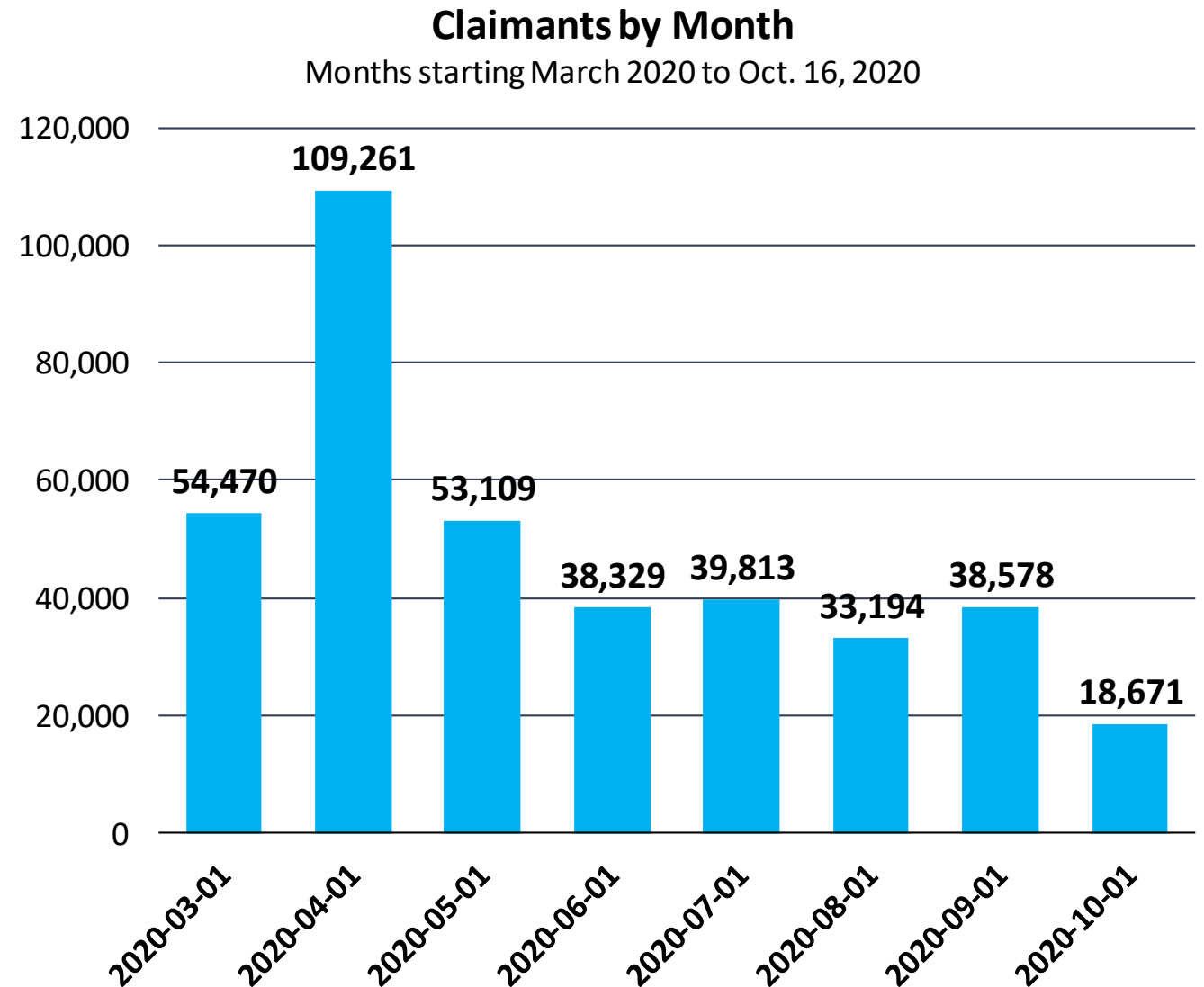


## Unemployment Insurance Claimant Data

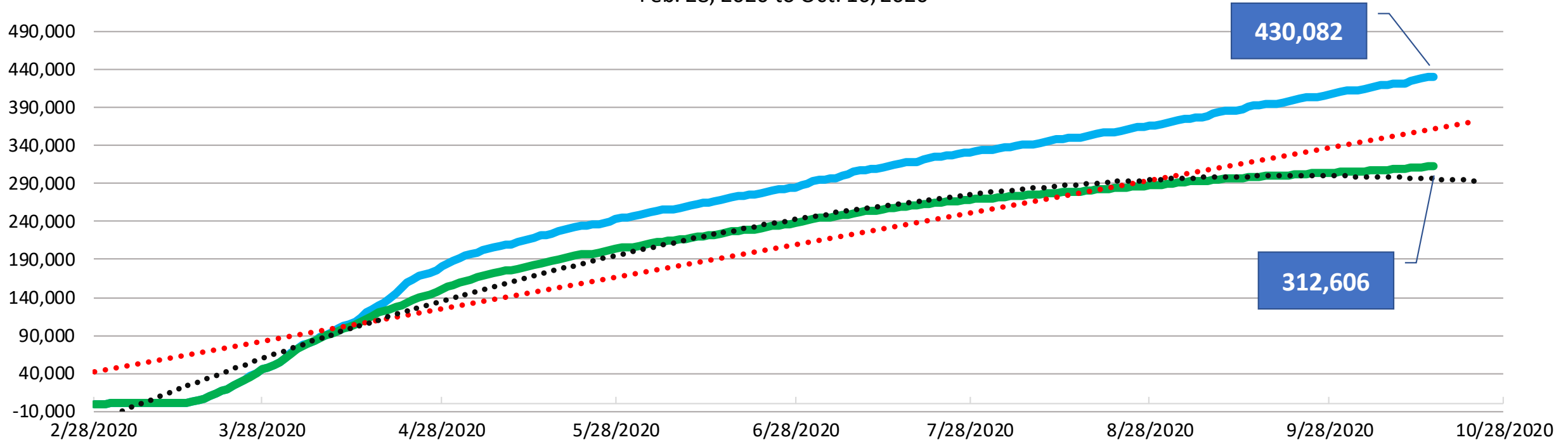
*Published November 2, 2020*

- The figure shows unique claimants per month.
- The month of September had over 1K more claimants than what we saw in August.
- October appears to may be on par with the number of claims that were filed in September.

*Data counts unique claimants per month.*



Duplicate Claimants (Light Blue) / Unduplicated Claimants (Green)  
 Polynomial Trendline (Dark Blue) / Linear Trendline (Red)  
 Feb. 28, 2020 to Oct. 16, 2020



## Unemployment Insurance Claimant Data

*Published November 2, 2020*

- We are reporting two trends, unique claimants (green) and duplicated claimants (light blue).
- There were an estimated 88,198 claimants who have filed duplicate claims during the period.
- This suggests that approximately 29.5% workers filing initial claims starting 02/28/2020 at some point gained employment and thereafter have lost those new jobs and filed additional claims. We see this duplicate trend in claims beginning around mid-April.

## Unemployment Insurance Claimant Data

*Published November 2, 2020*

66.9% of claimants excluding San Antonio occurred in the cities shown in the table below. The % Chg is from Sep. 11 through Oct. 16.

City	Claimants	% Tot	% Chg
NEW BRAUNFELS	13,014	16.2%	4.2%
CONVERSE	6,462	8.1%	5.3%
SEGUIN	5,695	7.1%	4.0%
SCHERTZ	3,827	4.8%	4.7%
BOERNE	3,746	4.7%	4.6%
KERRVILLE	3,125	3.9%	5.1%
CIBOLO	3,024	3.8%	4.7%
HELOTES	2,563	3.2%	3.3%
UNIVERSAL CITY	2,537	3.2%	4.8%
CANYON LAKE	2,119	2.6%	5.8%
FLORESVILLE	2,024	2.5%	5.0%
PLEASANTON	1,884	2.4%	5.2%
LIVE OAK	1,799	2.2%	5.1%
FREDERICKSBURG	1,775	2.2%	3.6%

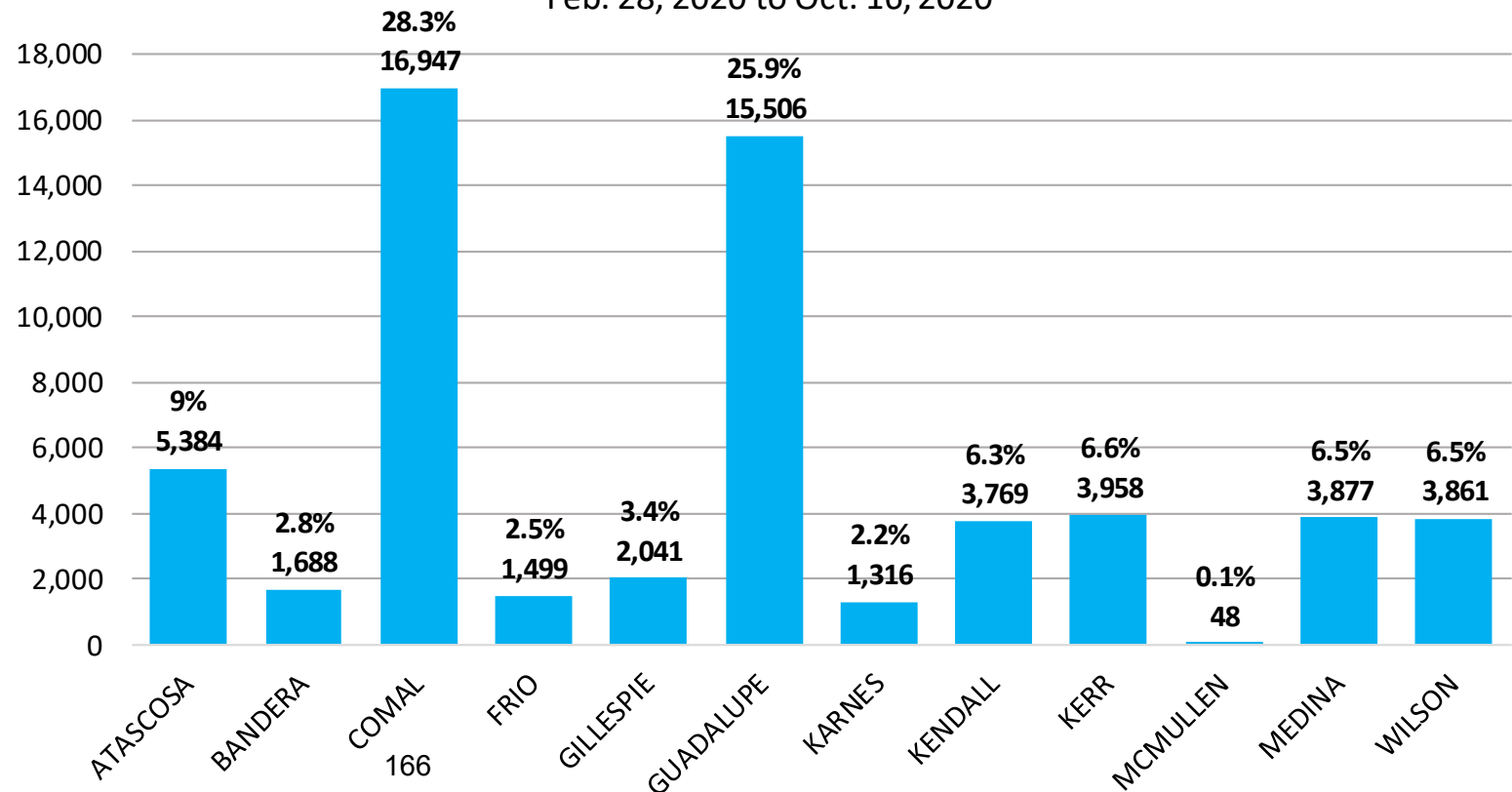
*Data count unique claimants by  
County and City of residence as  
recorded by Claimants.*

Comal and Guadalupe Counties account for 54.5% of all claimants in the 12 rural counties. These two counties also account for 13.2% and 10.1% of the total rural population ages 15-64, respectively.

Of the estimated 73,217 who commute into Bexar County for work, 31.6% commute from Guadalupe and 19.0% from Comal (US Census).

## Claimants by County of Residence

Feb. 28, 2020 to Oct. 16, 2020

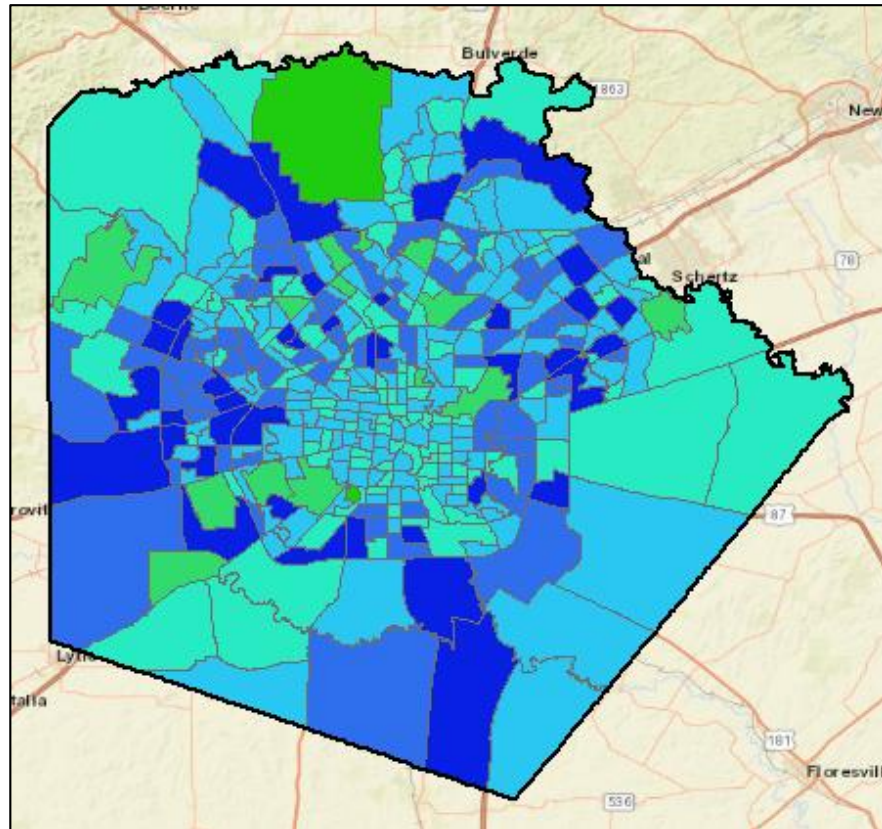




## Unemployment Insurance Claimant Data

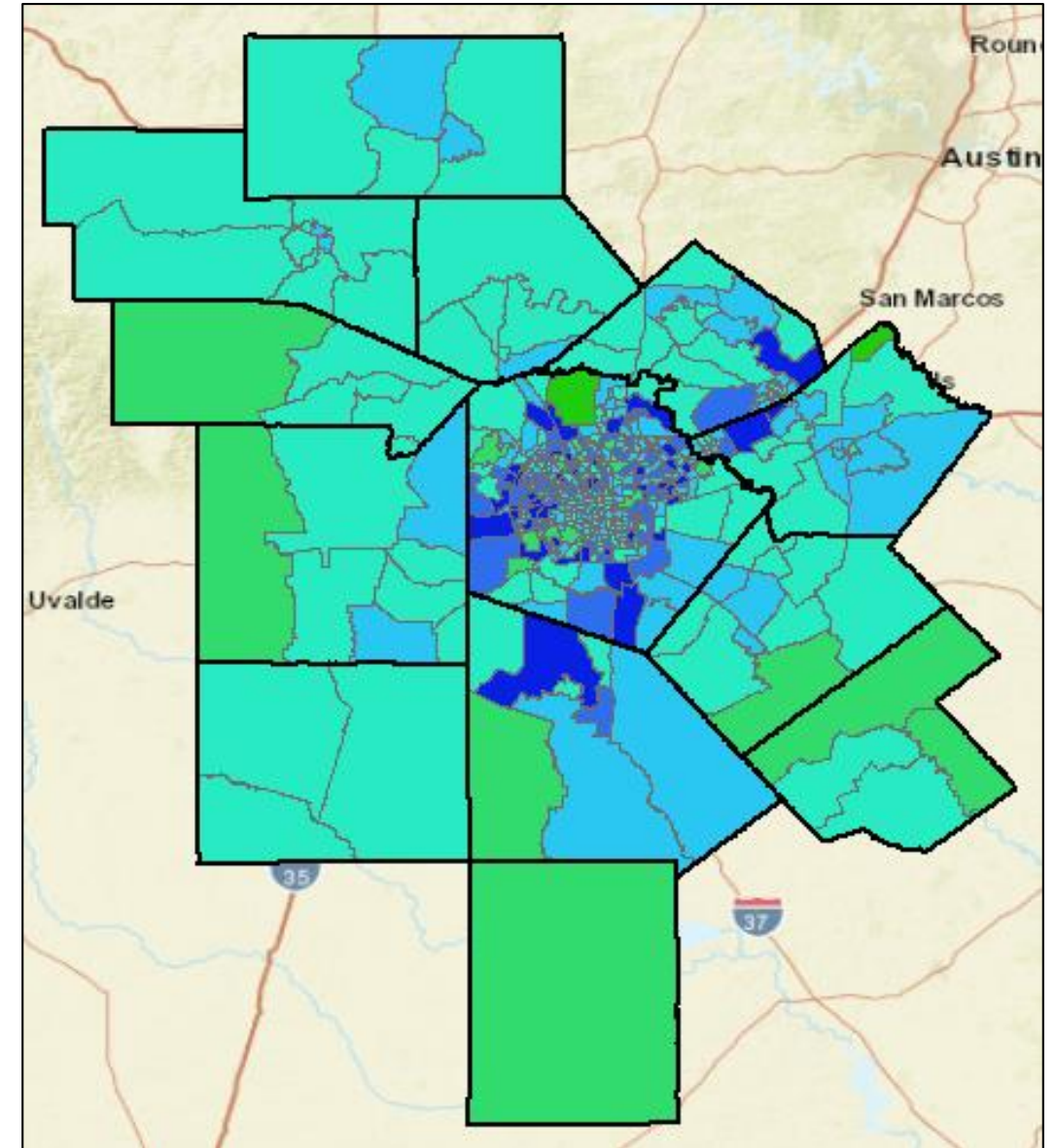
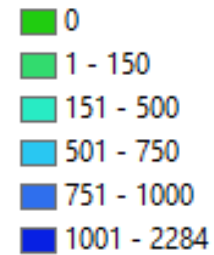
Published November 2, 2020

*Data count unique claimants by  
census tract based on geocoded  
residences.*



## Claims by Census Tract

The maps show claimants by  
census tract. Census tracts have  
on average about 4,000 residents.





## Unemployment Insurance Claimant Data

*Published November 2, 2020*

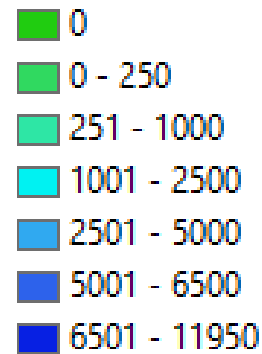
% Chg is from  
Sep. 11 to Oct. 16

Zip	Claimants	% Tot	% Chg
78245	11,950	3.8%	4.7%
78130	10,117	3.2%	4.1%
78249	8,160	2.6%	3.7%
78254	8,045	2.6%	3.8%
78223	7,976	2.5%	5.4%
78251	7,882	2.5%	4.6%
78228	7,763	2.5%	5.2%
78240	7,722	2.5%	4.8%
78253	6,974	2.2%	3.9%
78250	6,933	2.2%	4.3%
78233	6,754	2.1%	4.9%
78109	6,519	2.1%	5.3%
78207	6,506	2.1%	6.3%
78227	6,476	2.1%	5.4%
78247	6,428	2.0%	3.8%
78216	6,372	2.0%	4.8%
78213	6,182	2.0%	5.0%
78201	6,037	1.9%	4.8%
78230	5,706	1.8%	4.1%
78155	5,614	1.8%	4.0%

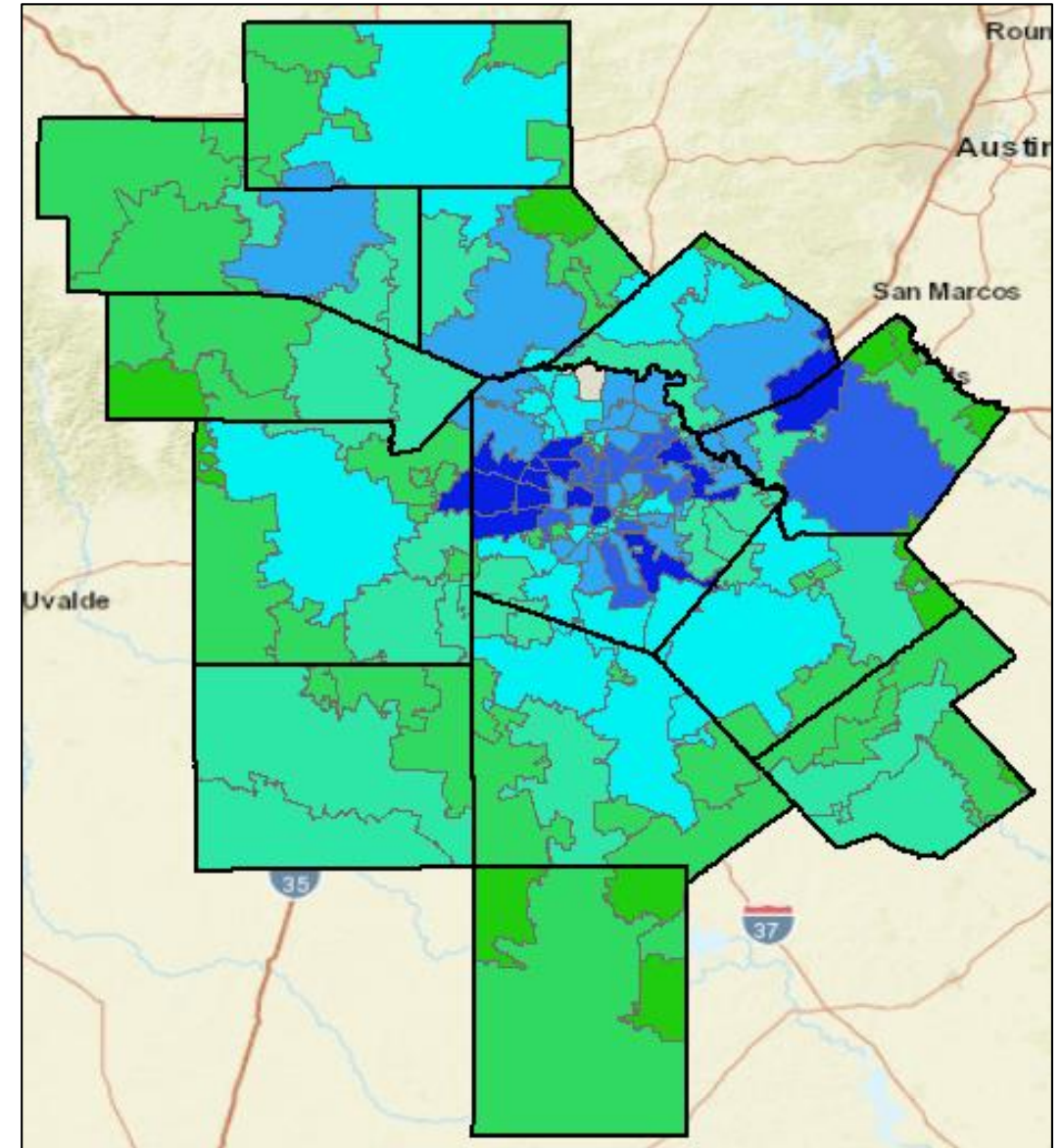
## Claims by Zip Code

Zip codes with the highest number of claimants (top 20) account for 46.4% of total claimants.

Data include only zip codes that are fully or partially contained within the WSA 13-county area.



*Data count unique claimants by zip code based on residence information as recorded by Claimants.*



## Unemployment Insurance Claimant Data

*Published November 2, 2020*

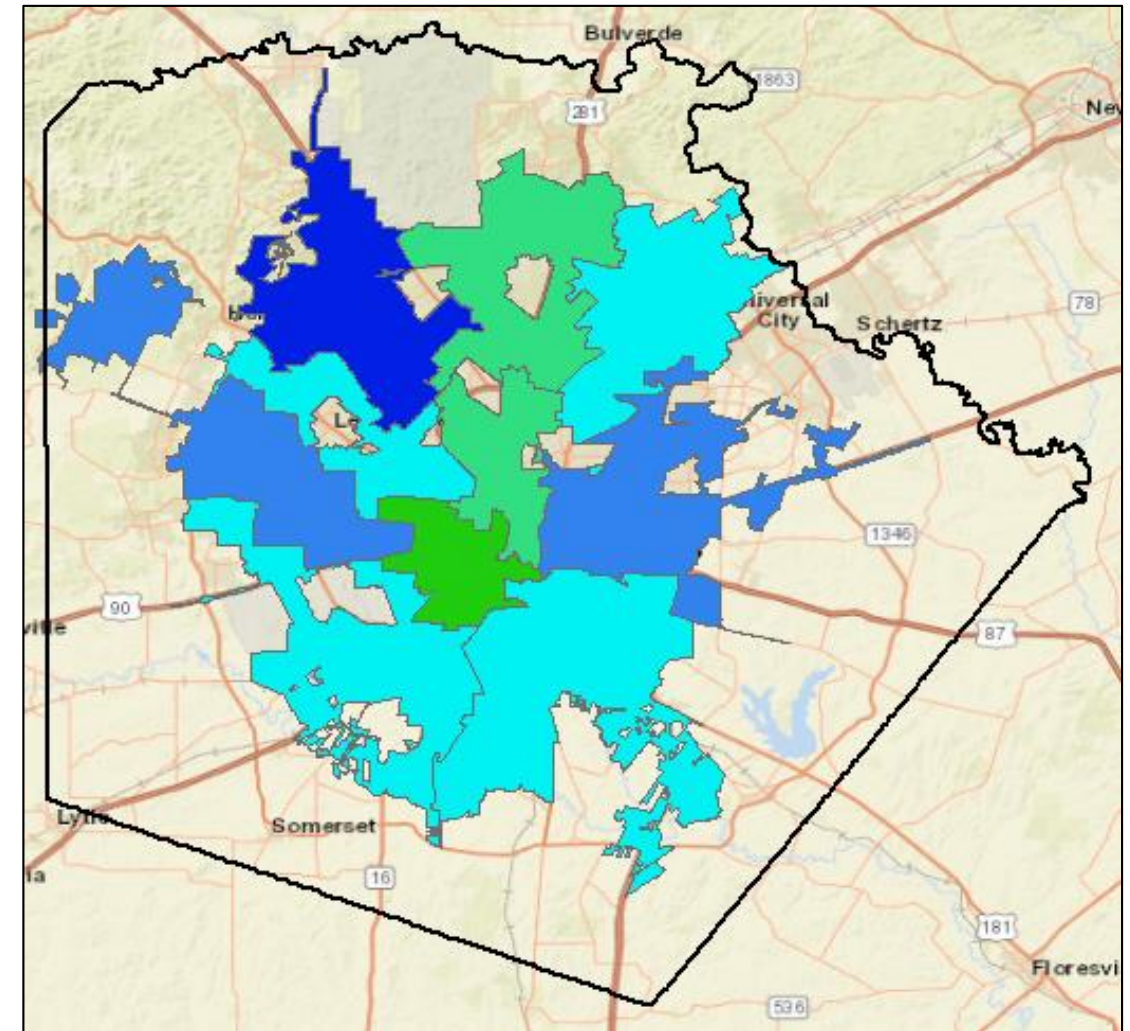
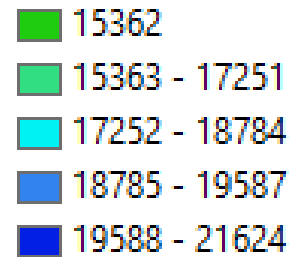
District	Claimants	% Tot	% Chg
1	17,251	9.4%	3.9%
2	19,583	10.6%	5.1%
3	18,706	10.2%	4.9%
4	17,973	9.8%	4.5%
5	15,362	8.3%	5.4%
6	19,587	10.6%	4.2%
7	18,784	10.2%	4.4%
8	21,624	11.7%	3.4%
9	16,888	9.2%	3.8%
10	18,340	10.0%	3.9%

*Data count unique claimant geocoded addresses using a TIGER US Census address (edges) file, mapped using a Council District spatial boundary file.*

## Claimants by Council District

UI claimants by Council District increased on average by 1.7% from the previous week.

184,098 geocoded addresses.  
% Chg. is from Sep. 11 to Oct. 16.



## Unemployment Insurance Claimant Data

*Published November 2, 2020*

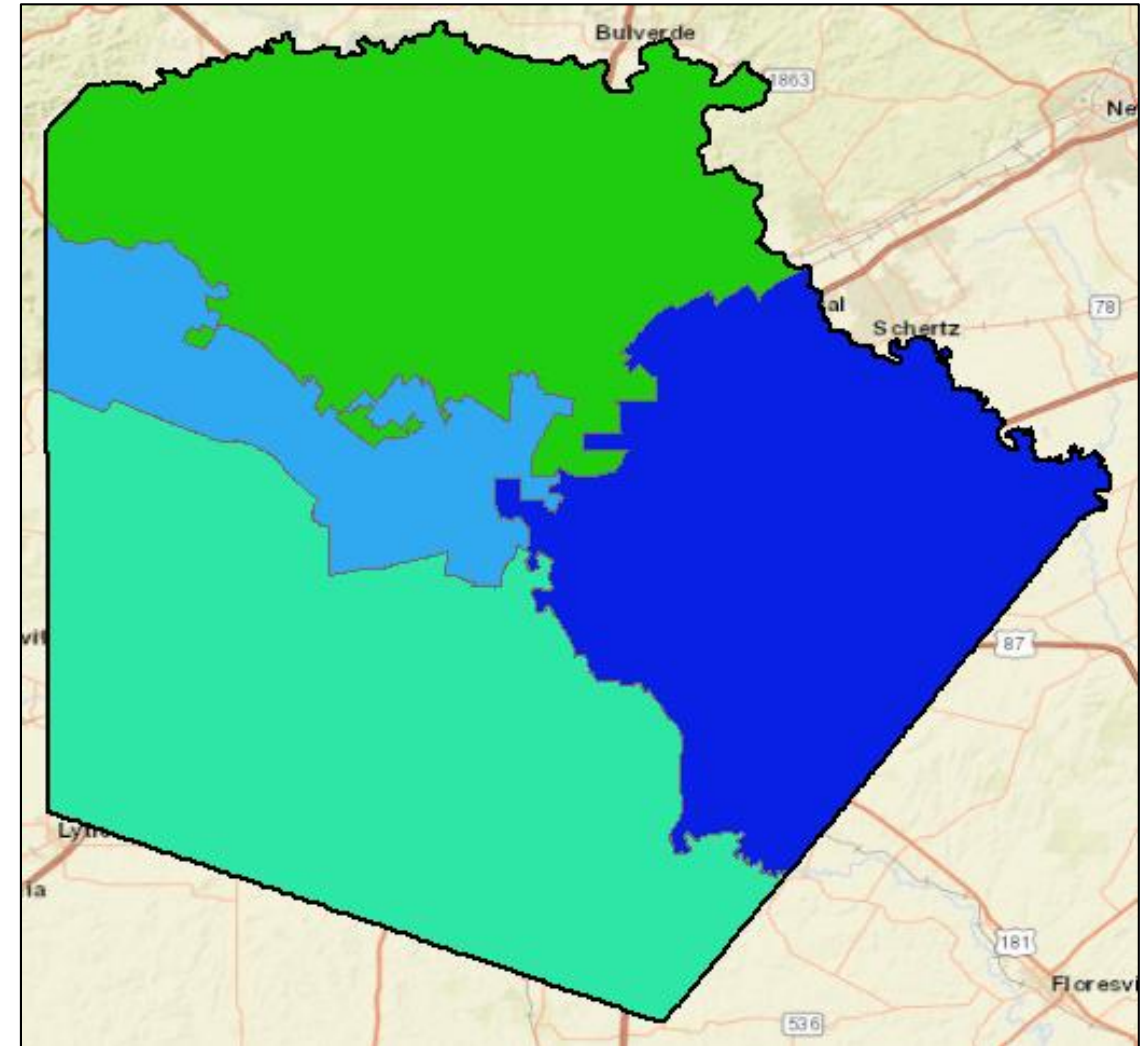
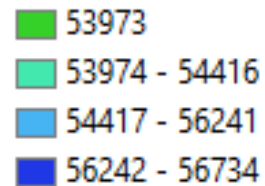
Precinct	Claimants	% Tot	% Chg.
1	56,472	24.4%	4.6%
2	58,662	25.4%	4.3%
3	56,407	24.4%	3.7%
4	59,462	25.7%	4.8%

*Data count unique claimant  
addresses geocoded using a TIGER  
US Census address file (edges),  
mapped using a Commissioner  
Precinct spatial boundary file.*

## Claims by Bexar County Commissioner Precincts

UI claimants by Precinct  
increased on average  
by 4.4% from Sep. 11 to  
Oct. 16.

231,003 geocoded  
addresses.



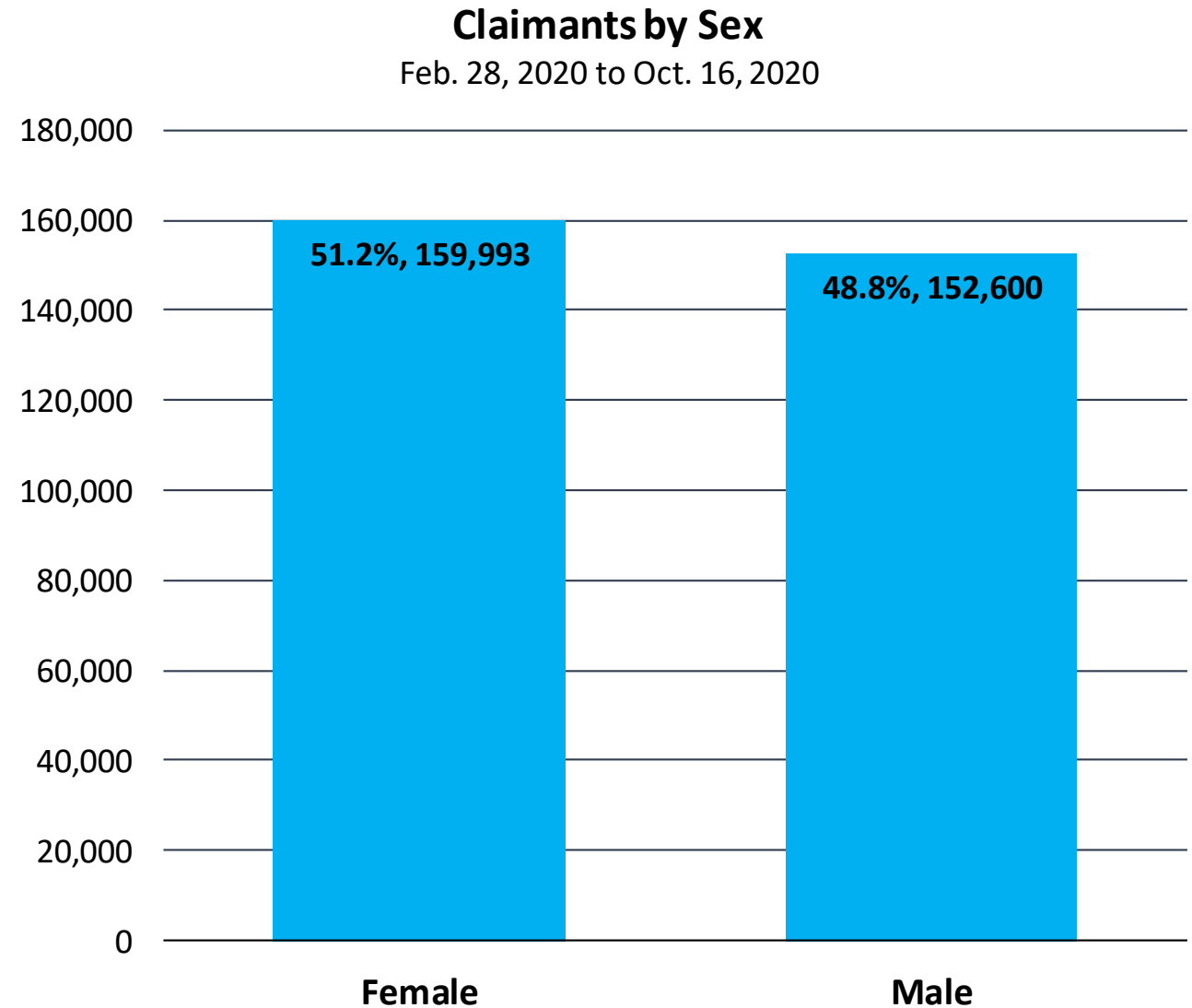


## Unemployment Insurance Claimant Data

*Published November 2, 2020*

- While the pandemic has impacted workers regardless of sex, females have borne more of the brunt.
- 2.4% more females have filed for unemployment than males.

*Data count unique claimants  
with sex information.*



## Unemployment Insurance Claimant Data

*Published November 2, 2020*

Black and Hispanics have been impacted over twice as much as Whites by the pandemic (65.2% compared to 30.9%)

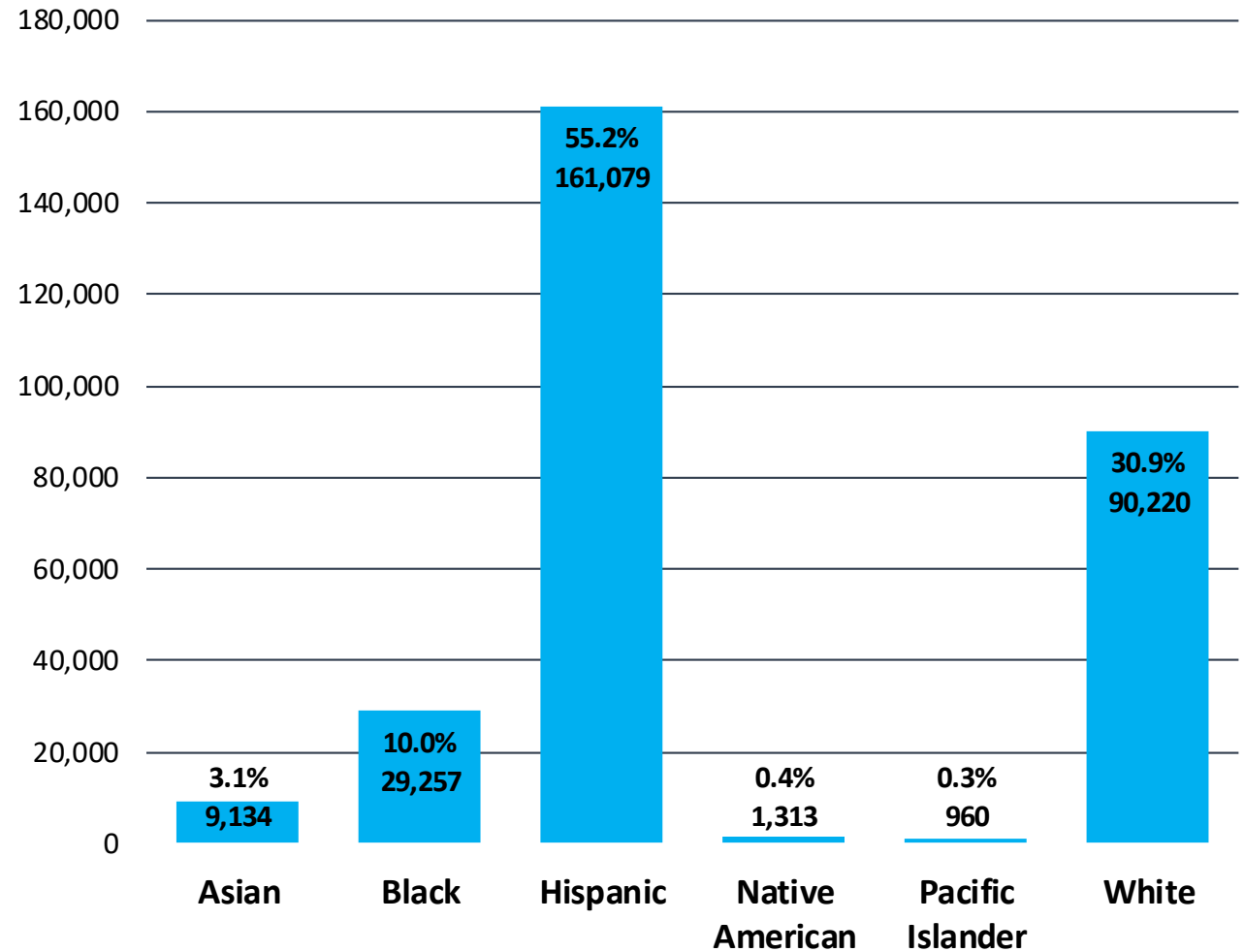
- Over half of all claimants have been Hispanic (55.2%).

Data include 291,963 claimants with race/ethnicity information. Percentages are based on this total.

*Data count unique claimants with race/ethnicity information.*

## Claimants by Race/Ethnicity

Feb. 28, 2020 to Oct. 16, 2020



## Unemployment Insurance Claimant Data

*Published November 2, 2020*

Younger workers have been most impacted by the coronavirus pandemic.

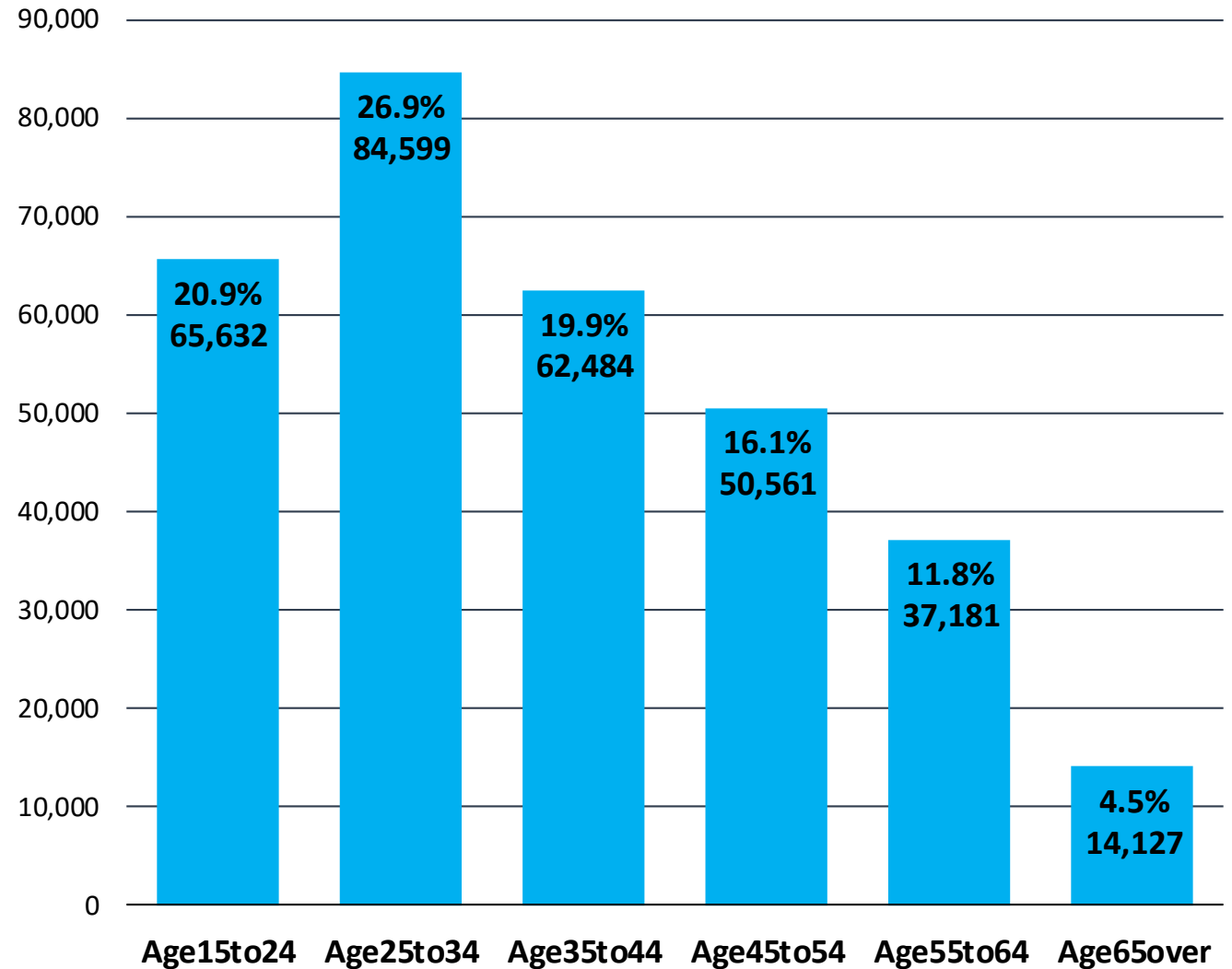
- The proportion of individuals ages 34 and under filing claims account for almost half of all claimants (47.8%).
- The proportion of claimants ages 35 to 54 account for 35.9% of all claimants.
- The proportion of claimants ages 55 and over account for 16.3% of all claimants.

Data may include claimants who filed a second claim after having a birthday that could have bumped them from one age group to the next. They would be counted once for each age group.

*Data count unique claimants with age information.*

### Claimants by Age Group

Feb.28, 2020 to Oct. 16, 2020



## Unemployment Insurance Claimant Data

*Published November 2, 2020*

Information on the educational attainment of claimants show that those with lower educational attainment have been impacted most:

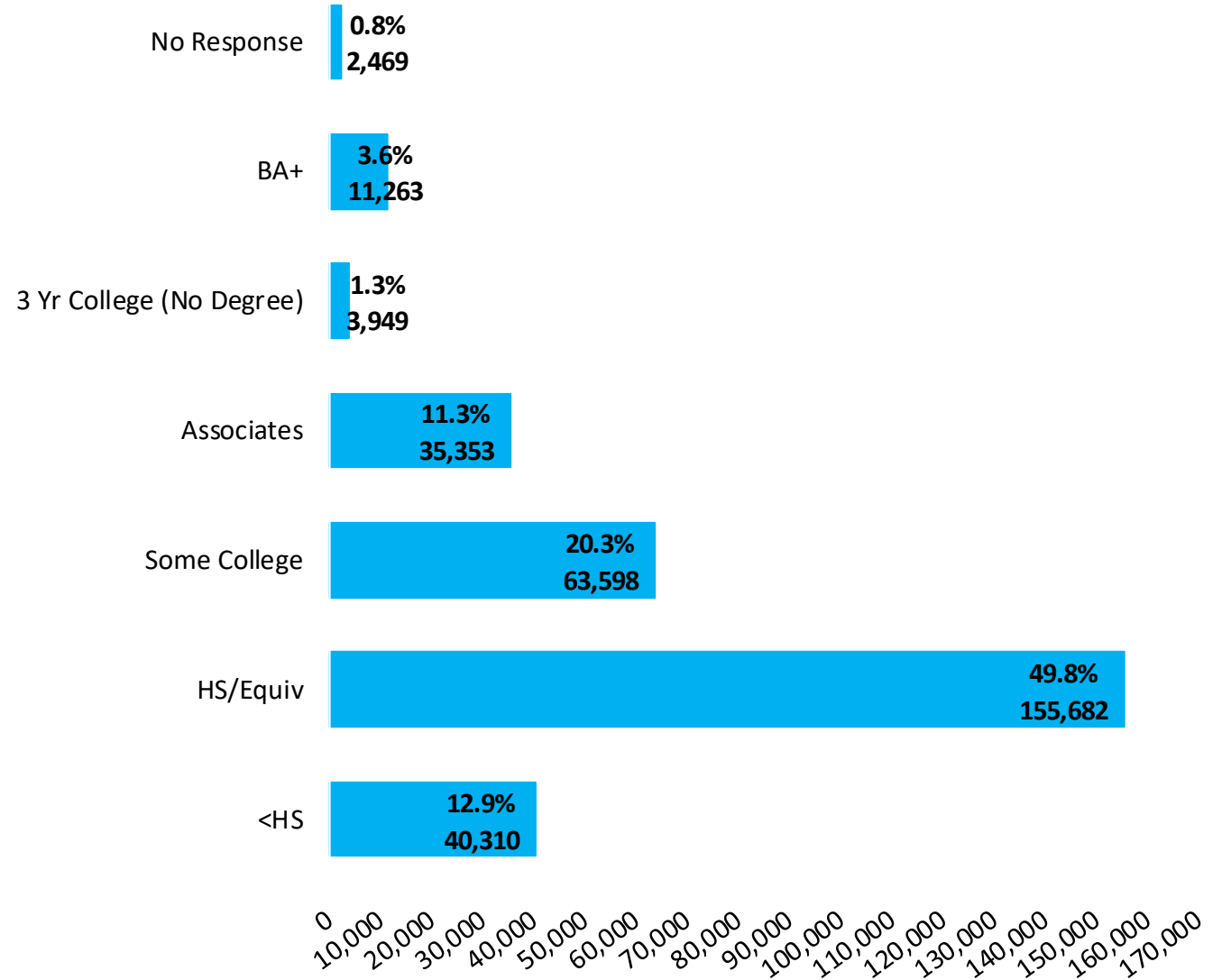
- 83.0% have Some College or Less,
- 62.7% have a HS/Equivalency Diploma or less.

Data may include claimants who filed a second claim after advancing in their education. They would be counted once for each educational level.

*Data include unique claimants with educational information.*

## Claimants by Education

Feb. 28, 2020 to Oct. 16, 2020





## Unemployment Insurance Claimant Data

*Published November 2, 2020*

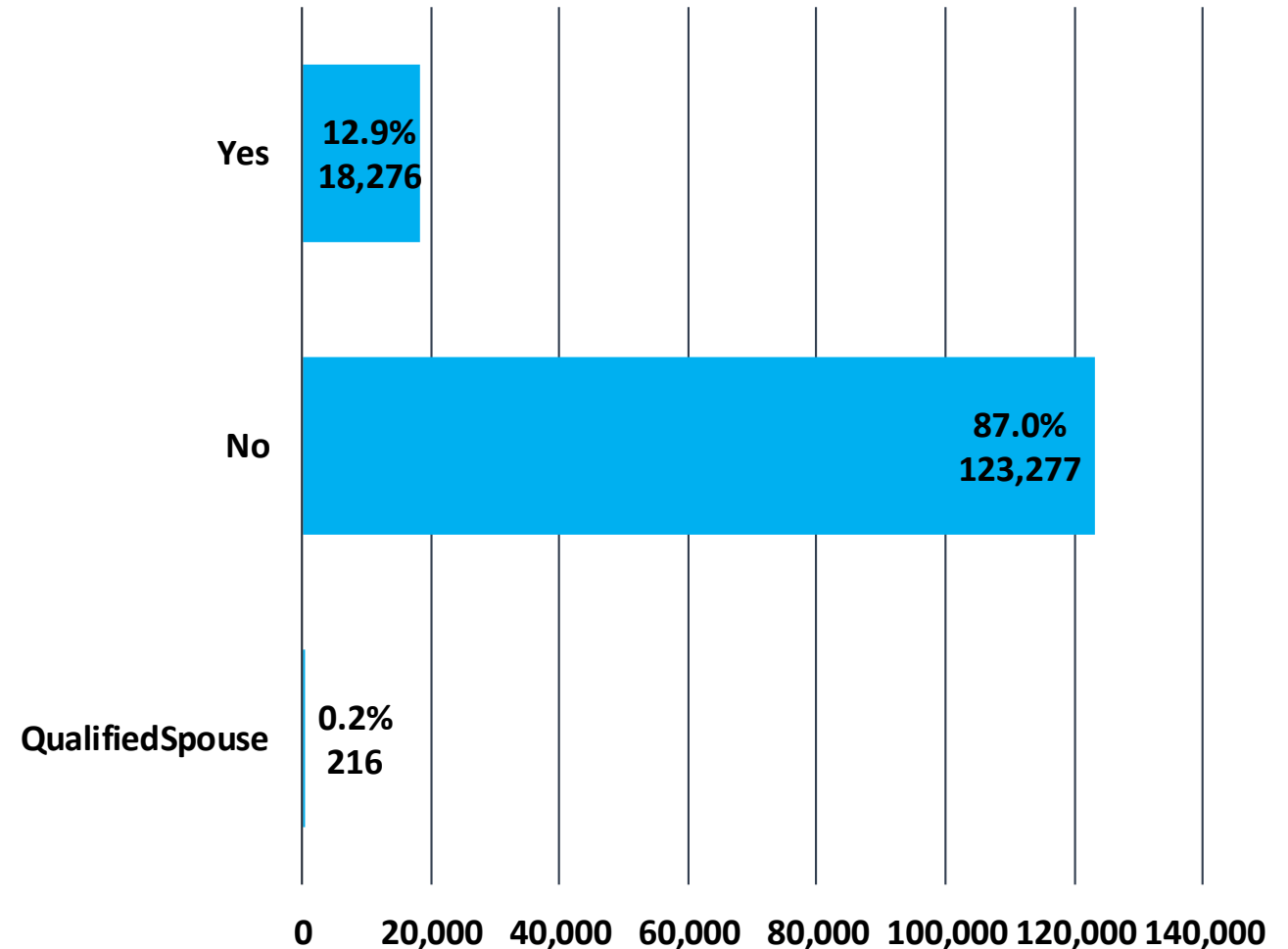
- 951 additional Veterans filed a claim during the past week (an increase of 5.5%).
- 14 additional Qualified Spouses filed a claim during the past week (an increase of 6.9%).
- % Change is from Sep. 11 to Oct. 16

Data include a total of 141,769 claimants who had Veteran information.

*Data include unique claimants with Veteran information.*

## Claimants by Veteran Status

Feb. 28, 2020 to Oct. 16, 2020



## Unemployment Insurance Claimant Data

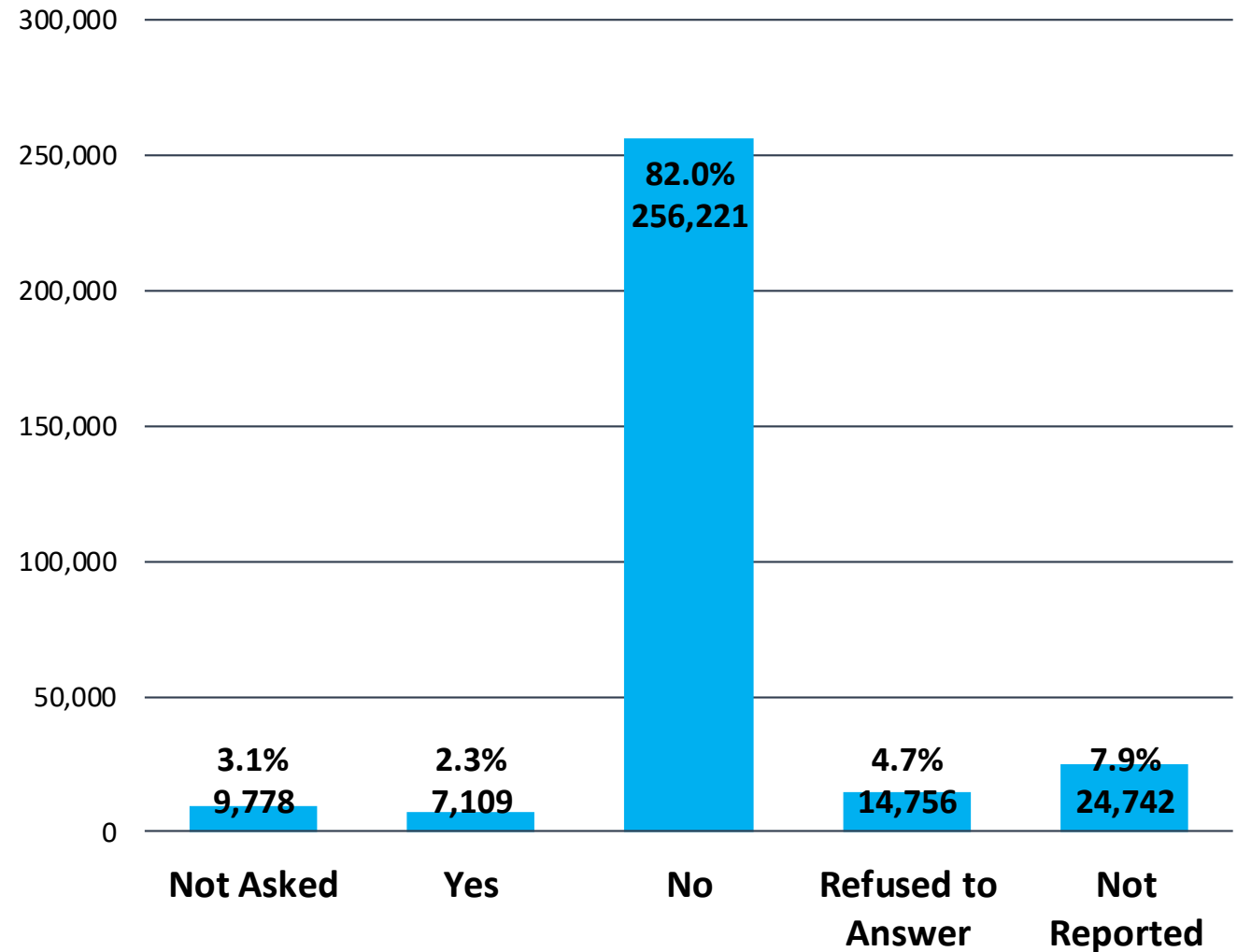
*Published November 2, 2020*

About 7,109 of  
claimants have self-  
disclosed having a  
disability.

*Data include unique claimants with  
disability information.*

### Claimants with a Disability

Feb. 28, 2020 to Oct. 16, 2020



## Unemployment Insurance Claimant Data

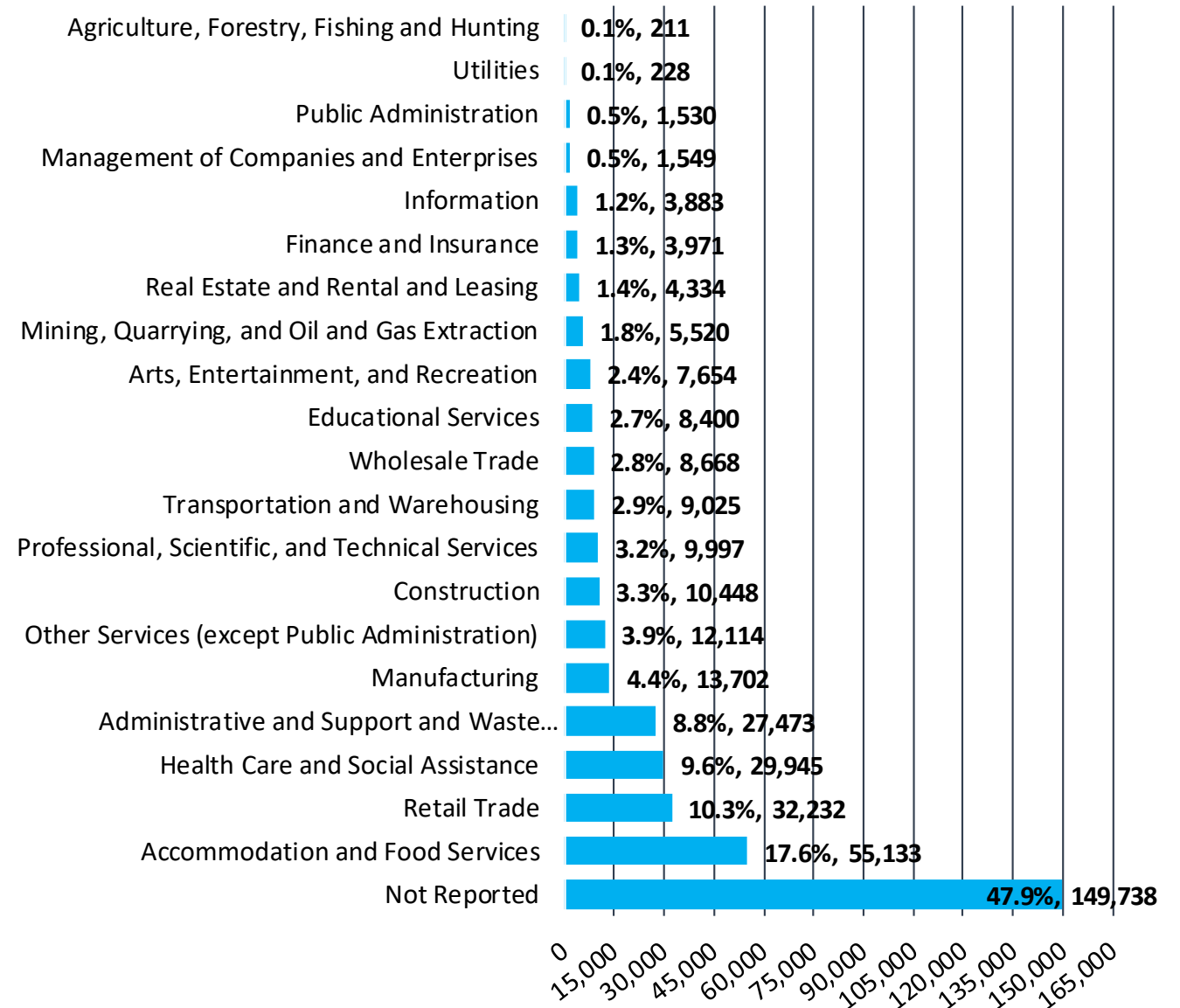
*Published November 2, 2020*

- While the data include all 312,606 unique claimants, the total claimants aggregated by industry sum to 395,755.
- Because claimants file multiple claims, they are counted once for each industry for which they filed a claim.
- The data show that there were a total of 83,149 (26.6%) claimants who may have filed separate claims associated with jobs in different industries.
- The data may suggest the types of industry movement of workers in the labor market.

*Data include unique claimants by industry.*

### Claimants by Industry

Feb. 28, 2020 to Oct. 16, 2020



Industry	Claimants	% Tot	Jobs 2019	Est. Impact	Job Postings Sep'20	Clmts-to Jobs	Postings Median Wages	Employers with Layoffs	Employers 2019	Est. Impact Employers
Accommodation and Food Services	55,133	25.1%	127,669	43.2%	3,454	16.0	\$27,072	4,387	5,248	83.6%
Adm. & Supp. & Waste Mgmt. & Remediation Svs.	27,473	12.5%	81,268	33.8%	9,483	2.9	\$47,552	2,752	3,056	90.1%
Agriculture, Forestry, Fishing and Hunting	211	0.1%	5,379	3.9%	108	2.0	\$31,104	107	599	17.9%
Arts, Entertainment, and Recreation	7,654	3.5%	20,603	37.1%	417	18.4	\$29,056	650	756	86.0%
Construction	10,448	4.8%	81,199	12.9%	1,432	7.3	\$54,720	3,209	4,713	68.1%
Educational Services	8,400	3.8%	24,404	34.4%	1,675	5.0	\$44,992	774	738	104.9%
Finance and Insurance	3,971	1.8%	73,658	5.4%	5,182	0.8	\$62,336	881	3,137	28.1%
Health Care and Social Assistance	29,945	13.6%	154,570	19.4%	7,089	4.2	\$41,664	4,325	10,926	39.6%
Information	3,883	1.8%	20,833	18.6%	2,325	1.7	\$40,064	423	609	69.5%
Management of Companies and Enterprises	1,549	0.7%	14,231	10.9%	120	12.9	\$49,536	176	251	70.1%
Manufacturing	2,617	1.2%	54,628	4.8%	2,649	1.0	\$41,664	342	1,636	20.9%
Mining, Quarrying, and Oil and Gas Extraction	5,520	2.5%	13,822	39.9%	265	20.8	\$43,648	737	na	na
Other Services (except Public Administration)	12,114	5.5%	57,339	21.1%	1,554	7.8	\$37,056	2,272	4,831	47.0%
Professional, Scientific, and Technical Services	9,997	4.6%	62,686	15.9%	7,267	1.4	\$51,904	3,030	6,518	46.5%
Real Estate and Rental and Leasing	4,334	2.0%	22,672	19.1%	908	4.8	\$34,432	1,081	2,753	39.3%
Retail Trade	20,323	9.3%	123,560	14.6%	7,162	2.8	\$40,640	2,137	6,530	32.7%
Transportation and Warehousing	6,935	3.2%	35,871	13.7%	3,664	1.9	\$70,080	1,090	1,544	70.6%
Utilities	228	0.1%	1,488	12.9%	154	1.5	\$49,024	63	113	55.8%
Wholesale Trade	8,668	4.0%	36,337	23.9%	846	10.2	\$40,832	1,846	2,657	69.5%

The table reports estimated impacts of COVID-19 on industry based on UI Claimant activity. **Over half (53.0%) of employers have had layoffs. There are about 3.94 claimants per job postin), and the estimated impact on jobs in 2019 is on average at 21.7%.** We could not calculate employers with layoffs in Mining – the information conflicted with total employers reported.

*Data for the table count unique claimants by industry. Sources include EMSI and QCEW/BLS data for employer counts by industry.*

## Unemployment Insurance Claimant Data

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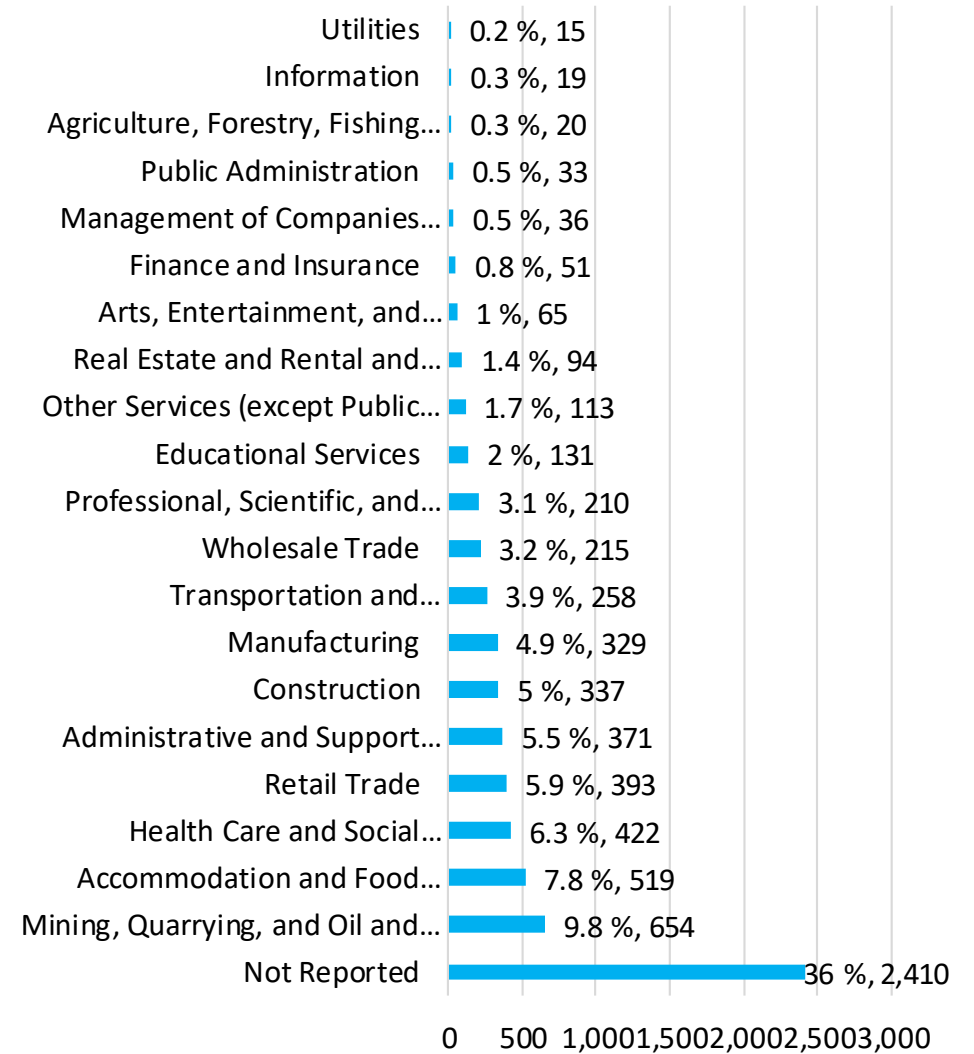
A newly released TWC dataset was used to identify claimants by County of residence.

County industry information is now based on county of residence and not the ES Office where the claim was filed as was previously reported.

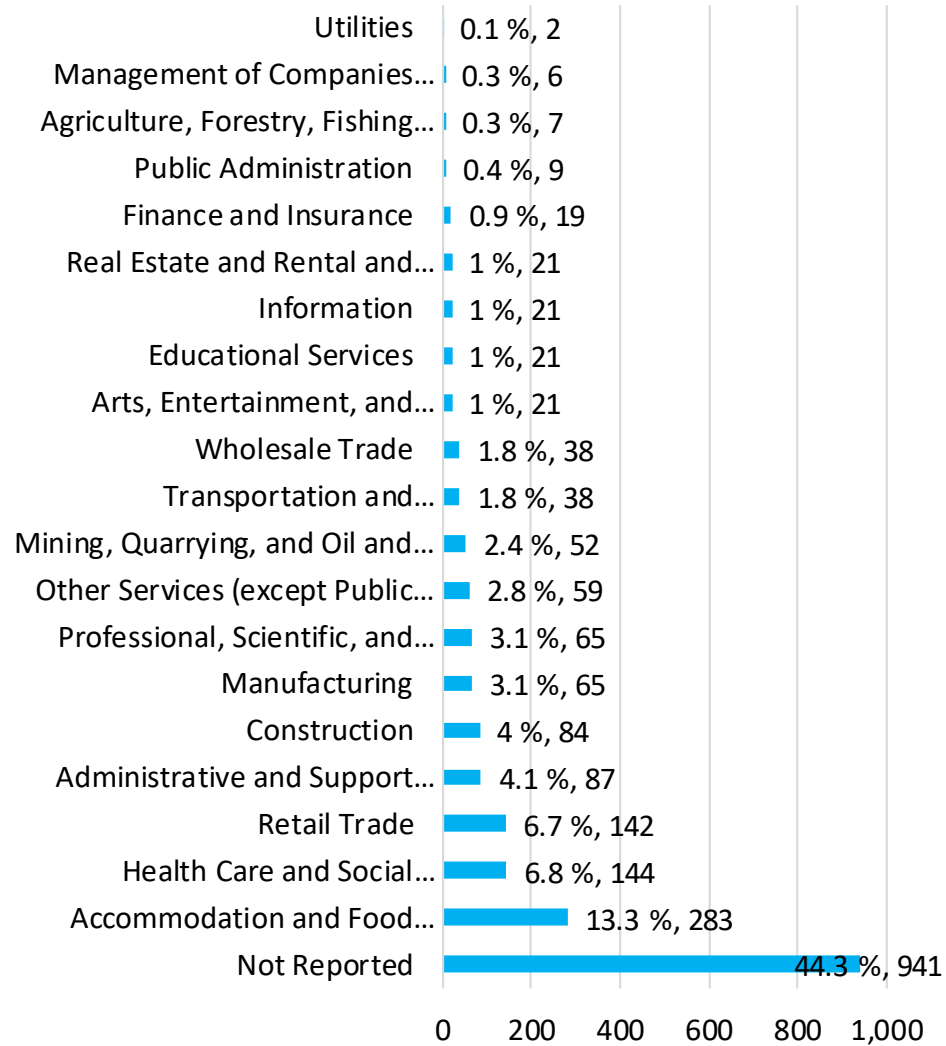
Claimants that file multiple claims can and do lose jobs from different industries – these claimants will count once for each industry they filed a claim for.

We previously excluded reporting the number of claimants missing industry information but are now including these.

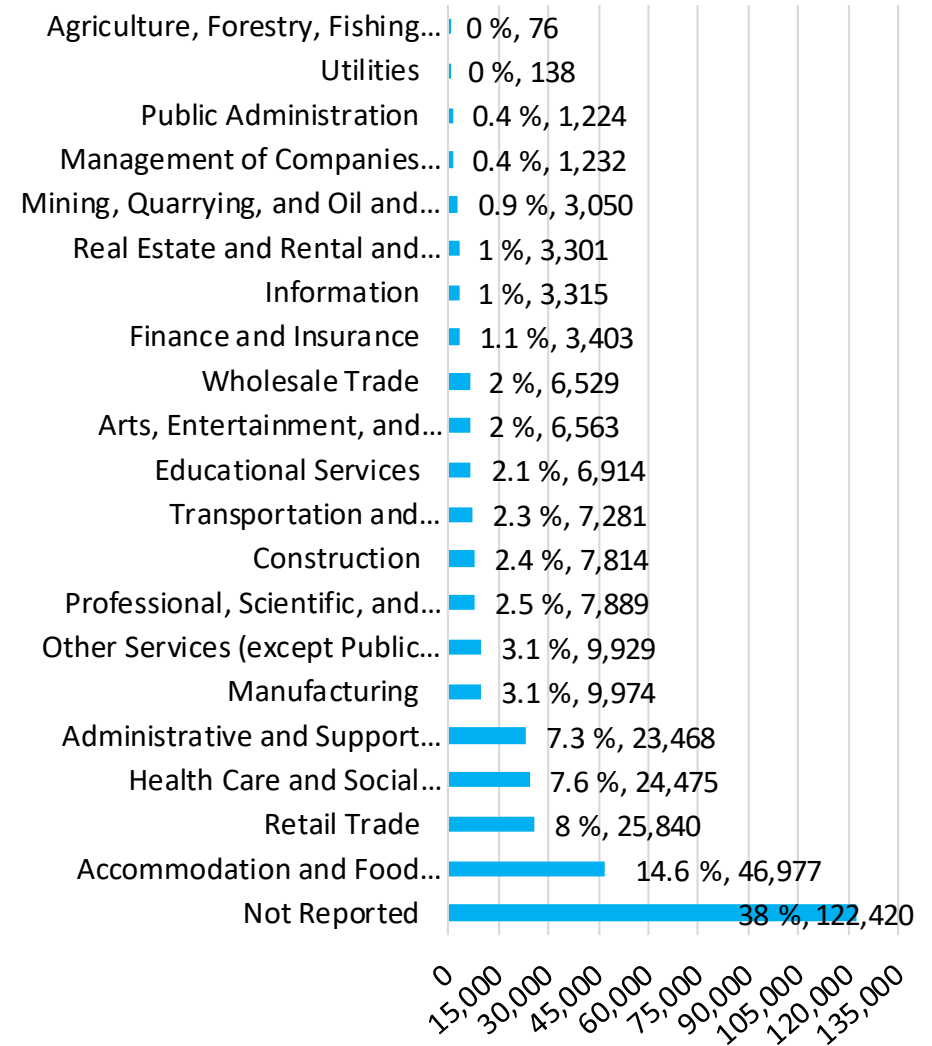
### Atascosa County



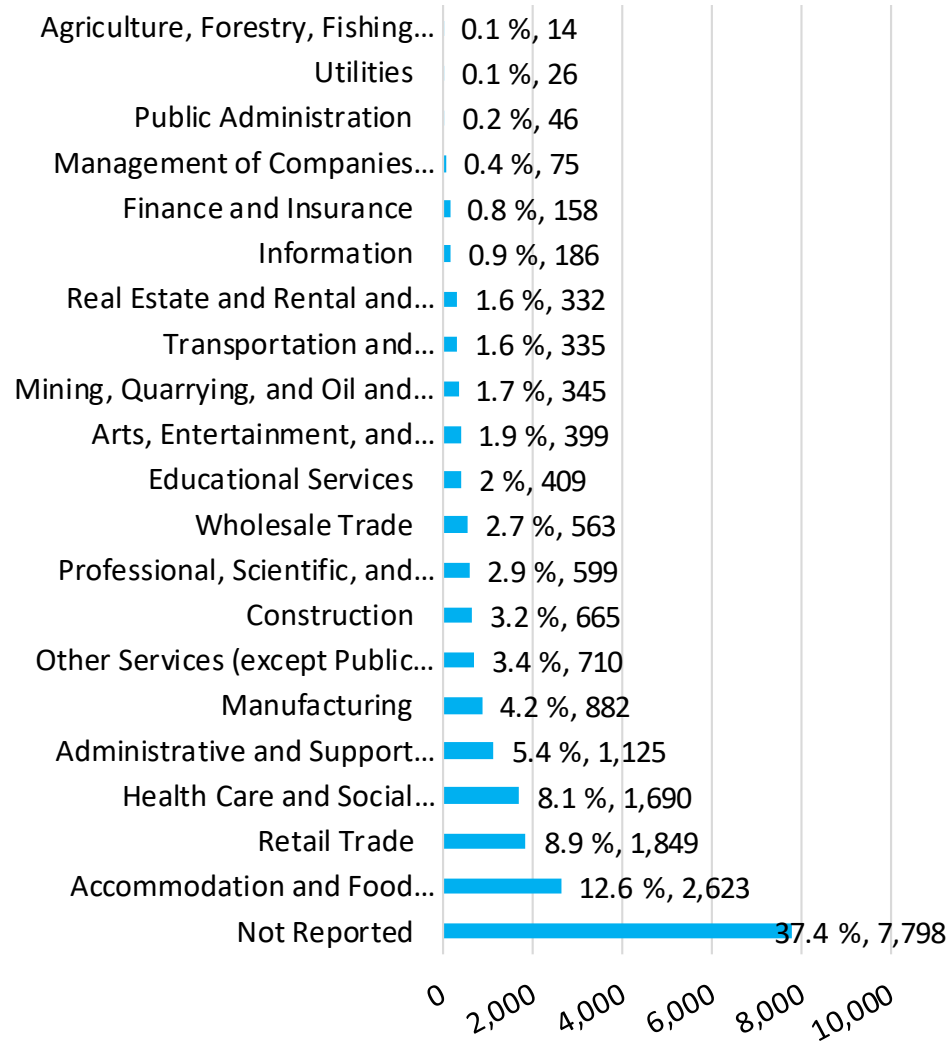
## Bandera County



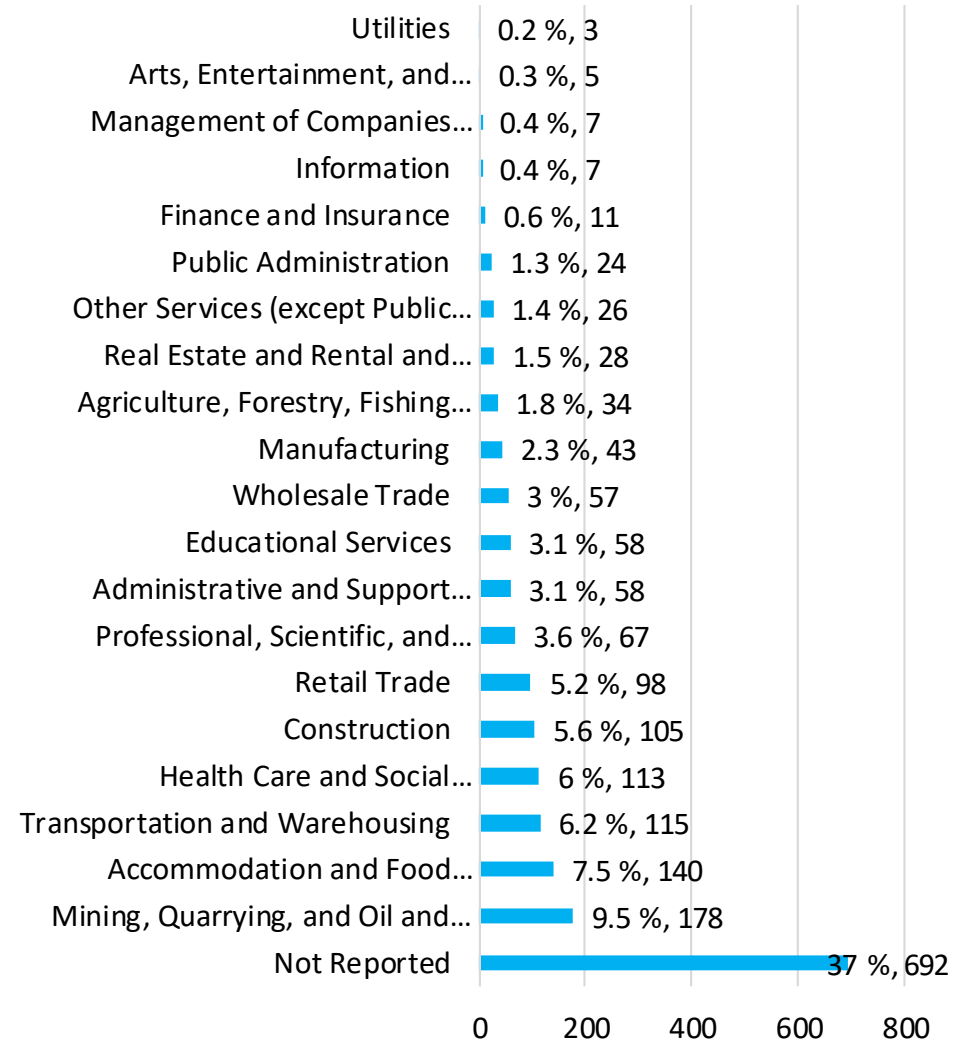
## Bexar County



### Comal County

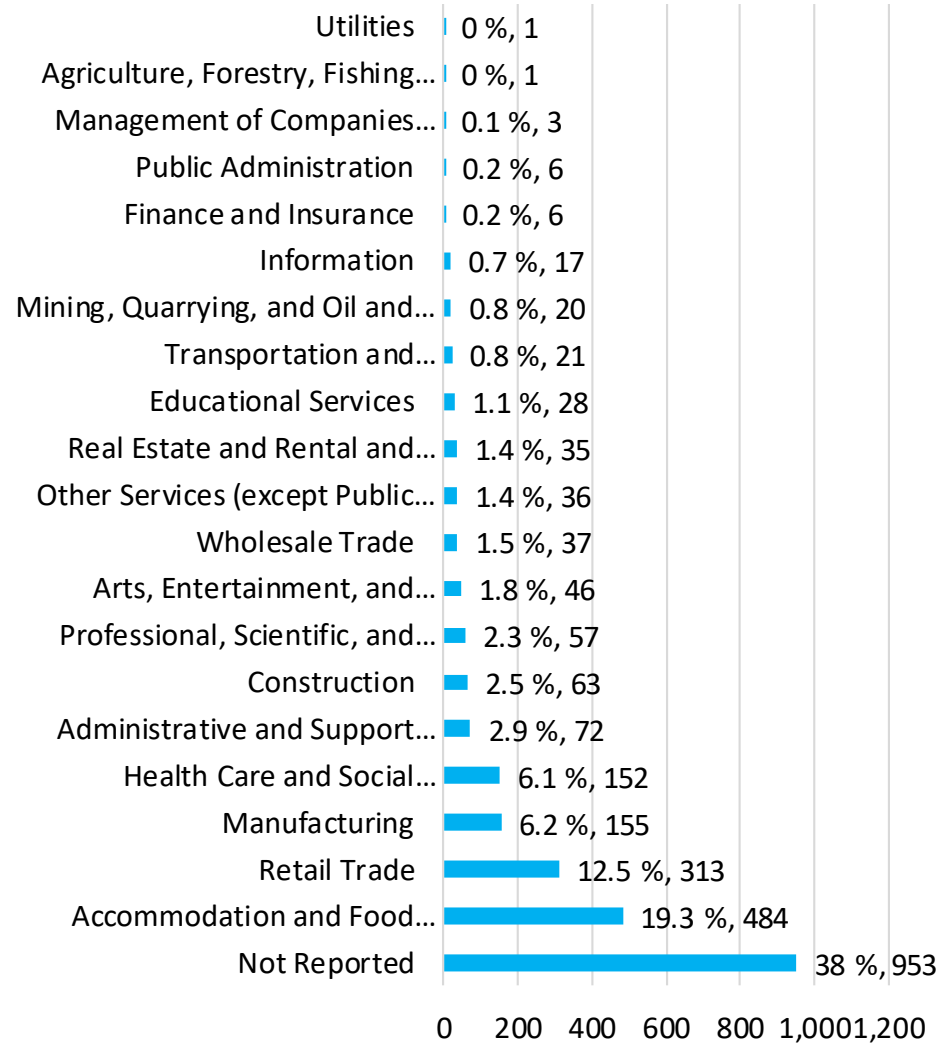


### Frio County

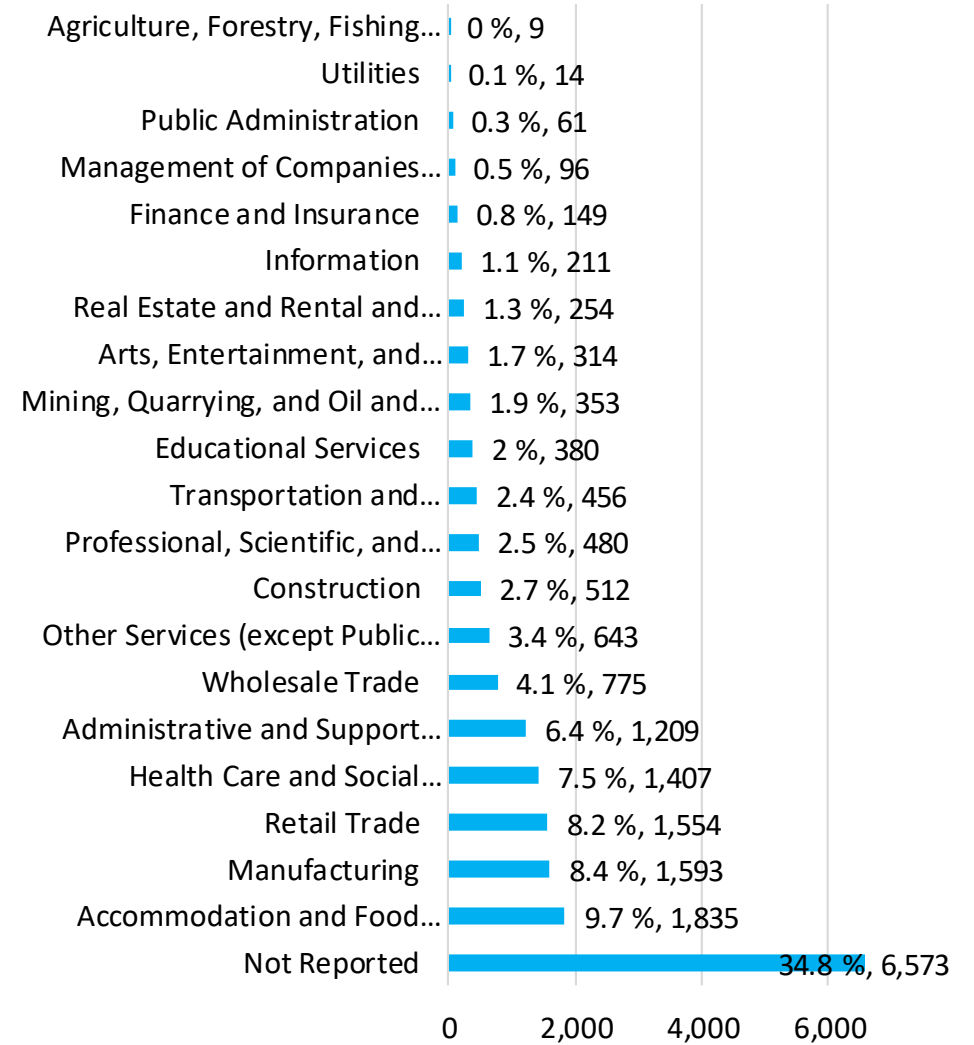




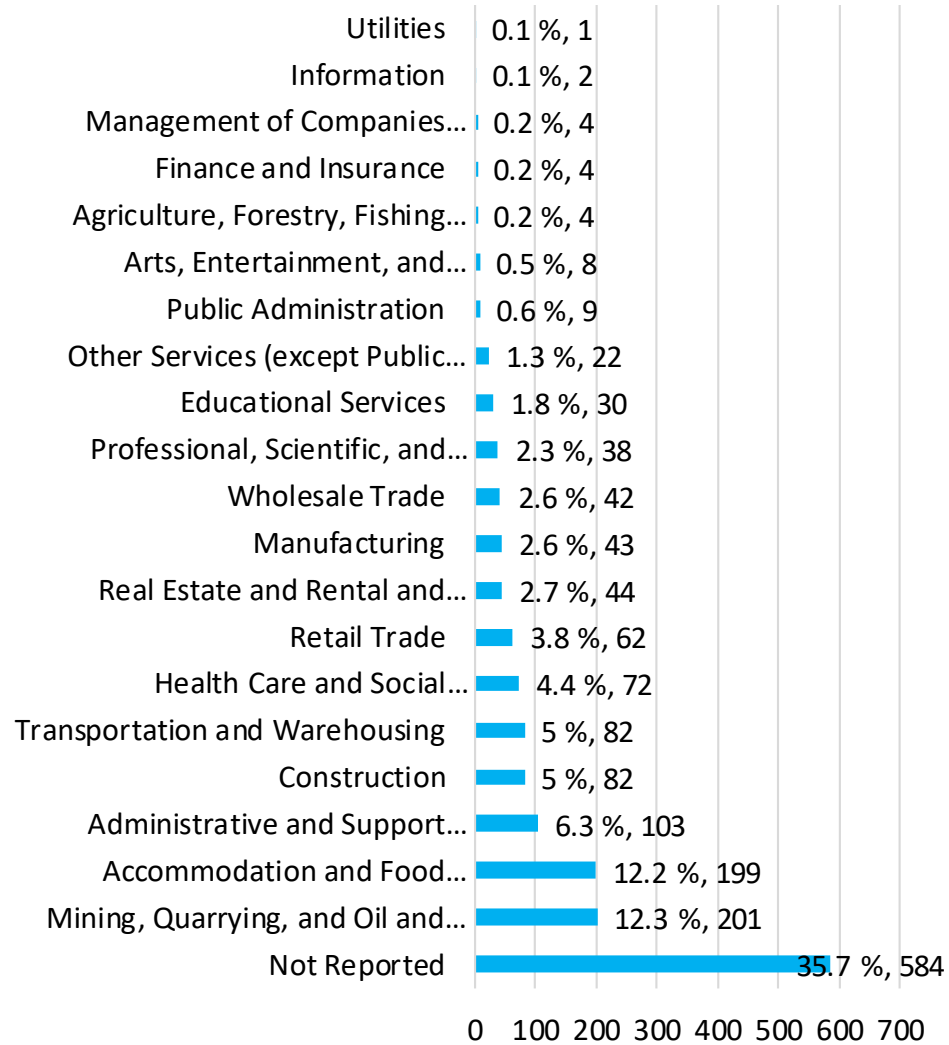
### Gillespie County



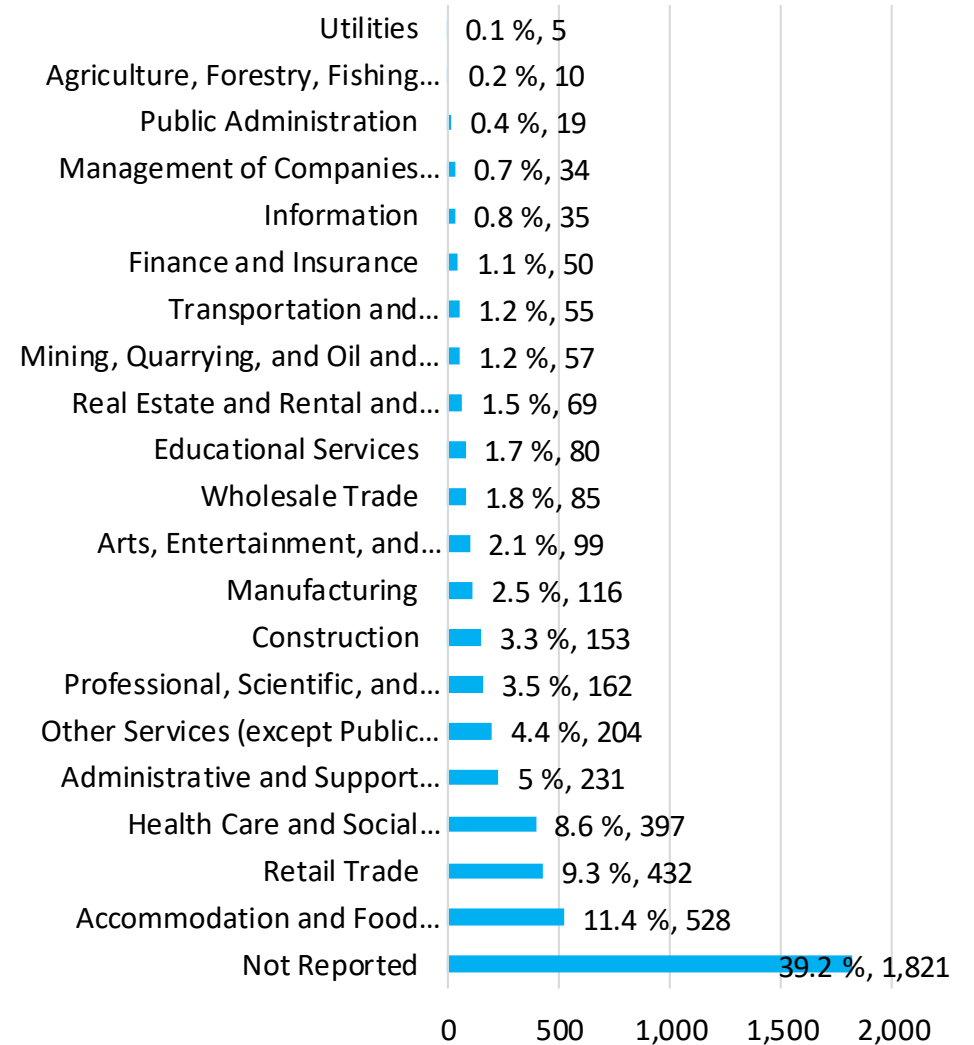
### Guadalupe County



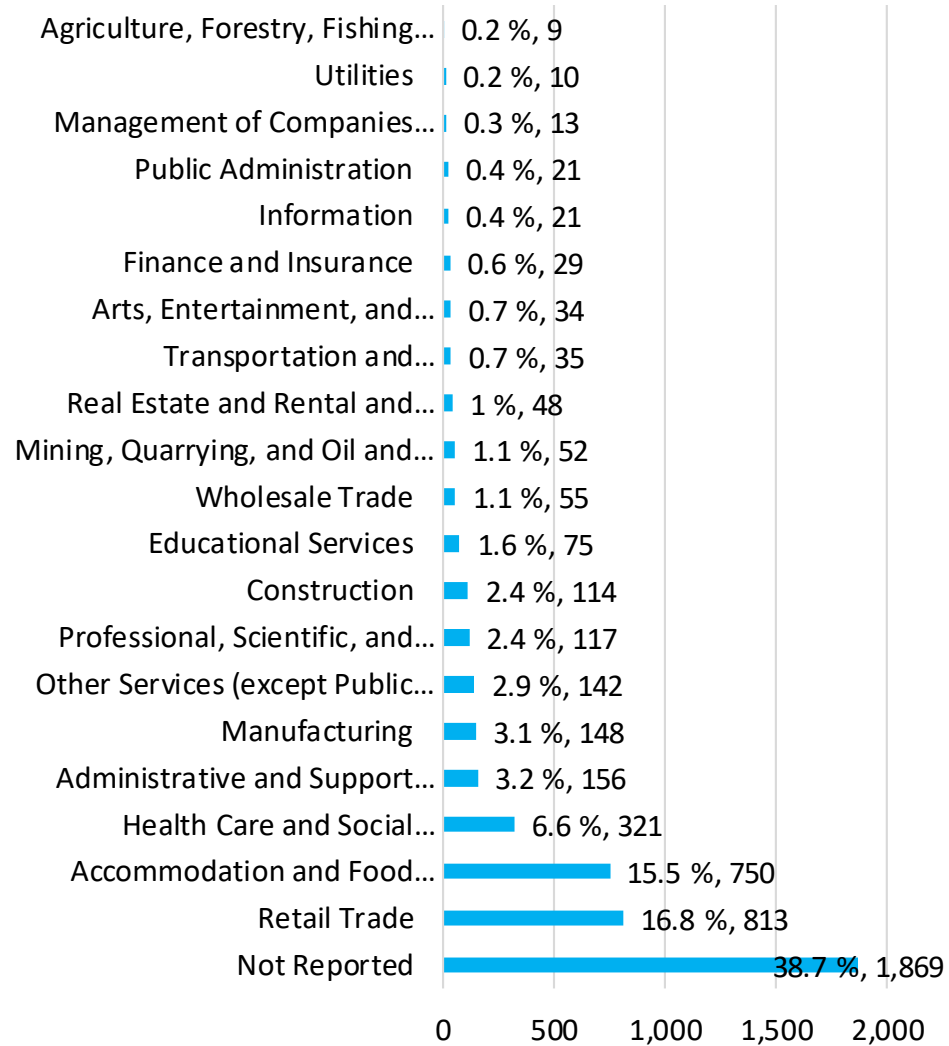
### Karnes County



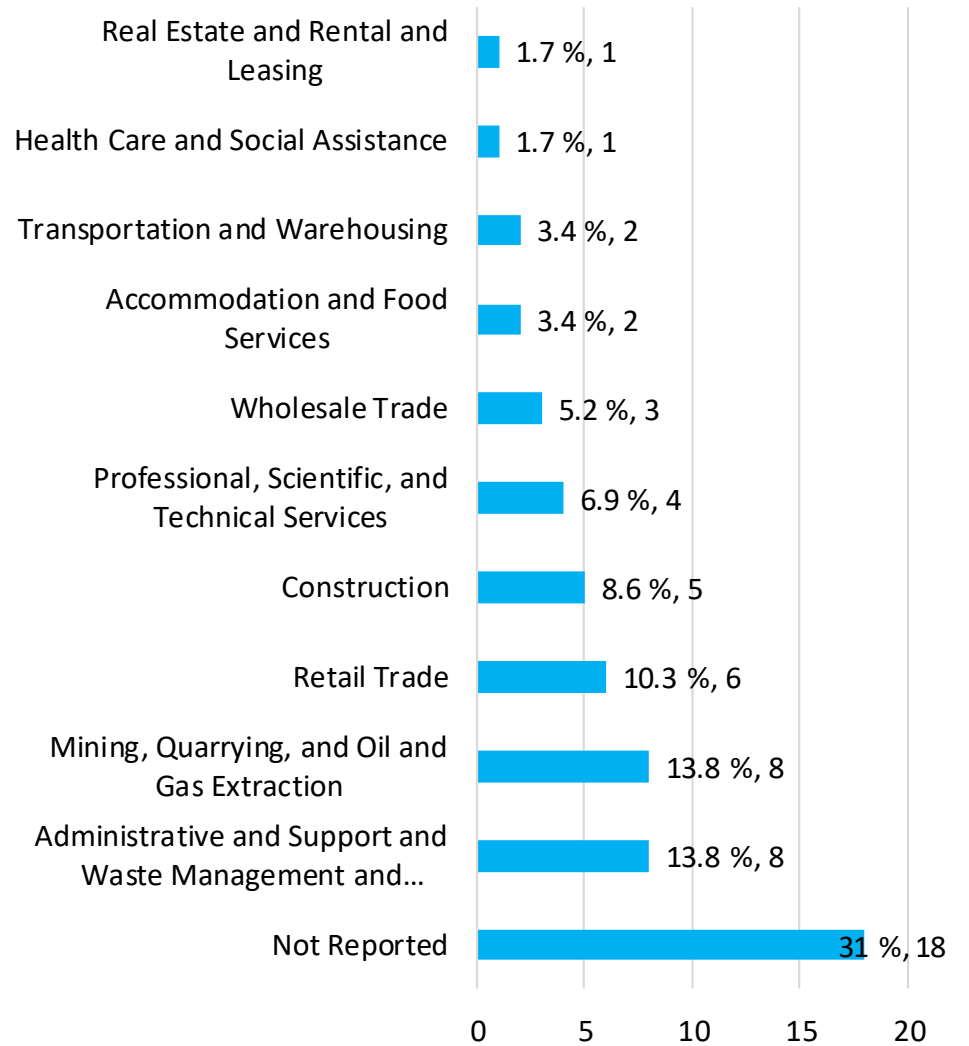
### Kendall County



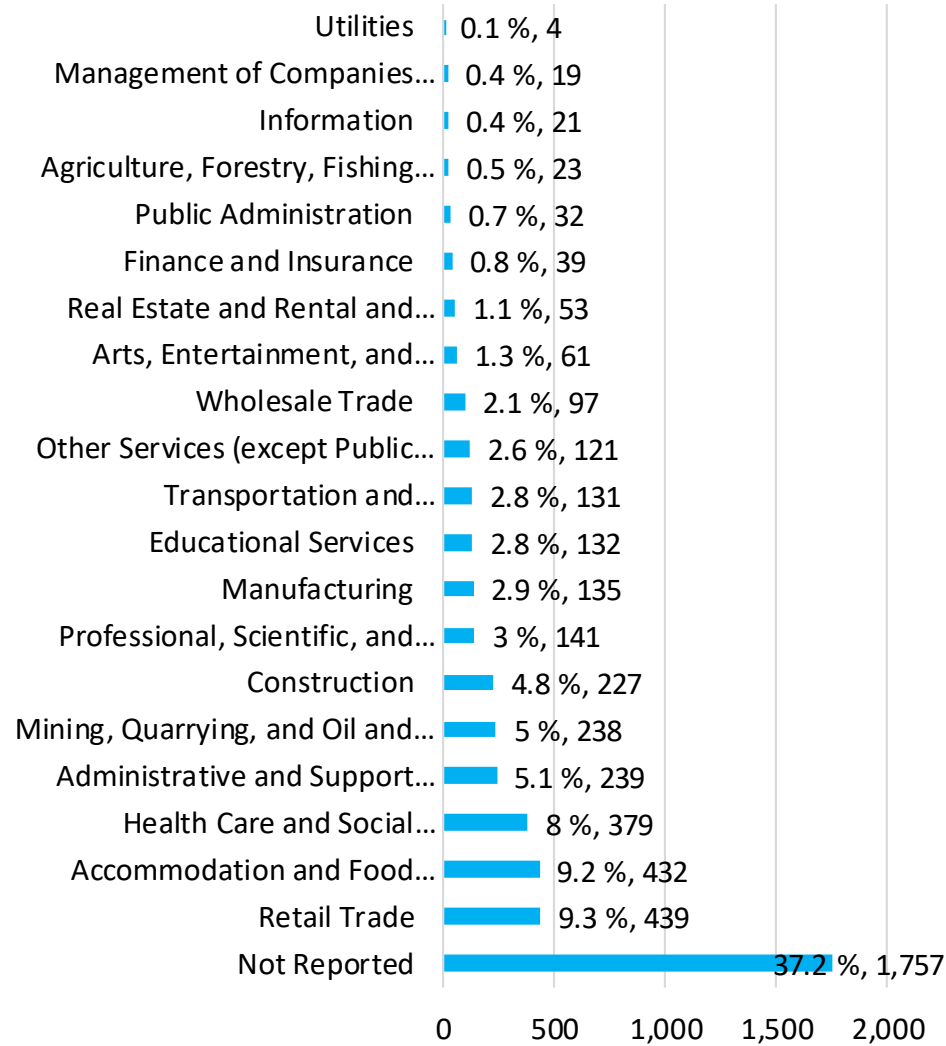
### Kerr County



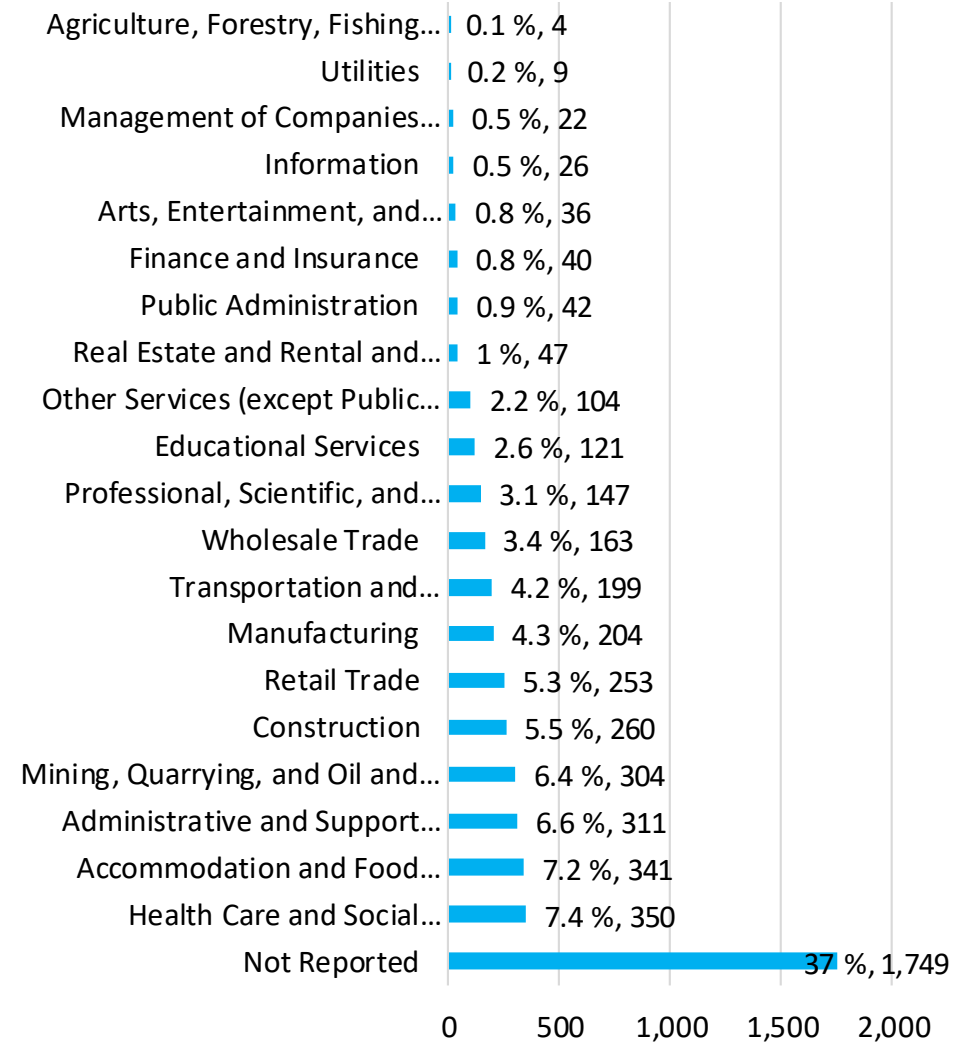
### McMullen County



### Medina County



### Wilson County



## Unemployment Insurance Claimant Data

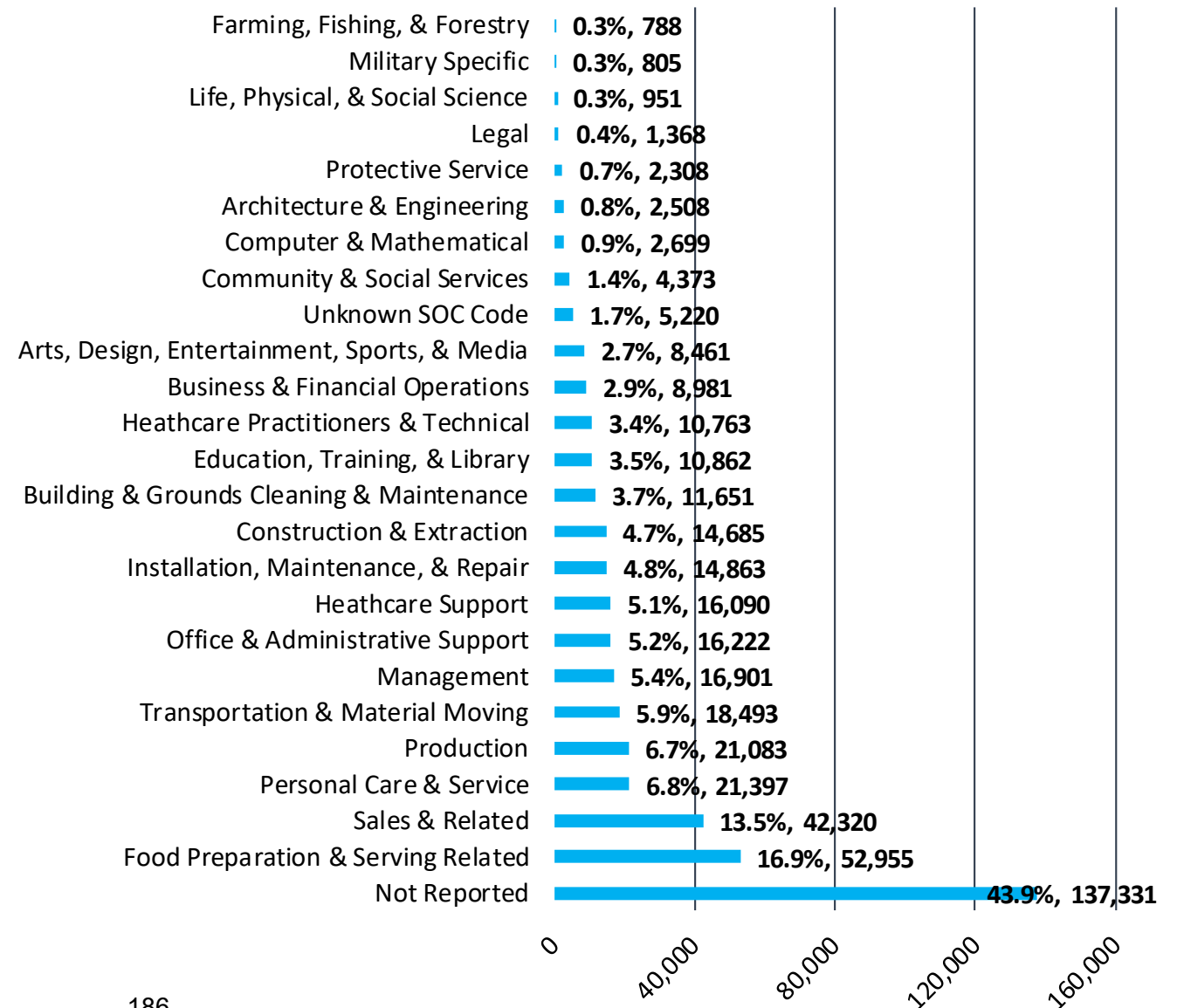
*Published November 2, 2020*

- As with industry, claimants filing multiple claims count once for each occupation.
- Because claimants file for multiple occupations and count once in each occupation that they file a claim for, the data include a total of 444,078 claimants (312,606 unique).
- The data may suggest that 42.1% of claimants may be gaining jobs in multiple occupations. They filed an initial claim for one occupation, gained a job in a different occupation, and then also lost that new job and filed an additional claim.
- The data may also suggest that gaining jobs in multiple occupations is about twice as likely to occur than gaining jobs in multiple industries (26.6%).

*Data counts of unique claimants by occupation.*

## Claimants by Occupation

Feb. 28, 2020 to Oct. 16, 2020



Occupations	Claimants	% Tot	Jobs 2019	Est. Impact	Job Postings Oct'20	Clmts- to-Jobs	Postings Median Wages	Median Annual Wages	Automation Index
Architecture & Engineering	2,508	0.8%	17,298	14.5%	1,345	1.9	\$75,136	\$75,779	86.9
Arts, Design, Entertainment, Sports, & Media	8,461	2.8%	18,980	44.6%	708	12.0	\$41,664	\$44,407	89.8
Building & Grounds Cleaning & Maintenance	11,651	3.9%	43,701	26.7%	1,052	11.1	\$27,072	\$25,049	122.7
Business & Financial Operations	8,981	3.0%	61,887	14.5%	4,060	2.2	\$70,016	\$68,124	89.6
Community & Social Services	4,373	1.5%	17,162	25.5%	942	4.6	\$42,688	\$46,755	82.3
Computer & Mathematical	2,699	0.9%	28,952	9.3%	6,731	0.4	\$80,256	\$79,397	83.5
Construction & Extraction	14,685	4.9%	67,639	21.7%	1,072	13.7	\$41,600	\$38,000	123.3
Education, Training, & Library	10,862	3.6%	68,847	15.8%	1,105	9.8	\$41,664	\$52,442	85.8
Farming, Fishing, & Forestry	788	0.3%	4,044	19.5%	28	28.1	\$27,008	\$23,879	109.9
Food Preparation & Serving Related	52,955	17.6%	120,275	44.0%	2,817	18.8	\$25,024	\$21,210	126.1
Healthcare Practitioners & Technical	10,763	3.6%	68,933	15.6%	10,012	1.1	\$84,352	\$62,736	88.3
Healthcare Support	16,090	5.3%	36,116	44.6%	2,224	7.2	\$28,096	\$27,915	95.7
Installation, Maintenance, & Repair	14,863	4.9%	51,566	28.8%	2,413	6.2	\$41,600	\$42,604	108.9
Legal	1,368	0.5%	8,174	16.7%	323	4.2	\$59,520	\$64,108	84.2
Life, Physical, & Social Science	951	0.3%	6,837	13.9%	528	1.8	\$59,776	\$67,242	84.2
Management	16,901	5.6%	57,101	29.6%	5,617	3.0	\$81,280	\$98,466	85.2
Military Specific	805	0.3%	18,849	4.3%	22	36.6	\$41,600	\$32,362	na
Office & Administrative Support	16,222	5.4%	190,919	8.5%	5,326	3.0	\$31,936	\$34,005	99.1
Personal Care & Service	21,397	7.1%	55,716	38.4%	1,131	18.9	\$29,120	\$20,817	95.9
Production	21,083	7.0%	50,035	42.1%	1,302	16.2	\$28,096	\$32,425	113.9
Protective Service	2,308	0.8%	29,127	7.9%	614	3.8	\$31,104	\$40,378	99.0
Sales & Related	42,320	14.0%	129,760	32.6%	6,510	6.5	\$50,112	\$27,785	94.9
Transportation & Material Moving	18,493	6.1%	74,786	24.7%	7,547	2.5	\$57,280	\$31,813	110.2

The table reports estimated impacts by occupation based on UI claimant activity including claimant and jobs in 2019, claimant-to-job posting ratios, and automation index (greater than 100 means above average risk of automation, lower than 100 means below average risk).

Data include claimants filing claims for multiple occupations.

*Data counts of unique claimants by occupation.*

## Unemployment Insurance Claimant Data

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## Unemployment Insurance Claimant Data

*Published November 2, 2020*

### **Additional important information about the data.**

- **New TWC Data.** TWC has worked on providing Workforce Solutions Boards with UI Claimant data. This report uses this new dataset.
- **Claimants by County.** This new format now uses the County of residence as provided by TWC as opposed to the county associated with the ES Offices where claimants filed their claims. By doing so, summary information for some tables and figures vary from what was previously reported particularly for County aggregate data and Industry by County.
- **Multiple Claims.** Workers may and do file multiple UI claims. Because of this, claimants may count more than once depending on how the data are aggregated. For instance, one worker may have filed two claims in different weeks for different industries and occupations – the claimant will count once for each week and once for each industry and occupation.
- **Missing Information.** Many records have missing information. Thus, summary information will vary. Depending on the information that is available, for instance, aggregating by sex will show different total numbers than aggregating by race/ethnicity.
- **Slicing Data.** Every time the data are sliced using one or more characteristics, the aggregate summary information will vary and not necessarily coincide with other summary information.
- **Residence and Place of Claim.** Claimants can reside outside the 13-county area and file their claim(s) in a WSA ES Office. This presents a different challenge. When summarizing by county, which is based on WSA ES Office location and their respective geographic assignments, the claimant will be counted for counties in the Alamo area. If the zip code that the claimant entered, however, is not fully or partially contained by a WSA county, then we exclude those zip codes and claimants with zip codes that are outside of the area will not be counted. Thus, the total number of claimants by location, county, city, or zip code, will vary.
- **Location.** Summary of claimants using certain administrative boundaries, such as City Council Districts or Bexar County Commissioner Precincts, are generated through geocoding of the addresses that claimants enter when applying for UI. Because claimants enter their address, these contain errors, misspellings, and other information that prevents the address from being identified in a map. There also may be addresses that are not yet coded into the US Census database and captured by the Address Locator. The way street address and number information are entered also impact geocoding (e.g., E Travis as opposed to Travis E.). Thus, the numbers reported for these administrative boundaries will generally involve an undercount. About 90% of addresses do get geocoded so the entire set of geocoded addresses reflect an undercount of approximately 10%. Each of the smaller administrative boundaries could include 90-100% of addresses, but it is not feasible to determine a precise undercount number within that range for smaller geographical/administrative areas.



## Unemployment Insurance Claimant Data

*Published November 2, 2020*

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AmericanJobCenter

### Data Sources

- TWC UI Claimant data.
- Sybase InfoMaker ad hoc report using vw\_claim\_instance.
- EMSI for Jobs in 2019, Avg. Wages, job postings, and similar information.
- QCEW/BLS data for employer counts by industry.
- Burning Glass for job posting information.
- ArcGIS Business Analyst for employer/business information.

### Methodology

- Counts mostly based on individuals using ssn, dob, and claim file date.
- For industry and occupation information, merged TWC data with ad hoc data using ssn, dob, and date claim was filed (involves ~3-5% margin of error).
- ArcGIS was used for geocoding of residential addresses and mapping spatial information.
- All of the analysis except the mapping was done using the R statistical software.

### Definitions

- *Claimants*: includes all claimants regardless of type of claim or reason that the job seeker separated from the last employer that he/she had before filing.
- *Claim file date*: The date that the claimant filed his/her initial and/or additional UI claim.
- *Automation Index*: EMSI's potential automation risk based on job task content – derived from ONET work activities, combined with data of Frey and Osborne to identify risk and resilience tied to automation.