



**BOARD OF DIRECTORS MEETING**

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

**April 21, 2023**

**10:00 AM**

**AGENDA**

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

Citizens may appear before the Board 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 Martinez at (210) 272-3250.

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

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

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- I. CALL TO ORDER  
Presenter: Chairwoman Leslie Cantu
- II. ROLL CALL AND QUORUM DETERMINATION  
Presenter: Chairwoman Leslie Cantu
- III. DECLARATIONS OF CONFLICT OF INTEREST  
Presenter: Chairwoman Leslie Cantu
- IV. PUBLIC COMMENT  
Presenter: Chairwoman Leslie Cantu
- V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION).....pg. 5 - 186  
Presenter: Chairwoman Leslie Cantu
  - a. Board of Directors Meeting Minutes – February 17, 2023
  - b. Facility Updates
    - i. Port SA Update
    - ii. Boardroom Update
  - c. Procurement Diversity Update (SMWVBE)
  - d. Sector Based Model Update
    - i. Sector Based Score Cards
    - ii. Strategic Partnership Manager Update
  - e. Contract Summary and RFP Updates
  - f. Financial Reports
  - g. Update on Annual Audit Report
  - h. Performance, Programs, and Operational Updates
  - i. Quality Assurance Update
  - j. Monitoring Outcomes and Technical Assistance
  - k. Summary of WSA Board of Directors Retreat
  - l. Child Care Performance Briefing
  - m. Texas Rising Star Assessment Update
  - n. TRS Contracted Slots Pilot Briefing
  - o. WSA Efforts for Access to Quality
  - p. Success Stories
- VI. TEXAS TALENT AND ECONOMIC GROWTH (DISCUSSION AND POSSIBLE ACTION).....pg. 187 - 189  
Presenter: Paul Fletcher, CEO for Workforce Solutions Rural Capital Area, and Yael Lawson, COO for Workforce Solutions Capital Area
- VII. AUDIT AND FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 190 - 223  
Presenter: Mary Batch, Audit & Finance Committee Chair
  - a. Update on Procurement Processes
  - b. Update on Ready to Work Matters

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- c. Update on TWC Monitoring Report
  - d. Mobile Workforce Unit – Rebid
  - e. Timeline and Update for Adult RFP
- VIII. EARLY CARE & EDUCATION COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 224 - 233  
 Presenter: Ana DeHoyos O’Connor, Early Care & Education Committee Chair
- a. Entry Level Designation & Efforts Towards Increasing Quality for CCS Centers (TWC Timeline of 24-months)
- IX. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 234 - 452  
 Presenter: Eric Cooper, Strategic Committee Chair
- a. Local Plan – 2-Year Modification
  - b. Introduction of Draft Workforce Solutions Alamo Tactical Construct
- X. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 453 - 490  
 Presenter: Dr. Sammi Morrill, Oversight Committee Chair
- a. Aspen Institute
  - b. UI Weekly Work Search Contact Requirement
  - c. TWC Performance – Measurable Skills Gains (MSGs) and Credential Ratings
- XI. COMMITTEE OF SIX CHAIR AND/OR PARTNER STAFF REPORT OUTS/DISCUSSION ITEMS.....pg. 491  
 Presenter: Mike Ramsey
- XII. CEO REPORT.....pg. 492 - 504  
 Presenter: Adrian Lopez, CEO
- a. Applications for Funding
  - b. Alamo Area Council Network Awards
  - c. San Antonio Chamber of Commerce Partnership
  - d. SA Ready to Work Update
  - e. TWC Annual Conference Panel Submissions
  - f. TWC Annual Employer Awards
  - g. Media, Marketing, and Communications Update  
 Presenter: Penny Benavidez, Director of Public and Government Relations
- XIII. CHAIR REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 505 - 525  
 Presenter: Chairwoman Leslie Cantu
- a. Rural Activities
  - b. Champion of Advocacy Award
  - c. BOD Attendance and Demographics
- XIV. Next Meeting: June 23, 2023

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XV. **Executive Session:**

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

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

XVI. **ADJOURNMENT**

Presenter: Chairwoman Leslie Cantu

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# CONSENT AGENDA ITEMS





## **BOARD OF DIRECTORS MEETING & RETREAT - MINUTES**

Tapatio Springs Resort  
1 Resort Way  
Boerne, TX 78006  
Board Meeting

**Board of Directors Meeting February 17, 2023 (9AM-10AM)**

**Board Retreat February 17, 2023 (10:00AM-8PM)**

**February 18, 2023 (8AM-2PM)**

**BOARD OF DIRECTORS:** Leslie Cantu (Chair), Mary Batch, Yousef Kassim, Becky Butler Cap, Esmeralda Perez, Anthony Magaro, Ben Peavy, Jerry Graeber, Lowell Keig, Diana Kenny, David Halverson, Lisa Navarro Gonzales, Eric Cooper, Elizabeth Lutz, Ana DeHoyos O'Connor, Dr. Burnie Roper, Dr. Sammi Morrill, Angelique De Oliveira, Lindsay Dennis, Mitchell Shane Denn, Kelli Rhodes, Allison Greer Frances, Dawn Dixon

**PARTNERS:** Jordana Matthews, Mike Ramsey

**WSA STAFF:** Adrian Lopez, Katherine Pipoly, Giovanna Escalante-Vela, Penny Benavidez, Jessica Villarreal, Jeremy Taub, Chuck Agwuegbo, Caroline Goddard, Dr. Federico Ghirimoldi, Dr. Ricardo Ramirez, Linda Martinez, Rebecca Espino Balencia, Gabriella Horbach, Brenda Garcia, Roberto Corral, Manuel Ugues, Angela Bush, Aaron Smith, Mark Milton, Chakib Chehadi, Jennifer Moriarty, Vanessa McHaney

**LEGAL COUNSEL:** Frank Burney

**GUEST:** Adrian Perez

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**\*ONLY The Board of Directors meeting will be hybrid, both in person and a virtual option. The Board Retreat will not have a virtual option.** For those members of the public that would like to Workforce Solutions Alamo is an equal opportunity employer/program. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids, services, or special accommodations should contact Linda Martinez at (210) 272-3250 so that appropriate arrangements can be made. Relay Texas: 1-800-735-2969 (TDD) or 711 (Voice).

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**The meeting host will call each member of the public for comments, in the order their names were submitted.**

- I. CALL TO ORDER AND QUORUM DETERMINATION  
Presenter: Chairwoman Leslie Cantu  
**At 9:04 am, Chairwoman Leslie Cantu called the meeting to order. The roll was called, and a quorum was declared present.**
  
- II. DECLARATIONS OF CONFLICT OF INTEREST  
Presenter: Chairwoman Leslie Cantu  
**None.**
  
- III. PUBLIC COMMENT  
Presenter: Chairwoman Leslie Cantu  
**None.**
  
- IV. CONSENT AGENDA: (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Chairwoman Leslie Cantu
  - a. Board of Directors Meeting Minutes December 6, 2022
  - b. Procurement Diversity Update (SMWVBE)
  - c. Facility Updates
    - i. Port SA Update
    - ii. Boardroom Update
  - d. Procurement Projects & Contracts Summary
  - e. Timeline for Adult RFP
  - f. Child Care Quality Updates
    - i. TRS Contracted Slots Pilot Briefing
    - ii. Texas Rising Star Assessment Update
    - iii. Data Collaboration Update
    - iv. Entry Level Designation & Efforts Towards Increasing Quality for CCS Centers
  - g. Strategic Partnerships
  - h. Sector Based Score Cards
  - i. Employer Collaborative Presentation

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- j. 2021 Annual Report
- k. RFP Updates
- l. Labor Market Data
- m. Financial Reports
- n. Timeline for 2022 Independent and Single Annual Audit
- o. Quality Assurance Update
- p. Monitoring Outcomes and Technical Assistance
- q. IT Assessment
- r. Update on Ready to Work Financial Matters
- s. Amendment for Workforce Ready Koncept to Increase Purchase Amount >\$150k
- t. Ratification Approval of Purchase of Child Care Kits
- u. Performance, Programs and Operational Updates

**Upon motion by Board Member Eric Cooper and second by Board Member Mary Batch, the Board of Directors unanimously approved Consent Agenda items a. – u.**

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

Presenter: Mary Batch, Audit & Finance Committee Chair

a. Budget Amendment #1

- Requesting approval to increase budget amount from \$163,915,863.22 to \$171,694,541.65, which is an increase of \$7,778,687.44 at 4.75%.
- Increases include: Storage Fees - \$5k for corporate office storage and \$5k for offsite archive storage, Professional Services - \$50k for Human Resources Legal Services, \$200k for Temporary Services utilized for additional support and to fill gaps due to attrition, and \$225k for Other Professional Services for consulting services related to Finance, Procurement, RFP Evaluators, and Web Site.
- Additional increases include: Mobile Unit - \$50k for change in vendor, increase in equipment pricing, and contingency for additional cost related to Mobile Unit, Port San Antonio - \$250k for delay due to price increases and contingency for moving from Marbach.
- Child Care Reserve has decreased by approximately \$1.4M due to the reserve being typically utilized in the first quarter. Projects increased by approximately \$60k for San Antonio Foundation and Aspen Institute.

b. Mobile Unit – New Vendor and Purchase Increase

- Tentative delivery is Spring 2024 with grand opening in Summer 2024.
- This will increase service delivery where a workforce center is not cost effective. It will increase participants, convenience, and access throughout the community.
- The awarded contract goes to the next highest ranked vendor Farber Specialty Vehicles in the amount of \$505,040, plus 10% contingency.
- Fiscal impact includes the customized RV, CDL driver, and FY24 maintenance and insurance.

**Upon motion by Board Member Ana DeHoyos O'Connor and second by Board Member Ben Peavy, the Board of Directors unanimously approved Budget Amendment #1 and Mobile Unit – New Vendor and Purchase Increase.**

VI. CHILD CARE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Ana DeHoyos O'Connor, Child Care Committee Chair

a. Child Care Performance Briefing

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- TWC performance set at 11,427 for FY23. Current YTD for FY23 is 10,681. WSA is currently meeting performance at 93.47%.

## VII. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Eric Cooper, Strategic Committee Chair

### a. Local Plan 2-Year Modification

- WSA received feedback for the Local Plan 2-year modification by hosting listening sessions, one on one data sessions, and strategic partner presentations. There were 23 unique target occupations requests from COSA, Alamo Colleges, Project Quest, and the hospitality industry. The data review included mean wage, reliable data sources, and percentage growth overtime.
- The modifications include \$17 target average wage, 6 clusters, 8 industry sectors, 16 in-demand industries, and 57 target occupations. WSA conducted an analysis of historical labor market trends and matched industries using staffing patterns.
- Wholesale Trade, Information, and Retail Trade have been removed as in-demand industry sectors.
- Anthony Magaro asked how the change from \$15 to \$17 average wage came about and is the \$17 an actual target wage that we want families to achieve. Adrian Lopez responded that several data sources were looked at to come up with that number and there has to be a balance between what employers will pay and an actual livable wage. This wage comes along with helping the participants to get on a career pathway for advancement and self-sustainability.
- Dr. Sammi Morrill commented that if a participant is going to be set up on a career pathway, then there needs to be evidence of that and follow up. She also asked how the participants will be funded on their career pathway. Katherine Pipoly responded that the career pathway goes into the Local Plan, which TWC will fund, then WIOA dollars can be used for the participants career path. Accountability with WSA's partners helps keep those individuals on that trajectory.

**Upon motion by Board Member Anthony Magaro and second by Board Member Mary Batch, the Board of Directors unanimously approved the Local Plan 2-Year Modification.**

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

Presenter: Dr. Sammi Morrill, Oversight Committee Chair

### a. Program Policy Updates

- WIOA 53 Basic Skills Deficiencies – Allowable Assessments: Permit contractors to use additional assessment instruments such as CASAS, Prove It, and other similar skill assessment tools as approved by TWC.
- MR 679 Individual Training Account Policy – Allowable Training Cost: Eliminating the current funding limitation and basing allowable cost of training on average area tuition rate.
- WIOA 54 Comprehensive Objective Assessment – Basic Skills Deficiency: Reduce the TABE scoring requirements as the current requirements are too high and result in additional barriers for job seekers.
- Ben Peavy asked what the priorities are in adjusting MR 679, if it is to serve more individuals or to use more of the budget. Terry Trevino responded that this policy change is in alignment with what other Boards are doing and the goal is to get more participants in the programs. This will release the constraints for the

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programs that are \$7,500 or more.

- Dawn Dixon asked how the vocational rehab piece is being integrated in this and being thought about specifically. Katherine Pipoly responded that they are being supported by connecting them with employers and on the job training. WSA has good relationships with employers and is making sure VR has access to high demand and high wage jobs. Terry Trevino added that when going into specific contracts with the economic development organizations, it is written in the contract that, for example, 25% of the employment needs to go to those who have a disability.
- Anthony Magaro commented that Registered Apprenticeships is a bureaucratic challenge and hopefully it doesn't affect many employers. Adrian Lopez responded that this is something a lot of employers are concerned about, however, WSA is working closely with Boeing on an apprenticeship program. A consultant has also been brought in to help walk through the process with employers.

**Upon motion by Board Member Eric Cooper and second by Board Member Mary Batch, the Board of Directors unanimously approved the Program Policy Updates for WIOA 53 Basic Skills Deficiencies, MR 679 Individual Training Account Policy, and WIOA 54 Comprehensive Objective Assessment.**

b. ATEAMS for Teacher Externship >\$150k

- The program provides an externship for participating educators of high demand skill sets needed for the top industries and occupations. The recommended Contractor will work with educators to enhance their teaching practices through professional development to create and implement externship focused lessons.
- The purchase of Teacher Externship Program Services is awarded to ATEAMS in the amount of \$162,500. The term of the contract will be effective upon award for an initial 12-month period and may be renewed contingent upon available funding.

**Upon motion by Board Member Ana DeHoyos O'Connor and second by Board Member Dr. Burnie Roper, the Board of Directors approved the purchase of Teacher Externship Program Services to ATEAMS in the amount of \$162,500, with Board Member Lowell Keig abstaining.**

IX. COMMITTEE OF SIX CHAIR AND/OR PARTNER STAFF REPORT OUTS / DISCUSSION ITEMS

Presenters: Diane Rath, Mike Ramsey, Jordana Matthews

- Mike Ramsey reported on the duties of the Committee of Six to oversee the Board of Directors.
- Jordana Matthews added that the Committee of Six has a duty to approve the budget and the Local Plan and is liable for it.

X. CEO REPORT

Presenter: Adrian Lopez, CEO

Giovanna Escalante-Vela has been promoted to CFO.

Adrian Perez has been hired as the new CIO.

a. Board Retreat

- Adrian Lopez expressed thanks to all the Board Members for attending the meeting and the retreat.

b. Kat Pipoly San Antonio Business Journal's Newest 40 Under 40 Honoree

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- c. SA Ready to Work Update
  - 600 participants have been enrolled in training.
- d. Aspen Institute
  - Applications are currently open to apply to become a Fellow.
- e. Population Association of American Annual Meeting 2023
  - Dr. Federico Ghirimoldi has been accepted to present at the meeting in April.
- f. Applications for Funding
  - WSA provided letters of support for organizations.
- g. Alamo Area Community Network Awards
  - Ready to Work has been awarded \$11k.
- h. WSA Board Staff Retreat and Team Building at Main Event
- i. Media, Marketing and Communications Update
  - Presenter: Penny Benavidez, Director Public and Government Relations
  - WSA has had 30 mentions and 9.4M impressions in the media from December 2022 to February 2023.
  - A landing page has been added for the 2021 Community Impact Report. The report for 2022 has been started and will be completed in April 2023.
  - A landing page has been added for the Aspen Institute.
  - Social media has seen an increase of 1,500 fans/followers since 2021.
  - Ana DeHoyos O'Connor expressed thanks to the PR team for visiting programs and centers to fully project the work WSA is performing in the community.
  - Anthony Magaro added that WSA needs to communicate to the community to ensure they are aware of the services WSA offers.

XI. CHAIR REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Chairwoman Leslie Cantu

- a. Internship Innovation - Toyotetsu Texas, Inc
  - Four individuals graduated from this program. One individual was hired full-time.
- b. Board of Directors Attendance and Demographics
  - Two new Board Members have been added and approved by the Committee of Six: Becky Butler Cap and David Halverson.

XII. Next Meeting: April 21, 2023

XIII. **Executive Session:**

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

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

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**e. Government Code Section 551.089—Discussions regarding Security Devices or Audits.**

— The Board adjourned into Executive Session at 10:44 am and returned to Open Session at 10:58 am. No action was taken.

**XIV. SETTLEMENT OF PENDING LITIGATION WITH CYNTHIA FARIAS (DISCUSSION AND POSSIBLE ACTION)**

Presenter: Frank Burney, Legal Counsel

— Frank Burney briefed the Board of Directors on a proposed settlement with Cynthia Farias recommended by the mediator.

— **Upon motion by Eric Cooper and second by Mary Batch, the Board of Directors unanimously approved the settlement of the lawsuit brought by Cynthia Farias against WSA with appropriate mutual releases.**

**XV. ADJOURNMENT**

Presenter: Chairwoman Leslie Cantu

**There being no further business, the meeting was adjourned at 11:00 am.**

**Friday, February 17, 2023**

Day One of Board of Directors Retreat

11:00 – 11:15 am	Retreat agenda overview and goals.
11:15 – 12:30 pm	Year In Review
12:30 – 1:15 pm	Lunch & State of Workforce – Texas Workforce Commission Insights
1:15 – 2:30 pm	Strategic Imperatives – Realizing our goals through collaborative action utilizing the Sector Based Model
2:30 – 2:45 pm	Break
2:45 – 4:00 pm	Strategic Imperatives – Realizing our goals through collaborative action utilizing the Sector Based Model
5:00 – 6:00 pm	Board Gathering
6:00 - 7:00 pm	Board Dinner

**Saturday, February 18, 2023**

Day Two of Board of Directors Retreat

9:00 – 10:15 am	Review of Strategic Imperatives
10:15 – 11:00 am	Break
11:00 – 12:00 pm	Board work plan and committee composition
12:00 – 2:00 pm	Team Building Activity

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**CERTIFIED AGENDA OF CLOSED MEETING**

**Workforce Solutions BOARD OF DIRECTORS MEETING**

I, LESLIE CANTU, THE PRESIDING OFFICER OF THE WORKFORCE SOLUTIONS ALAMO BOARD OF DIRECTORS, CERTIFY THAT THIS DOCUMENT ACCURATELY REFLECTS ALL SUBJECTS CONSIDERED IN AN EXECUTIVE SESSION OF THE COMMITTEE CONDUCTED ON **FEBRUARY 17, 2023 AT 10:44 AM.**

1. The Executive Session began with the following announcement by the presiding officer: **"The Workforce Solutions Alamo EXECUTIVE COMMITTEE is now in Executive Session on FEBRUARY 17, 2023 AT 10:44 AM. pursuant to exceptions under Government Code 551."**
2. SUBJECT MATTER OF EACH DELIBERATION:
  - 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.**
3. No further action was taken.
4. The Executive Session ended with the following announcement by the presiding officer: **"This Executive Session ended on FEBRUARY 17, 2023 AT 10:58 AM."**

DocuSigned by:

*Leslie Cantu*

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LESLIE CANTU, Chair

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## MEMORANDUM

**To:** Board of Directors

**From:** Jeremy Taub, Director of Procurement and Contracts

**Presented by:** Jeremy Taub, Director of Procurement and Contracts

**Date:** April 21, 2023

**Subject:** Facility Update: Port San Antonio

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**Summary:** Located in San Antonio, Texas, a project is in development, and timelines will be updated to align with Board requirements and its sector-based model in supporting the needs of job seekers, employers, and partners. The finalized plan has been forwarded to the Architect and Contractor to initiate build-out renovation with an anticipated completion date of late 2023. The lease agreement provides for the rental of the 17,500 square foot space, repairs, and maintenance and includes a tenant improvement allowance of up to **\$1,575,000** under the terms of the agreement. The Board of Directors approved a relocation and renovation of a new facility at Port San Antonio on September 17, 2021.

**Update:** Ongoing discussions with Bexar County for possible inclusion of a Biblio-Tech digital public library for the shared location of the facility and costs at Port San Antonio. The Board is revising the floor plan to include Biblio-Tech in the facility's final cost over the next few weeks. It will have a fully executed agreement shortly after the final costs are negotiated. Additionally, the board will request approval from TWC for equipment and related items excluded from long-lived capital assets required to deliver program services at the Port of San Antonio.

**Analysis:** The current lease at Marbach has been extended monthly until the new facility at Port SA is move-in ready. The monthly rent remains \$18,000 plus common area maintenance expenses for \$4,608, for a total monthly rent of \$22,608. The lease is cancellable with thirty (30) days notice.

In the Summer of 2021, a location survey was conducted by WSA. Subsequently, Board staff submitted a recommendation for the selected location, which was subsequently approved by the Board of Directors. In addition, the board has recently added Biblio-Tech as a partner to provide additional access to residents and constituents of Bexar County to provide Biblio-Tech services at the Port of San Antonio. This partner is bringing additional resources to the development of the facility that will increase the utilization of resources in the community.

There is no action recommended at this time.

**Alternatives:** None.

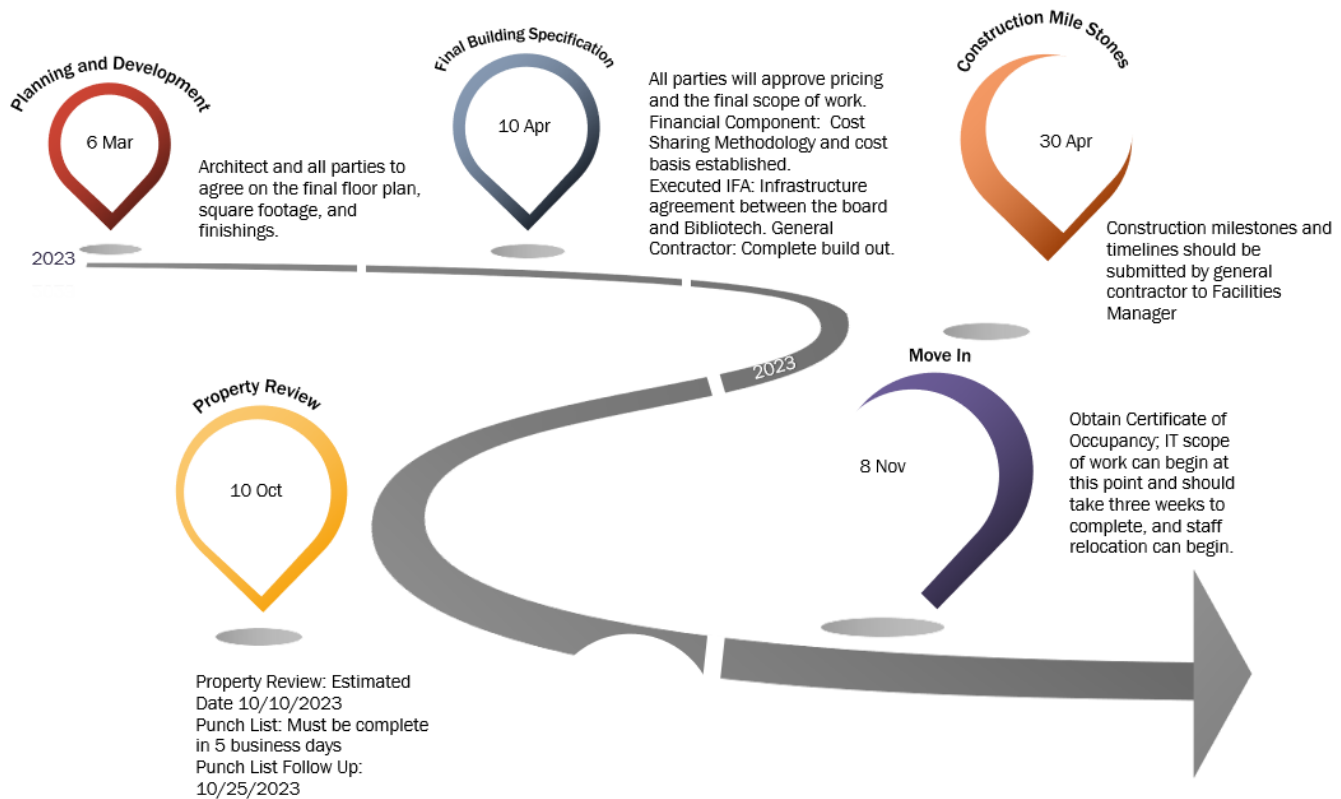
**Fiscal Impact:** The base rent for the Port San Antonio facility is \$24,791.67 monthly, increasing by 2.5% annually. Additionally, the FY23 budget included \$545,000 to support the furniture, equipment, upgraded technology, and moving expenditures for the Workforce Center. The current economic environment has caused the cost to come in over the original tenant improvement allowance of approximately \$900,000; partnering with Biblio-Tech will help absorb some of these costs and provide additional resources to employers and job seekers. Budget Amendment #1 increased the \$500,000 contingency

to \$750,000; additional funds may be needed for program-specific equipment and start-up costs, moving and storage costs, and price fluctuations. Any contingency not used can be repurposed to service delivery in FY24.

**Recommendation:** There is no further recommendation currently.

**Next Steps:** Continue negotiations with Biblio-Tech to review the current specifications of the floor plan and cost structure to add an additional partner.

**Timeline:**



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## MEMORANDUM

To: Board of Directors

From: Jeremy Taub, Director of Procurement and Contracts

Presented By: Jeremy Taub, Director of Procurement and Contracts

Date: April 21, 2023

Subject: Facility Update: Purchase of A/V System Upgrade for Board Office

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**Summary:** Workforce Solutions Alamo – Board of Directors awarded a contract for the purchase of Audio-Visual A/V Technology Equipment and Services in the approximate amount of \$87,875, as requested by Workforce Solutions Board Office.

**Update:** An RFP was conducted, and Digital Display Solutions Inc. was recommended for the award from the three proposals received. The equipment is currently being installed and is anticipated to be completed as of March 17. The upgraded technology will expand accessibility in support of Board of Directors meetings, staff, and contractor training due to the continuation of a hybrid work environment and utilizing webinars to increase staff development, collaboration, and engagement.

**Analysis:** The Contractor will provide the materials, labor, and equipment. It is anticipated the purchase of the new A/V technology will expand accessibility and upgrade the equipment in the board room. This will support Board of Directors meetings, staff, and contractor training due to continuation of a remote work environment. Additionally, the upgrade will enhance the utilization of webinars to increase staff development, collaboration, and engagement.

This purchase has been granted 7100 approval by TWC.

**Alternatives:** None.

**Financial Impact:** The cost of this purchase is not to exceed \$87,875.

**Next Steps:** The board staff is coordinating the installation with the Contractor. Additional services for electric and general contracting services are also in process with WSA previously contracted vendors.

**Attachments:** None



# FACILITY UPDATE – BOARD ROOM UPGRADE

**Estimated Completion:** March 17, 2023

## Highlights:

- Expands accessibility in the Board Room to support Board of Directors meetings, and staff and contractor trainings.
- Key upgrades include:
  - A new sound system with overhead audio & ceiling microphones.
  - Smartboards displayed overhead with touch-screen control capabilities.
- Cost of upgrades not to exceed \$87,875



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## MEMORANDUM

**To:** Board of Directors

**From:** Giovanna Escalante-Vela, CFO

**Presented by:** Jeremy Taub, Director of Procurement and Contracts

**Date:** April 21, 2023

**Subject:** SMWVBE Update - Procurement Diversity Program

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**Summary:** Workforce Solutions Alamo - Board of Directors adopted a Small, Minority, Women or Veteran Owned Business Enterprises (SMWVBE) Policy in the Spring of 2021. The Board provides regular updates on SMWVBE expenditure to the Board of Directors.

*Update:* The current WSA – SMWVBE percentage of corporate expenditure is 13.3% for the reporting period. In the previous year, the board expenditure rate was 22.6%. Additional efforts are underway to identify the SMWVBE status of WSA's current vendors.

WSA staff is in the process of compiling the data for contracts or agreements. The data will show the contracted amounts for vendors that have a contract or agreement with WSA. The data will be used to show the percentage of implied expenditures or contracted amounts of those that are SMWVBE vendors.

**Analysis:** Workforce Solutions Alamo (WSA) - Procurement and Contracts Management Department makes efforts to solicit at least two SMWVBE vendors to purchase goods and services exceeding the micro-purchase threshold. To promote these efforts, WSA began utilizing various local SMWVBE search directories, including The Maestro Entrepreneur Center and The South-Central Texas Regional Certification Agency (SCTRCA), to expand outreach.

**Alternatives:** None.

**Fiscal Impact:** Workforce Solutions Alamo has an aspirational goal of 20% of expenditures to SMWVBE vendors.

**Recommendation:** Continue utilizing SMWVBE vendors when practicable, reasonable, and within sound business principles. The board will continue to monitor and provide regular updates on utilizing SMWVBE vendors.

**Next Steps:** Procurement will update the Strategic Committee and the Board of Directors periodically on the progress to achieve our stated aspirational goal of 20%.

**Attachments:** None

# SMALL, MINORITY, WOMEN AND/OR VETERAN OWNED BUSINESS ENTERPRISES, DIVERSITY PROGRAM

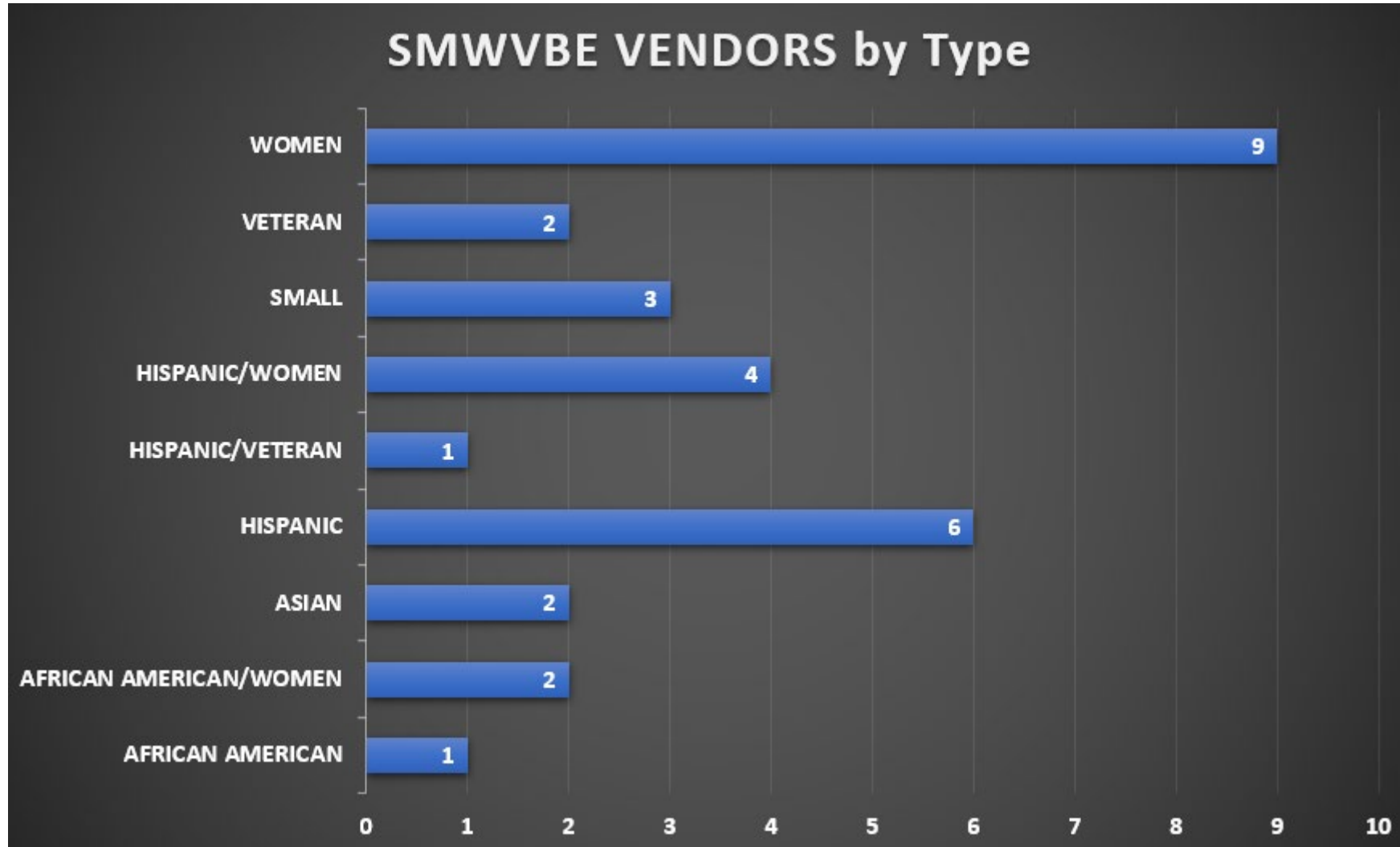
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## Highlights:

- Online vendor registration is used to collect vendors' SMWVBE/HUB (Historically Underutilized Business) status.
- Additional outreach is underway to survey all current vendors that involves obtaining a list of all vendors in our database that are not identified as SMWVBE so they can update their status if applicable.
- Utilizing online search tools such as various local SMWVBE search directories to expand outreach:
  - The Maestro Entrepreneur Center
  - The South-Central Texas Regional Certification Agency (SCTRCA)
- Providing demographic information on the Child Care Providers received from the contractor (City of San Antonio).

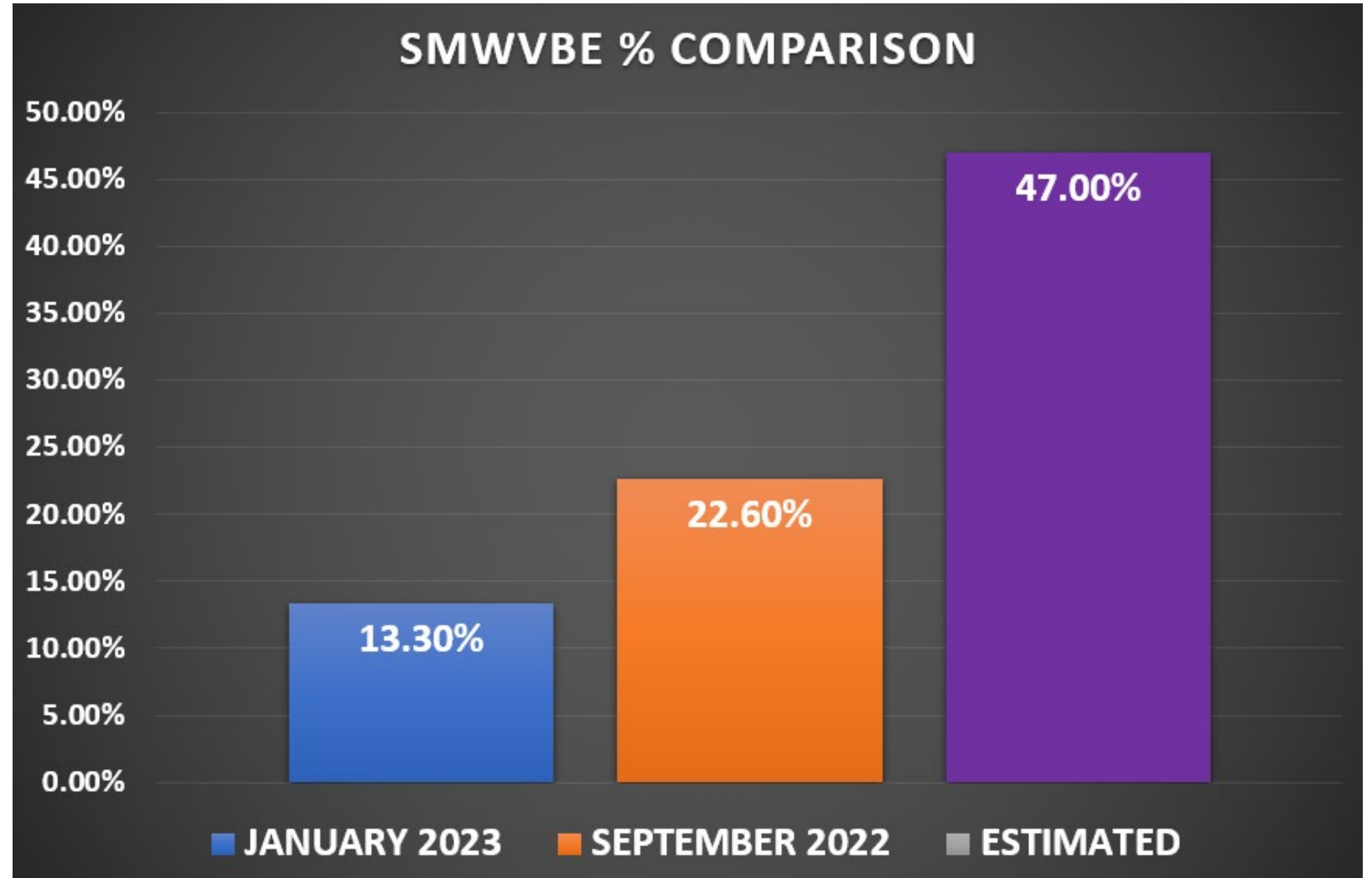


# SMWVBE – 30 TOTAL VENDORS BY CLASSIFICATION



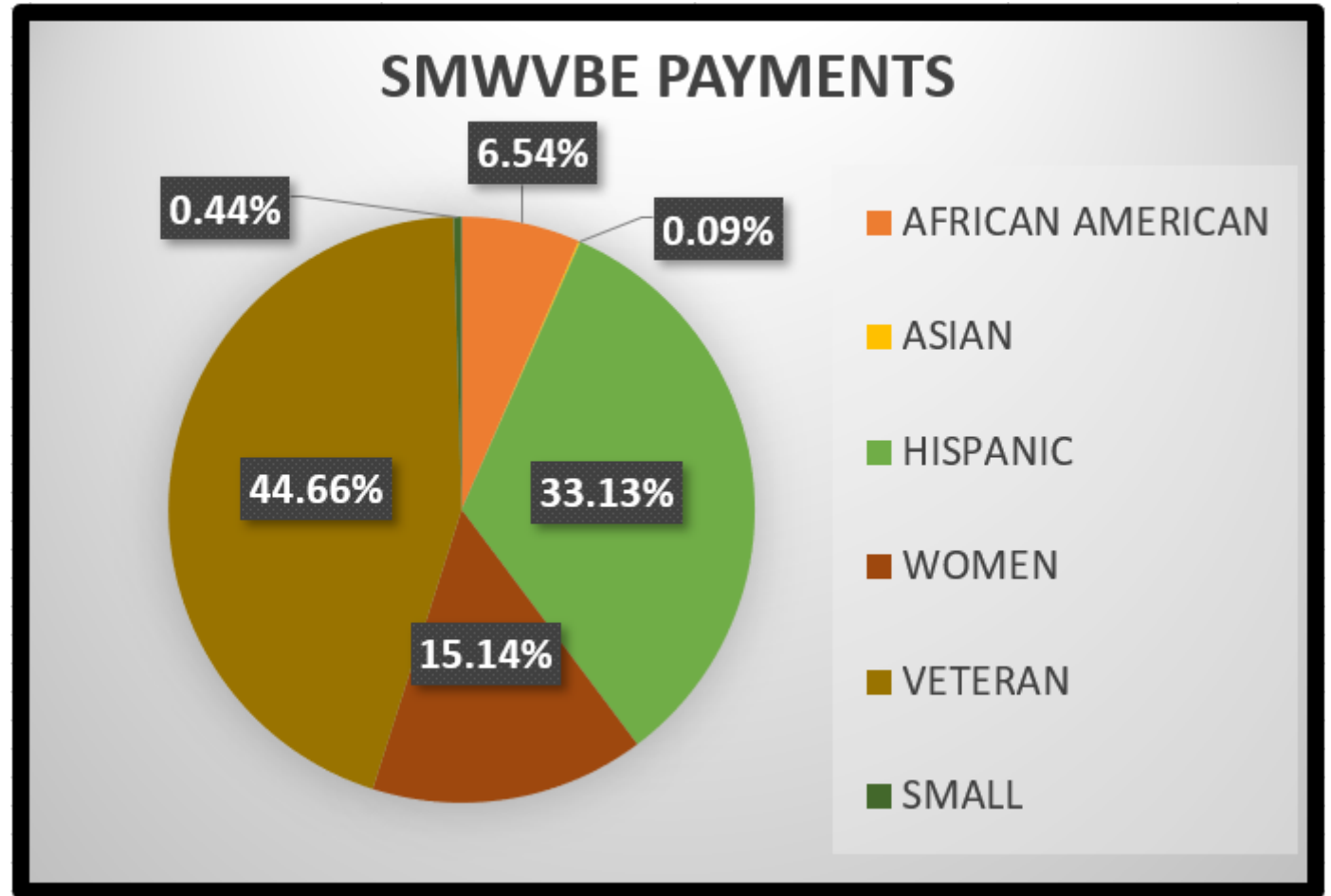
# SMWVBE PERCENTAGE COMPARISON BY DATES

- As of January 31, 2023, WSA is at 13.3% of total expenditures.
- Fiscal year ending September 30, 2022, WSA was at 22.6% of total expenditures.
- Estimated expenditures from contracts/agreements.



# SMWVBE PERCENTAGE OF PAYMENTS

SMWVBE STATUS	SMWVBE PAYMENTS
AFRICAN AMERICAN	\$ 19,913.60
ASIAN	288.05
HISPANIC	100,844.30
WOMEN	46,072.04
VETERAN	135,919.79
SMALL	1,332.50
<b>TOTAL</b>	<b>\$ 304,370.28</b>



Current Board and Facility SMWVBE expenditures are at 13.3%, which is below WSA's aspirational goal of 20%.



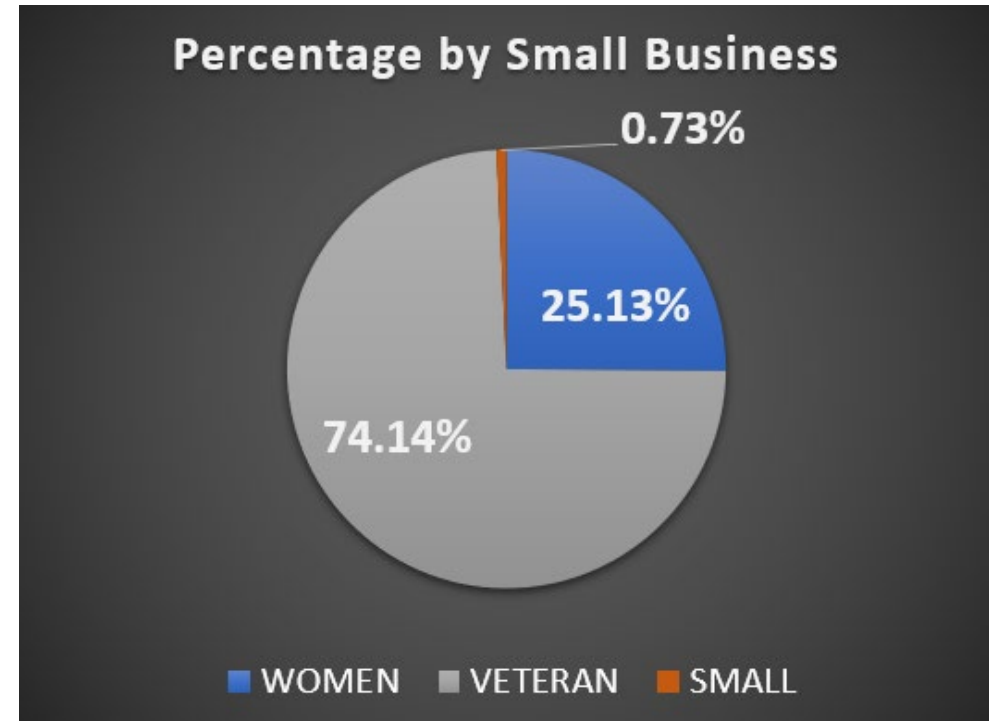
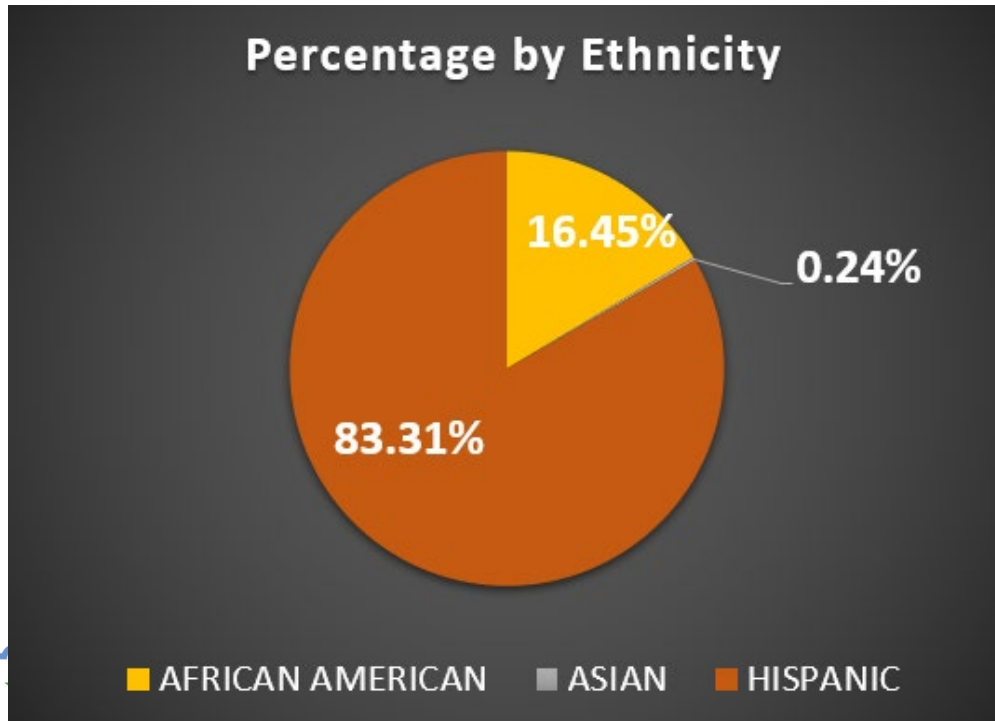
# SMWVBE PERCENTAGE BY ETHNICITY & SMALL BUSINESS

## Ethnicity

African American	16.45%
Asian	0.24%
Hispanic	83.31%
<b>Total</b>	<b>100.00%</b>

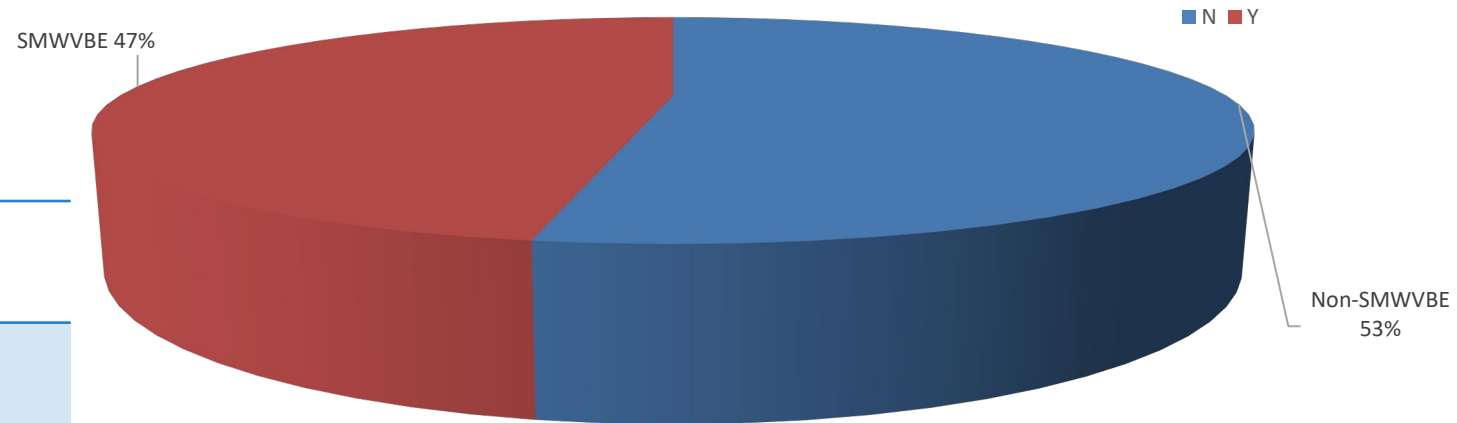
## Small Business

Women	25.13%
Veteran	74.14%
Small	0.73%
<b>Total</b>	<b>100.00%</b>



# ESTIMATED ANNUAL SMWVBE EXPENDITURES BY CONTRACT

**Common operating term contracts	SMWVBE	Non-SMWVBE	Total
No. of active term contracts	20	46	68
Estimated Annual Expenditure by Dollar	\$1,774,907	\$1,999,605	\$3,778,229
Contracts % by Estimated Expenditures	47%	53%	100%





# SMWVBE CLASSIFICATION OF CHILD CARE PROVIDERS

## # of Providers by Classification

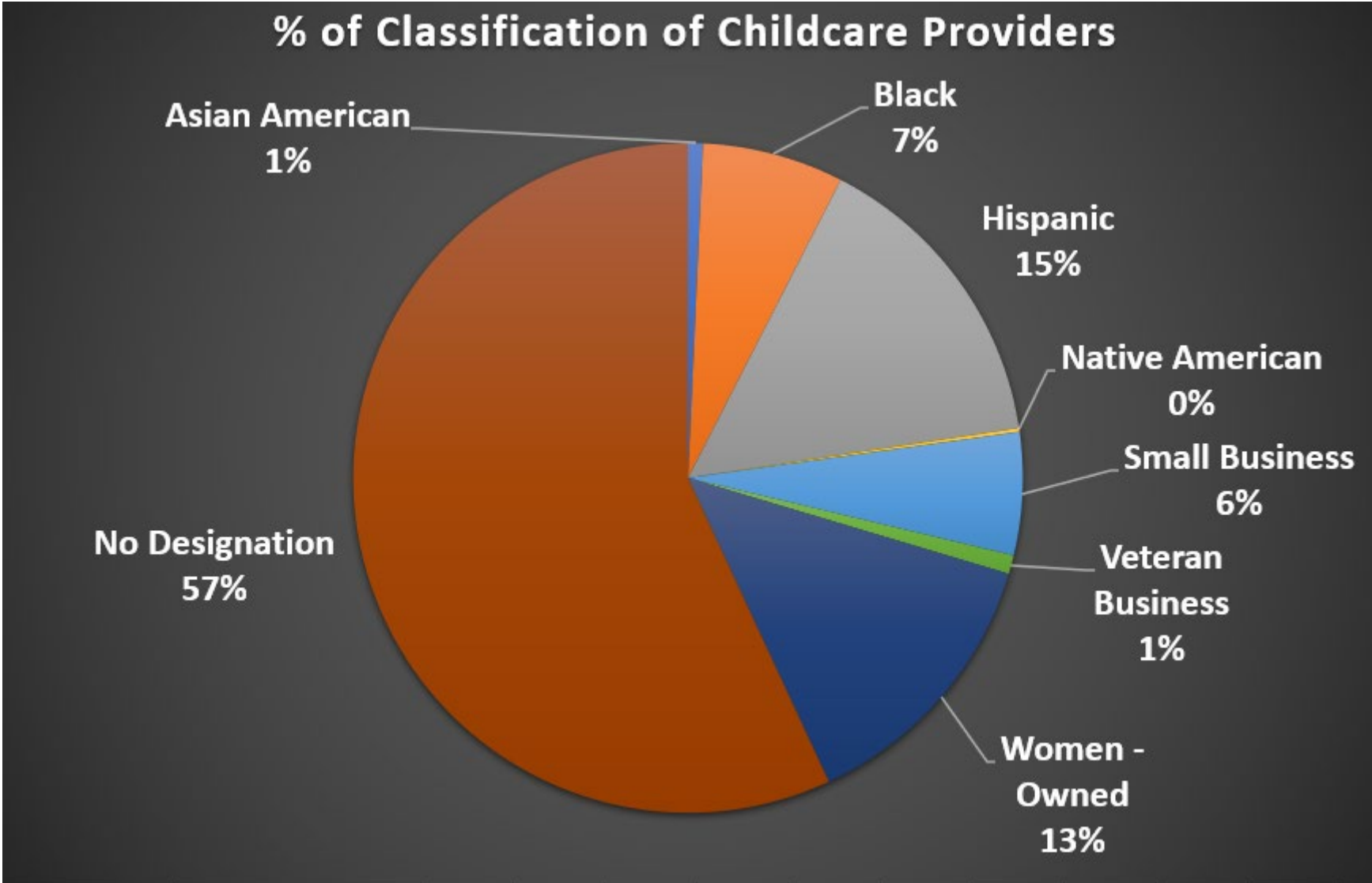
No-Designation	322
Hispanic	87
Women - Owned	76
African American	38
Small Business	33
Veteran Business	5
Asian American	4
Native American	1
<b>Total</b>	<b>566</b>

## % of Expenditures by Classification

No-Designation	48.88%	\$ 14,939,725.09
Women - Owned	20.10%	6,141,934.25
Hispanic	14.42%	4,406,580.40
Small Business	7.93%	2,423,250.66
African American	7.30%	2,230,919.09
Veteran Business	0.83%	254,852.70
Asian American	0.36%	111,070.76
Native American	0.18%	54,274.50
<b>Total</b>	<b>100.00%</b>	<b>\$ 30,562,607.45</b>

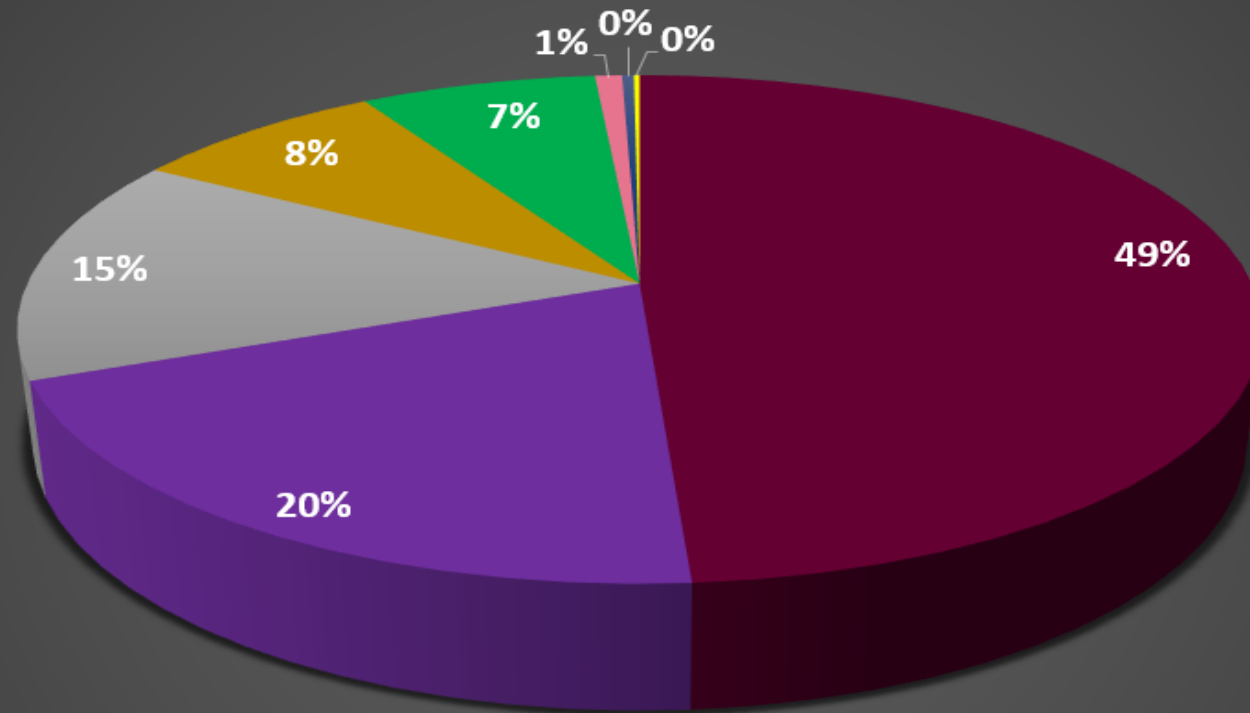


# SMWVBE CLASSIFICATION OF CHILD CARE PROVIDERS



# % OF EXPENDITURES BY SMWVBE CLASSIFICATION OF CHILD CARE PROVIDERS

% OF EXPENDITURES BY CLASSIFICATION



No-Designation

Women - Owned

Hispanic

Small Business

African American

Veteran Business

Asian American

Native American



## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented by:** Adrian Perez, CIO

**Date:** April 21, 2023

**Subject:** Sector Based Model Update

**Summary:**

This item is to provide an update on the progress of the implementation of the 2021-2024 Local Plan and to provide current Labor Market Information to the Strategic Committee of the WSA Board of Directors.

**Labor Market Data:**

Workforce Solutions Alamo (WSA) reports that the December unemployment rate for the eight-county San Antonio-New Braunfels metropolitan statistical area (MSA) is 3.3 percent, lower than the 3.4 rate in November. Since December of 2021, the MSA unemployment rate dropped 0.5 percentage points from a rate of 3.8 percent. The December unemployment rate for the San Antonio-New Braunfels metropolitan statistical area (MSA) is lower than the state's not seasonally adjusted (actual) rate of 3.6 percent.

**Program Scorecard:**

Includes the 6 sector industries: Aerospace, Construction & Trades, Education, Healthcare, Manufacturing, and IT/Cybersecurity. The definition for each data point is included in the figure below.

Component	Description
Enrolled in Training	Customers enrolled in Apprenticeships, OJT's, or ITA's
Completed Training	Customers who successfully completed a Training service
Enrolled in Work-Based Learning	Customers enrolled in Work Experience or Subsidized Employment
Completed Work-Based Learning	Customers who successfully completed a Work-Based Learning service
Placement	Customers who were placed in Employment

**Employer Collaborative:**

The Business Solutions Team will be hosting a Construction Collaborative to learn about the critical needs employers are facing, including finding qualified individuals with security clearance, average time to fill the roll, and losing talent to national employers paying a higher wage.

The next event will be held on March 23, 2023. We are also working on a yearly calendar. The purpose of the employer collaborative is to convene local sector-based employers to explore and validate labor market trends, talent pipeline concerns, and training needs.

**Workforce Academy:**

The WSA Workforce Academy continues to experience positive participation in its regular sessions. In the Workforce Academy, 297 participants have taken part in 1 or 2 sessions and 130 have graduated. WSA is actively exploring the organization and location served by each graduated ambassador, throughout the 13-county area, and exploring ways to engage new members in rural areas where WSA does not have a center.

**Sector-Based Partnerships:**

No new MOUs signed since the last Strategic Committee Meeting.

**Aspen Institute Workforce Leadership Academy – Alamo (WLA):**

Aspen Institute Advisory members supported the recruit of 75 interested applicants resulting in 35 completed fellowship applications. The advisors are currently scoring the Workforce Leadership Academy applications and will select 24 Fellows. Due to extending the application for Fellows to apply, the timeline for announcing the cohort and the orientation has also been extended. Fellows will be notified on Wednesday, March 15 and the orientation will be held on Monday, March 20 for those accepted into the Fellowship. The in-person opening retreat is still scheduled to take place at Tapatio Springs March 29 – 31<sup>st</sup>. Fellows will focus on system changes using a racial equity lens.

**Alternatives:**

Alternative data sources are being considered to support the analysis of existing labor pool and talent pipeline.

**Fiscal Impact:**

No additional fiscal impact currently.

**Recommendation:**

Recommendation is for WSA data team to explore additional data sets and integrate program outcomes to understand the intersections between program investments, including childcare, with eligible job seeker, training completions, and employment placements.






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**Next Steps:**

Continue examining labor market data, performance score cards, and understand the links between supply and demand. Integrate other data sources as identified by data team to create a more robust understanding of talent pool and pipeline. Finalize the WSA Local Plan to include program updates and data updates as it relates to trends and data analysis. Solidify Employer Collaborative Calendar for 2023-2024.

# Industry Sector Scorecard BCY23

Please note: Information is YTD and reported live monthly, therefore, data consistently changes as enrollments in sector-based training increase and decrease, and credentials obtained month to month

Industry Sector Scorecard BCY23							
Industry	Enrolled	Active	Completions	Successful Completions	Success Rate	Successful Credential	Credential Rate
<b>Healthcare</b> 	74	42	32	23	72%	15	57%
<b>Information Tech</b> 	22	15	7	6	86%	2	33%
<b>Construction &amp; Labor</b> 	43	20	23	16	70%	9	56%
<b>Manufacturing</b> 	2	0	2	2	100%	0	0%
<b>Other</b> 	14	7	7	4	57%	2	50%
<b>Grand Total</b>	155	84	71	51	72%	26	51%

Timeframe: 10/1/2022 – 03/06/2023\* Other; includes all other industries



# Business Services Unit Scorecard

August 2022- March 2023

County	Sector Based Model Industries	Employers	Job Orders	Openings	Applicants	Key Accounts	Hiring Events	Number Hiring Event Participants	Training Worksites	Confirmed Hires
Bexar	Aerospace	18	93	210	144	5	7	1228	4	1,758
	Manufacturing	101	802	1,066	3,294	20	8	1296	62	
	Healthcare	158	1,855	2,235	5,968	57	9	1375	85	
	IT/Cybersecurity	24	363	374	1,589	12	6	1287	20	
	Construction	76	607	845	1,648	17	8	1350	28	
	Oil & Gas/Warehousing & Transportation	53	612	2,180	2,348	11	7	1335	11	
	Education	25	390	447	1,470	13	6	1257	55	
	Other	773	7,775	11,818	26,545		9	2227	255	
Rural	Aerospace	2	3	3	3	—	3	135	3	575
	Manufacturing	46	369	403	1,143	7	7	429	12	
	Healthcare	51	443	554	818	13	3	150	17	
	IT/Cybersecurity	11	102	103	41	6	3	150	4	
	Construction	32	160	231	462	8	5	298	3	
	Oil & Gas/Warehousing & Transportation	29	120	169	223	43	6	275	3	
	Education	7	77	79	137	5	2	127	7	
	Other	232	1,042	1,903	3,189		3	150	44	





# Upcoming Employer Collaborative



**Construction Collaborative**  
**Date: March 23, 2023**

**Time: 9:00 AM-12:00 PM**

**Location:**  
**WSA-Datapoint Career Center**

**Purpose:** Convene sector-based employers to explore and validate local labor market trends, including the current talent pipeline, training needs, resources and solutions.

# Future Collaboratives

Construction Collaborative @ location and time TBD	Thursday 3/23/2023
Manufacturing Collaborative @ WSA-S. Flores	Tuesday 4/6/2023 8:00 am to 10:00 am
Healthcare Collaborative @ WSA-Datapoint	Tuesday 4/11/2023 8:30 am to 10:30 am
IT/Cyber collaborative @ TBD	Tuesday 4/18/2023 9:00 am to 11:00 am
Construction Collaborative @TBD	Thursday 6/8/2023 8:00 AM to 11:00 am
Manufacturing Collaborative @ TBD-	Tuesday 6/20/2023 8:00 am to 11:00 am
Healthcare Collaborative @ TBD	Tuesday 8/22/2023 8:00 am to 11:00 am
Construction Collaborative @ TBD	Tuesday 9/5/2023 8:00 AM to 11:00 AM



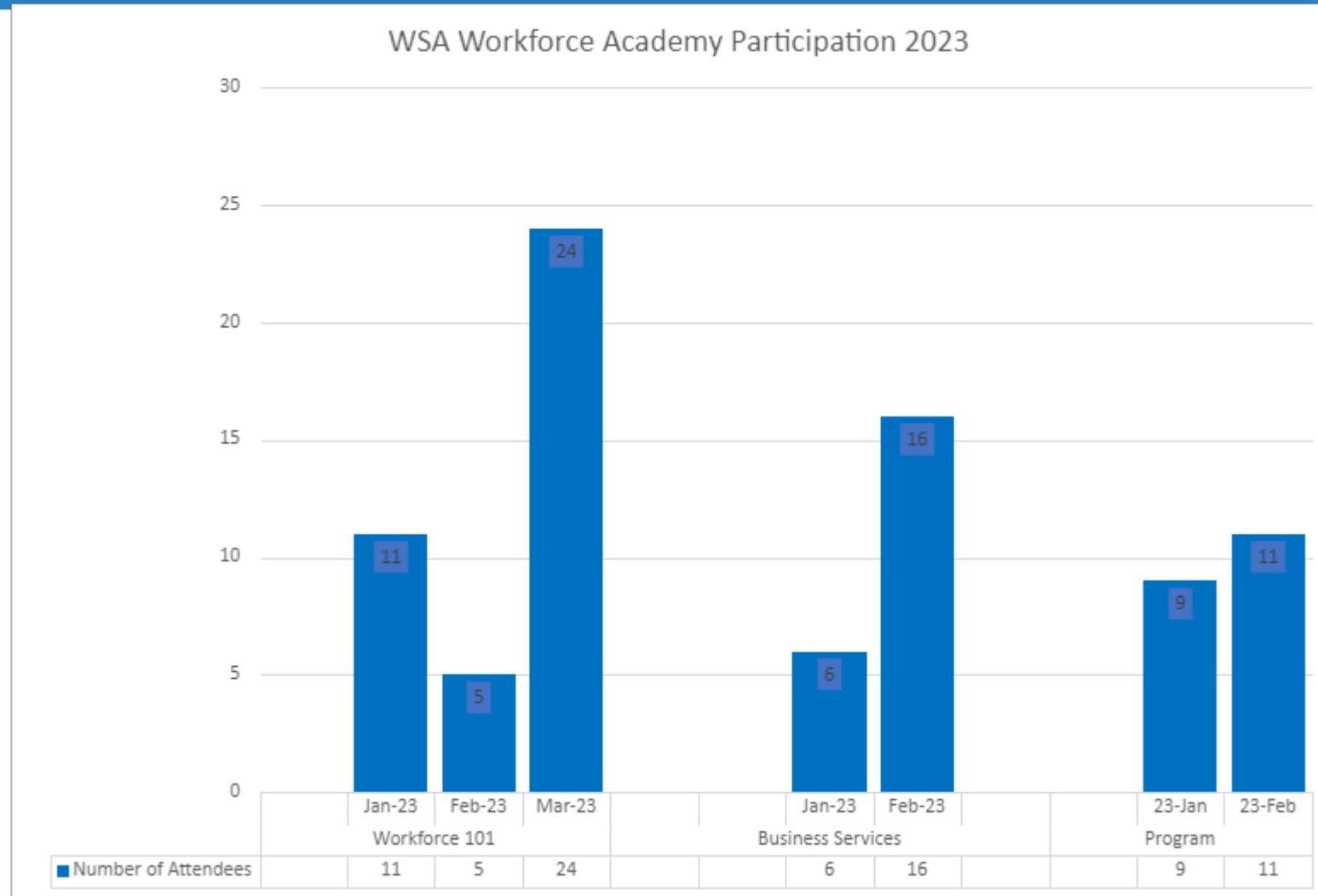
# Future Collaboratives

<b>IT/Cybersecurity collaborative @ TBD</b>	<b>Wednesday 9/13/2023 8:00 am to 11:00 am</b>
Manufacturing Collaborative@ TBD	Friday 09/29/2023 8:00 am to 11:00 am
Healthcare Collaborative @ TBD	Thursday 11/12/2023 9:00 am to 11:00 am
Manufacturing Collaborative @ TBD	Tuesday 12/12/2023 9:00 am to 11:00 am



# Workforce Academy

Area Foundation awarded WSA a \$100,000 Workforce Development grant to advance equity and economic mobility through our workforce development services.



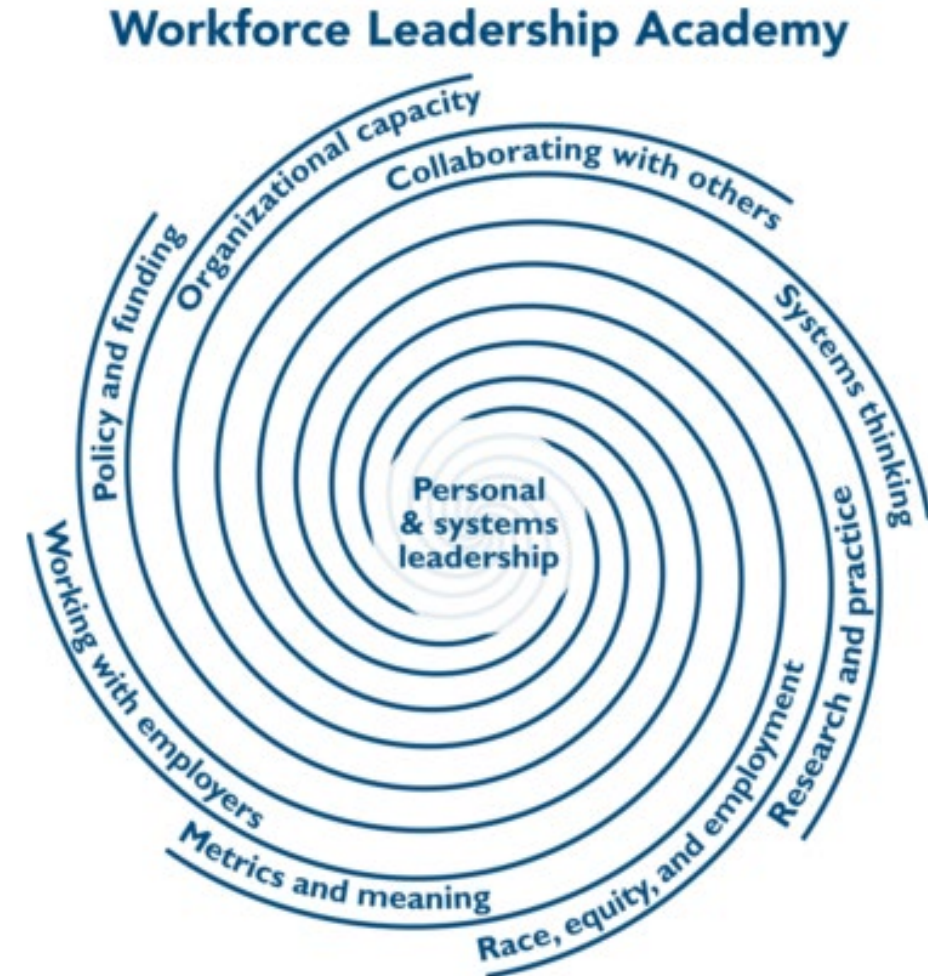
**297 participants/ 500 goal for the year (130 graduates)**



# Workforce Leadership Academy

WSA was awarded \$50,000 to implement a Fellowship program that will bring cross-sector leaders together to foster a more clearly aligned local workforce ecosystem that delivers integrated services to businesses and workers.

- 35 applicants completed of the 75 interested individuals
- Advisory Members are scoring applications and will notify the 24 selected Fellows on March 15<sup>th</sup>.
- Orientation will take place on March 20<sup>th</sup>.
- Opening retreat will take place March 29<sup>th</sup>- 31<sup>st</sup>.



# Partnerships in the Works

Dee Howard  
Foundation

Kronkosky  
Foundation

Texas State  
Library

UP  
Partnership

Rural  
Libraries

SA Hope  
Center

Rise  
Recovery

American  
Indians In  
Texas

Children's  
Shelter



**MEMORANDUM**

**To:** Board of Directors  
**From:** Jeremy Taub, Director Procurement and Contracts  
**Presented by:** Jeremy Taub, Director Procurement and Contracts  
**Date:** April 21, 2023  
**Subject:** Procurement Update: Procurement & Contract Summary

**Summary:** This report is intended to provide a summary of active contracts the Board has approved or plans to renew or execute through March 31, 2023. Workforce Solutions Alamo Board staff processes contracts, renewals, and amendments enabling the procurement of goods and services that are reasonable and necessary to administer funds to the greater 13-county Alamo Region.

**Analysis:** The table below is a summary of Procurement projects in process: *(dates subject to change)*

<u>Solicitation</u>	<u>Procurement</u>	<u>Date of Release</u>	<u>Status</u>	<u>Anticipated Award Date</u>
RFP 2023-011	Custom Coach (RV) For Mobile Workforce Unit	March 10, 2023	Re-Award	April 2023
RFP 2023-002	Management and Operation of Workforce Solutions Alamo – American Job Centers for Adult Program Services	February 8, 2023	Open	June 2023
RFQs 2023-010	Proposal Evaluators Services (Adult)	February 8, 2023	Negotiation	March 2023

Workforce Solutions Alamo (WSA) Procurement and Contracts Department is responsible for managing the procurement of goods and services operations. We are committed to conducting procurement acquisitions to the maximum extent practical, in a manner providing full and open competition consistent with the standards of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) and the Texas Workforce Commission Financial Management for Grants & Contracts’ Property, Procurement & Contract Standards. The procurement department takes necessary and affirmative steps to contract with small and minority business firms and other Historically Underutilized Businesses (HUBs) when possible.

In addition to pending procurement projects, a list of active contracts and their status is periodically presented to the Board for review. The attached list provides an update on the status of active agreements and upcoming renewals.

**Alternatives:** None.

**Fiscal Impact:** All budgeted costs were previously approved or were included in recent Budget Amendments.

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**Recommendation:** There is no action currently recommended. Future updates to be provided and any necessary approval of the selected contractors will be requested upon completion of the RFP evaluation process for each solicitation and a recommendation is provided.

**Next Steps:** Procurement and Contracts will continue to proactively monitor contracts in identifying new opportunities for purchase of goods and services to leverage cost savings to WSA in support of the local plan and the mission of Workforce Solutions Alamo.

**Attachments:** Contract List



Status	Contract Name/Description	Vendor	Value	Start Date	Lead Date	End Date	Renewals Remaining
Active	On Call Plumbing Services	1st Aid Plumbing Inc	\$ 30,000.00	1-Mar-2023	1-Aug-2023	29-Feb-2024	2- 1 year renewal
Active	Financial Audit Services	ABIP, PC	\$ 67,050.00	1-Oct-2022	2-Jul-2023	30-Sep-2023	2- 1 year renewal
Active	S. Flores Fire and Burglar Alarm Services	ADT LLC	\$ 2,224.39	10-Nov-2022	9-Aug-2023	9-Nov-2023	Yearly Renewal
Active	Vistana Front Doorbell Service Agreement	ADT LLC	\$ 1,019.04	13-Jul-2022	13-May-2023	13-Jul-2023	Yearly Renewal
Active	Security Alarm Monitoring Svcs-Datapoint	ADT/Protection One	\$ 678.72	29-Sep-2021	30-Jun-2023	28-Sep-2023	Yearly Renewal
Active	Monitoring, Targeting and Reporting	Agility PR Solutions	\$ 24,778.00	18-Apr-2022	17-Jan-2024	17-Apr-2024	Yearly Renewal
Active	Electrical Services	All Star Electric	\$ 24,400.00	1-Mar-2023	23-Oct-2023	29-Feb-2024	No renewals remaining
Active	Teacher Externships	Alliance for Technology Educat	\$ 162,500.00	1-Mar-2023	28-Sep-2023	28-Feb-2024	No renewals remaining
Active	Subrecipient: Contracted Slots	Ascension DePaul Services, De	\$ 167,051.20	27-Jul-2022	31-Jul-2023	31-Dec-2023	2-1 year renewals
Active	RTW Subcontract	Avance PCEP School based	\$ 269,757,600.00	12-Jun-2022	12-Feb-2025	12-Jul-2025	No renewals remaining
Active	Board Book Subscription	Board Book	\$ 4,000.00	1-Sep-2022	2-Jun-2023	31-Aug-2023	Yearly Renewal
Active	Procurement Management Software	Bonfire Interactive Ltd	\$ 24,950.00	1-Dec-2022	1-Sep-2023	30-Nov-2023	Yearly Renewal
Active	Advertised Opportunities (job board)	Breezy HR, Inc.	\$ 6,375.00	24-Nov-2022	27-Jul-2023	23-Nov-2023	Yearly Renewal
Active	Adult Services	C2 Global Professional Service	\$ 19,505,316.76	1-Oct-2021	3-Apr-2022	30-Sep-2022	1- 1 year renewal
Active	Graphic Design Tool	Canva	\$ 119.40	8-Apr-2023	8-Jan-2023	8-Apr-2024	Yearly Renewal
Active	Maintenance Services	Carielo Facility Services	\$ 12,400.00	1-Mar-2023	29-Nov-2023	29-Feb-2024	No renewals remaining
Active	Case Management Solutions	CaseWorthy, Inc	\$ 25,419.48	1-Aug-2021	2-May-2023	31-Jul-2023	Yearly Renewal
Active	Adobe Creative Cloud Subscription	CCB (Consistent Computer Bargain)	\$ 1,452.00	2-Mar-2022	1-Dec-2022	1-Mar-2023	Yearly Renewal
Active	Fiscal Monitoring Services	Christine H Nguyen, CPA	\$ 136,605.00	1-Feb-2022	3-Oct-2022	31-Jan-2024	3- 1 year renewal
Active	Program Monitoring Services	Christine H Nguyen, CPA	\$ 142,840.00	12-Dec-2022	3-Aug-2023	31-Dec-2023	4 - 1 year renewals
Active	RTW Subcontract	Chrysalis Ministries	\$ 5,376,545.00	21-Jun-2022	22-Jul-2024	22-Jan-2025	No renewals remaining
Active	Child Care Management Services	City of San Antonio, Departme	\$ 88,475,343.00	1-Oct-2022	2-Jul-2023	30-Sep-2023	3- 1 year renewal
Active	Cognito Forms Enterprise License	Cognito	\$ 1,334.40	1-Sep-2022	30-May-2023	31-Aug-2023	Yearly Renewal
Active	Cognito Forms Enterprise License	Cognito	1,622.40	1-Oct-2022	30-Jun-2023	30-Sep-2023	Yearly Renewal
Active	Academic Testing Services	Comprehensive Adult Student Assessment Systems (CASAS)	\$ 4,000.00	25-Jul-2022	25-Apr-2023	24-Jul-2023	No renewals remaining
Active	VMWARE Support	Computer Solutions	\$ 29,060.28	19-May-2022	16-Feb-2023	18-May-2023	Yearly Renewal

Status	Contract Name/Description	Vendor	Value	Start Date	Lead Date	End Date	Renewals Remaining
Active	VMware technical support	Computer Solutions	\$ 10,572.72	26-Mar-2021	17-Feb-2024	17-May-2024	Yearly Renewal
Active	Subrecipient: Contracted Slots	Converse Christian School & E	\$ 182,456.80	27-Aug-2022	31 Jun 23	31-Dec-2023	2-1 year renewals
Active	Locksmith Services	Crites Downtown Lock & Key	\$ 1,595.00	1-Jan-2023	31-Oct-2023	31-Dec-2023	No renewals remaining
Active	Printer Leases	DOCUmentation	\$ 32,697.21	1-Aug-2021	3-Jun-2024	30-Nov-2024	No renewals remaining
Active	DocuSign Licenses	DocuSign	\$ 19,872.00	15-Feb-23	30-Dec-2023	14-Feb-2024	Yearly Renewal
Active	Data Analytic Software	EMSI Burning Glass Lightcase	\$ 14,500.00	9-Jan-2023	10-Oct-2023	8-Jan-2024	Yearly Renewal
Active	ArcGIS/ESRI	ESRI	\$ 200.00	6-Apr-2023	5-Jan-2023	6-Apr-2024	Yearly Renewal
Active	RTW Subcontract-Family Services	Family Services Association of SA		22-Jun-2022	23-Jan-2025	22-Jun-2025	No renewals remaining
Active	HVAC PM Services	Fixya Air, LLC	\$ 30,000.00	18 Jun 2021	19-Jan-2023	18-Jun-2023	No renewals remaining
Active	Post Machine Rental-E Houston	FP Mailing Solutions	\$ 627.00	11-Feb-2022	14-Aug-2022	10-Feb-2023	No renewals remaining
Active	Postage for VR Staff-Datapoint	FP Mailing Solutions	\$ 1,555.20	1-Oct-2020	3-Jul-2023	1-Oct-2023	Auto-Renewal
Active	Postage Machine-Kerrville	FP Mailing Solutions	\$ 1,101.84	1-Jul-2021	1-Apr-2023	30-Jun-2023	Auto-Renewal
Active	Postage Machine-New Braunfels	FP Mailing Solutions	\$ 1,101.84	1-Jul-2021	1-Apr-2023	30-Jun-2023	Auto-Renewal
Active	Postage Machine-Seguin	FP Mailing Solutions	\$ 1,101.84	1-Jul-2021	1-Apr-2023	30-Jun-2023	Auto-Renewal
Active	Postage Machine-Urban	FP Mailing Solutions	\$ 6,754.68	31-Dec-2022	4-Jul-2023	31-Dec-2023	Auto-Renewal
Active	Security Operations Center (SOC) Services	FreeIT Data Solutions, Inc	\$ 10,266,368.00	18-Jul-2022	2-Jul-2023	30-Sep-2023	No renewals remaining
Active	Safe Cabinet Filing System	Gallion Consulting	\$ 28,531.50	1-Oct-2022	3-Jul-2023	1-Oct-2023	Yearly Renewal
Active	Go Daddy Domain-WSAlamo.org	Go Daddy	\$ 42.34	13-Jun-2022	13-May-2023	13-Jun-2023	No renewals remaining
Active	Temporary Staffing Services	Human Capital International, LLC dba Integrated Human Capital	\$ 75,000.00	1-Nov-2021	2-Aug-2022	31-Oct-2022	2-1 year renewals
Active	Subrecipient: Contracted Slots	La Mission Childcare and Kid K	\$ 137,641.70	27-Jul-2022	2-Oct-2023	31-Dec-2023	2-1 year renewals
Active	Skills Development Assessment Services	LearningMate Solutions, Inc / Job Ready	\$ 60,000.00	25-Jul-2022	25-Apr-2023	24-Jul-2023	No renewals remaining
Pending	Compliance Hotline Provider	Lighthouse Services	\$ 260.00	15-May-2020	14-Feb-2023	15-May-2023	Yearly Renewal
Active	Architect and Space Planning Services	LK Design Group Inc.	\$ 149,999.99	30-Sep-2022	30-May-2023	30-Sep-2023	2-1 year renewals
Active	Temporary Staffing Services	LK Jordan	\$ 250,000.00	1-Nov-2022	2-Aug-2023	31-Oct-2023	2-1 year renewals
Active	Commercial Janitorial Services	M & Rs Elite Janitorial Solution	\$ 213,520.00	1-Oct-2021	3-Jul-2023	30-Sep-2023	4- 1 year renewals
Active	Legal Services	Martin & Drought, P.C.	\$ 90,000.00	1-Oct-2021	2-Jul-2022	30-Sep-2022	3- 1 year renewal
Active	Pest Control Services	Orkin LLC - Deborah Toth	\$ 9,333.00	22-Dec-2021	22-Sep-2022	21-Dec-2022	No renewals remaining

Status	Contract Name/Description	Vendor	Value	Start Date	Lead Date	End Date	Renewals Remaining
Active	Commerical Real Estate Broker	PCR Brokerage San Antonio LLC	\$ 120,000.00	18-Mar-2023	1-Dec-2023	12-Mar-2024	4-1 year renewals
Active	Appspace Cloud Subscription	Presidio Networked Solutions group, LLC	\$ 32,400.00	30-Jun-2023	30-Apr-2024	30-Jun-2024	
Active	Job Placement and Worksite Monitoring Services	Professional Contract Services Inc.	\$ 138,240.00	1-Oct-2022	2-Jul-2023	30-Sep-2023	No renewals remaining
Active	IX-3 Postage Meter	Quadient	\$ 4,016.61	12-Feb-2022	13-Nov-2024	12-May-2025	No renewals remaining
Active	Work Readiness Training for SEAL	SA Trainers, LLC dba Partners in Progress	\$ 80,000.00	17-May-2021	15-Feb-2022	16-May-2023	1-1 year renewal
Active	Storage Facility	Safesite, Inc	\$ 8,328.00	1-Feb-2022	4-Aug-2022	31-Jan-2023	No renewals remaining
Active	Renewal Sage Business Care	Sage	\$ 6,234.00	31 Aug 2021	03 Mar 2022	30-Aug-2023	Yearly Renewal
Active	Intake, Assesment and Case Management	San Antonio Food Bank	\$ 6,740,910.00	27-Jun-2022	28-Dec-2024	26-Jun-2025	No renewals remaining
Active	Moving Services	Scobey Moving & Storage, LTD.	\$ 15,000.00	26-Mar-2022	25-Dec-2022	25-Mar-2023	No renewals remaining
Active	Urban & Rural Youth Services	Serco of Texas Inc.	\$ 1,638,351.00	1-Oct-2021	30-Mar-2023	30-Sep-2023	3 - 1 years renewals
Active	Mat Rental Uniforms	Service Uniform	\$ 37,280.96	1-Jun-2021	1-Jan-2023	31-May-2023	1- 1 year renewal
Active	Document Destruction	Shred-It (Stericycle)	\$ 15,000.00	02 Jul 2021	02 Apr 2022	1-Jul-2023	No renewals remaining
Active	SWBCU Training Services for Staff	Southwest Business Corporation (SWBC)	\$ 3,000.00	23-Mar-2023	23-Jan-2024	23-Mar-2024	Yearly Renewal
Active	Professional Employer Services Agreement	SWBC Professional Employer Services III, LLC	\$ 30,000.00	8-May-2021	7-Feb-2022	31-Dec-2022	3- 1 year renewal
Active	Marketing & Outreach Services	Texas Creative	\$ 100,000.00	21 Feb 23	22-Nov-2023	20-Feb-2024	2-1 year renewals
Active	Guard and Security Services	Vets Securing America	\$ 369,000.00	1-Jan-2023	31-Dec-2023	22-Jun-2023	4- 1 year renewals
Active	RTW-Intake, Assesment and Case Management	The City of San Antonio (COSA)	\$ 102,390,463.00	13-May-2022	14-Nov-2024	13-May-2025	no renewals remaining
Active	Child Care Quality Improvement Act	The City of San Antonio (COSA)	\$ 1,529,733.00	1-Oct-2022	2-Jul-2023	30-Sep-2023	2-1 year renewals
Active	Procurement Consulting Services	The Syndicate Wave	\$ 76,212.00	31-Aug-2022	2-May-2023	31-Jul-2023	No renewals remaining
Active	Walzem Burglar Alarm System Services	True Protection LLC	\$ 1,877.88	1-Nov-2023	14-Jul-2024	1-Nov-2024	Yearly Renewal
Active	Language Interpreter Services	Universal Technical Translation	\$ 4,050.00	1-Jan-2023	22-Sep-2023	31-Dec-2023	No renewals remaining
Active	Web Development & Site Content Support Services	Web-Head Technologies	\$ 81,046.52	1-Nov-2022	2-Aug-2023	31-Oct-2023	No renewals remaining
Active	Leased Copier and Supplies-S Flores	Xerox Financial Services	\$ 23,582.40	1-Nov-2019	2-Aug-2024	31-Oct-2024	No renewals remaining
Active	Leased Copier and Supplies-various	Xerox Financial Services	\$ 186,035.40	1-Mar-2020	30-Nov-2024	28-Feb-2025	No renewals remaining
Active	Leased Copier and Supplies-various locations	Xerox Financial Services	\$ 62,220.00	1-Nov-2020	3-Aug-2025	1-Nov-2025	No renewals remaining

Status	Contract Name/Description	Vendor	Value	Start Date	Lead Date	End Date	Renewals Remaining
Active	Leased Copier and Supplies-Xerox C9070	Xerox Financial Services	\$ 30,420.00	1-Oct-2020	3-Jul-2025	1-Oct-2025	No renewals remaining

## Subscriptions/Memberships

Vendor	Description	Cost	Start Date	End Date
1189 - WEBHEAD	ACCESIBE SOFTWARE LICENSE	\$ 2,287.36	1-Jun-2022	31-May-2023
1189 - WEBHEAD	WEBSITE HOST/PRODUCTION DEVELOPMENT	\$ 1,838.44	1-Jul-2022	30-Jun-2023
1295 - COGNITO	COGNITO FORMS	\$ 1,334.40	1-Jul-2022	31-May-2023
1367 - CANVA	GRAPHIC DESIGN SOFTWARE	\$ 119.40	8-Apr-2023	8-Apr-2024
1389 - MICROIX	MICROIX SUPPORT & MAINTENCE SOFTWARE	\$ 3,673.75	21-Aug-2022	20-Aug-2023
14 - ABILA	MIP MAINTENCE & SUPPORT	\$ 14,986.65	1-Jun-2022	31-May-2023
14 - ABILA - GAZELLE	ABILA GAZELLE SOFTWARE SUBSCRIPTION	\$ 12,075.00	1-Oct-2022	30-Sep-2023
145 - BIOMED SAN ANTONIO	BIOMED MEMBERSHIP - SURVEY WORKFORCE DATA SERVICES	\$ 1,000.00	2021	2022
156 - THE BOERNE STAR	NEWSLETTER SUBSCRIPTION	\$ 59.00	15-Sep-2022	15-Sep-2023
1734 - CARAHSOFT TECHNOLOGY CORPORATION	WORK NUMBER SERVICES EMPLOYMENT AND SSN VERIFICATION SERVICES	\$ 70,000.00	1-Sep-2022	31-Oct-2023
1798 - DOCUSIGN	DOCUSIGN	\$ 19,872.00	1-May-2022	30-Apr-2023
1846 - HOOTSUITE	Social Media Scheduling Tool Subscription	\$ 626.81	26-Sep-2022	25-Sep-2023
1867 - COMPUTER SOLUTIONS	1YR VMWARE LICENSE	\$ 29,060.28	19-May-2022	18-May-2023
1867 - COMPUTER SOLUTIONS	3YR VMWARE LICENSE	\$ 10,572.72	26-Mar-2021	17-May-2024
1991 - EXECUTIVE INFORMATION SYSTEMS LLC	SAS ANALYTICAL SOFTWARE MAINT/LIC AGREEMENT	\$ 5,454.41	30-Jun-2022	29-Jun-2023
247 - CONSISTENT COMPUTER BARGAIN	MICROSOFT OFFICE 365 SOFTWARE LICENSE	\$ 36,957.60	30-Apr-2023	30-Apr-2024
248-Constant Contact	Email outreach software	\$ 8,643.60	16-Mar-2023	16-Mar-2024
339 - EMSI	DATA ANALYTIC SOFTWARE	\$ 19,500.00	9-Jan-2023	8-Jan-2024
403 - FREEDIT	NIMBLE SUPPORT SERVICES	\$ 7,171.62	20-Jul-2022	30-Sep-2023
403 - FREEIT DATA	12 MOS SERVER DIRECTORY AUDITOR	\$ 5,786.72	1-Jul-2022	30-Jun-2023
422 - GALLION CONSULTING	CABINET LICENSE/ SUPPORT/ MAINT	\$ 24,180.00	1-Oct-2022	1-Oct-2023
544 - BARCOM	3YR WEBEX LICENSES	\$ 10,440.00	30-Nov-2021	1-Jan-2025
759 - NAWB	NATIONAL ASSOCIATION WORKFORCE BOARD MEMBERSHIP	\$ 3,000.00	1-Jul-2022	30-Jun-2023
789 - NORTH SA COC	NORTH SAN ANTONIO CHAMBER OF COMMERCE MEMBERSHIP	\$ 1,500.00	26-Oct-2022	26-Oct-2023
845 - PRESIDIO	ISR MODULAR ROUTER - ASA FIREWALL MAINTENCE	\$ 121,696.60	19-Sep-2018	18-Sep-2023
845 - PRESIDIO	APPSPACE 24MOS DIGITAL SIGNS	\$ 32,400.00	1-Jul-2022	30-Jun-2024
931 - SAGE	SAGE ASSEST LICENSE & SUPPORT	\$ 6,857.00	31-Aug-2022	30-Aug-2023
939 - SA CHAMBER OF COMMERCE	SA CHAMBER MEMBERSHIP	\$ 568.00	1-Jan-2023	31-Dec-2023
997 - SOLID BORDER	KNOWB4 IT SECURITY	\$ 8,642.25	14-Jun-2022	13-Jun-2023

PROPERTY LEASES

Location	Property Address	Tested the Market	Renewal	Expiration	Amendments	Square	Base Monthly
Walzem	4615 Walzem Rd	2016		31-Dec-23	Under Procurement	14,339	\$25,122.27
Kerrville	1700 Sidney Baker	2019	1-Apr-19	30-Apr-24	No renewals remaining	5,000	\$9,000.00
Pearsall	107 E Hackberry	2018	31-Oct-21	31-Oct-24	Month to Month up to One year	3,200	\$2,500.00
Hondo	402 Carter	2018	1-Jan-21	31-Dec-24	No renewals remaining	1,799	\$1,978.90
Pleasanton	1411 Bensdale	2018	1-Jan-23	1-Jan-25	No renewals remaining	2,344	\$2,503.66
Kenedy	491N. Sunset Strip	2018	31-Jan-22	31-Jan-25	One (1) renewal term of three (3) years	1,750	\$1,683.00
S.A. Food Bank	5200 Enrique M Barrera Pkwy		1-Jan-22	31-Dec-25	No renewals remaining	1,807	\$2,877.00
Floresville	1106 10th St	2017	1-Aug-21	31-Jan-26	No renewals remaining	2,340	\$3,450.00
Boerne	124 E Bandera Suite 401 Boerne, TX	2021	1-Nov-21	30-Nov-26	No renewals remaining	1,278	\$1,970.25
Headquarters	100 N. Santa Rosa	2017	1-Jan-17	1-Jan-27	No renewals remaining	16,352	\$30,455.60
Seguin	1411 E COURT ST	2019	16-Jan-20	31-Dec-27	No renewals remaining	6,442	\$7,086.00
South Flores	6723 S Flores St	2018	1-Aug-18	31-Jul-28	No renewals remaining	24,000	\$25,322.46
Datapoint	9725 Datapoint	2019	1-Apr-19	31-Mar-29	No renewals remaining	52,811	\$64,197.82
E. Houston	4535 E. Houston	2019	31-Jan-20	31-Jan-30	No renewals remaining	11,700	\$19,422.00
New Braunfels	183 IH-35 South	2017	1-Feb-22	31-Jan-32	No renewals remaining	6,720	\$9,223.20
Port of SA	638 Davy Crockett Rd.	2021	9-Feb-22	9-Feb-32	Two (2) renewal term of five (5) years	17,500	\$24,791.67
Marbach	7008 Marbach Rd	2016	Month to Month		None	15,000	\$18,000.00

# RFP - Request for Proposals

- The table below is a summary of projects WSA Procurement is currently working on:

<u>Solicitation</u>	<u>Procurement</u>	<u>Date of Release</u>	<u>Status</u>	<u>Anticipated Award Date</u>
<b>RFP 2023-001</b>	Custom Coach (RV) For Mobile Workforce Unit	March 10, 2023	Re-Bid	April, 2023
<b>RFP 2023-002</b>	Management and Operation of Workforce Solutions Alamo – American Job Centers for Adult Program Services	February 8, 2023	In-Process	June, 2023
<b>RFQs 2023-010</b>	Proposal Evaluators Services (Adult)	February 8, 2023	Contract	March 31, 2023

**MEMORANDUM**

To: Board of Directors  
 From: Giovanna Escalante-Vela, Chief Financial Officer  
 Presented by: Giovanna Escalante-Vela, Chief Financial Officer  
 Date: April 21, 2023  
 Regarding: Financial Report – January 31, 2023

**SUMMARY:** Financial reports through January 31, 2023, have been prepared for the fiscal year October 1, 2022, through September 30, 2023; the straight-line expenditure benchmark is 33.33% of the budget. The Board regularly analyzes Corporate and Facility Budgets in addition to the Grant Summary Report to monitor budgets against actual expenditures.

**CORPORATE BUDGET:**

Department	% Expended	Comments
Personnel	26.45%	This represents an acceptable variance; the Board is currently working to fill all vacant positions on a timely basis. The FY23 budget included a 5% performance-based incentive, accounting for most of the budget variance.
Board Facility	34.58%	WSA is slightly over budget for facility costs. The budget variance timing difference for CAM expenditures that are currently being reconciled.
Equipment	19.67%	Equipment for Board staff is under budget due to equipment reserved for vacant positions. Software maintenance and licenses are also under budget, which reflects a timing difference.
General Office Expense	21.90%	The most significant under expenditures in this category is insurance. An insurance claim of approximately \$50,000 will be recognized in February 2023. Marketing is a function of timing. Non-Federal funds were utilized for the City of San Antonio questioned costs from Train for Jobs; this was a more significant amount negotiated down.
Professional Services	20.39%	This variance is primarily a timing difference in audit and monitoring. These expenditures occur throughout the year as services are rendered.
Board Training & Development	22.41%	This variance is a function of timing. Expenses from the Board retreat including travel will be recognized in February 2023.
<b>Total Expense</b>	<b>25.05%</b>	



Corporate expenditures represent 25.05% of the annual budget, demonstrating a budget surplus of approximately 8.28% of the approved budget. The most significant budget surplus is pending staffing and professional services, which is primarily a function of timing.

**FACILITIES AND INFRASTRUCTURE BUDGET:**

<b>Department</b>	<b>% Expensed</b>	<b>Comments</b>
Overall	29.23%	The facility expenditures represent 29.23% of the approved budget, reflecting a 4.10% straight-line budget surplus. Significant items that contribute to this variance are the Mobile Workforce Center Unit and Port of San Antonio, which will occur later in the fiscal year. The board will monitor expenses through the fiscal year end.

**ACTIVE GRANTS ONLY (TWC):**

<b>Grant</b>	<b>End date</b>	<b>Budget</b>	<b>% Expense</b>	<b>Comments</b>
23TAF	10/31/2023	\$8,011,037	17%	Expenditures reflect a 16.33% straight-line budget surplus, due to the low participation and reduction in HHSC referrals. The Board’s FY23 allocation is \$2 million higher than average. The Board and contractor staff are working on intensive strategies to increase expenditures; including partnerships with outside agencies to increase client base. The recently approved TWC special initiative geared towards a STEM summer youth program is in the process with the adult contractor for implementation.
23SNE	9/30/2023	\$1,383,426	58%	Overspent by 24.67%. Contractor conducted 100% case load review. Board staff are working with the contractor to monitor expenditures.
23TRA	12/31/2023	\$50,400	7%	This program is currently in the sunset phase.
22CCQ	03/31/2023	\$5,334,342	73%	100% of funds will be utilized prior to March 31, 2023, through direct Provider Incentives and Materials.
22CSL	12/31/2023	\$746,230	7%	This grant was extended from 3/31/23 to 12/31/23. WSA has \$450,000 currently obligated as of 1/31/23 that will be fully expended before the end of the contract period.

21SD3	3/31/2023	\$510,967	76%	Skills Development Fund to support Lone Star National Bank's retraining initiative. The Board was granted a no-cost extension through 3/31/2023. As of February 28, 2023, expenditures are at 93.79%. WSA is receiving the final invoices for reimbursement. Board expects to expend 100% of this grant.
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**ACTIVE GRANTS ONLY (NON-TWC):**

Grant	End date	Budget	% Expense	Comments
SAF22 Workforce Academy	11/30/2023	\$100,000	12%	New program. The Board expects to spend 100% of award.
CAP22 Capacity Building	11/30/2023	\$37,500	0%	New program. The Board expects to spend 100% of award.
TOY23 Toyotetsu	09/30/2023	\$100,000	0%	This is a work-based learning pilot program where Toyotetsu offers specialized training in manufacturing to help local residents gain access & knowledge, leading to high-paying job opportunities. Currently, Toyotesu is processing a list of applicants.

**SAN ANTONIO READY TO WORK:**

<b>Partner</b>	<b>Allocation</b>	<b>Expenditures Submitted</b>	<b>Projected Expenditures</b>	<b>Projected YTD</b>	<b>Target Expenditures (56.25%)</b>
Avance	\$1,349,021	\$32,728	\$63,023	\$95,752	Partner is at 7.10% of FY23 allocation. Partner expenditures are underspent by approx. \$663,072 or 49.15%.
Chrysalis Ministries	\$2,358,575	\$163,889	\$161,019	\$324,908	Partner is at 13.78% of FY23 allocation. Partner expenditures are underspent by approx. \$1,001,790 or 42.47%.
C2 GPS	\$10,437,689	1,159,315	\$371,467	\$1,530,781	Partner is at 14.67% of FY23 allocation. Partner expenditures are underspent by approx. \$4,340,419 or 41.58%.
Family Services Association	\$4,714,759	\$0	\$460,557	\$460,557	Partner is at 9.77% of FY23 allocation. Partner expenditures are underspent by approx. \$2,191,495 or 46.48%.
San Antonio Food Bank	\$3,370,206	\$291,095	\$558,020	\$849,115	Partner is at 25.19% of FY23 allocation. Partner expenditures are underspent by approx. \$1,046,626 or 31.06%.
Texas A&M – San Antonio	\$3,370,206	\$0	\$11,129	\$11,129	Partner is at 0.33% of FY23 allocation. Partner expenditures are underspent by approx. \$1,884,611 or 55.92%.
YWCA	\$2,628,133	\$25,484	\$134,923	\$160,407	Partner is at 6.10% of FY23 allocation. Partner expenditures are underspent by approx. \$1,317,917 or 50.15%.
<b>Total</b>	<b>28,228,589</b>	<b>\$1,672,511</b>	<b>\$1,760,138</b>	<b>\$3,432,650</b>	

**ATTACHMENTS:**

Financial Statement – January 31, 2023

**Workforce Solutions Alamo**  
**Corporate Expenditure Report**  
**Board Fiscal Year October 01, 2022-September 30, 2023**  
**Report Period: 10/01/22 - 1/31/2023**

	Annual Budget	Amendment # 1	Amended Budget #1	YTD Expenses	33.33% % Expended	Balance
<b>PERSONNEL</b>						
Salaries/Wages	\$ 4,331,451	\$ -	\$ 4,331,451	\$ 1,180,382	27.25%	\$ 3,151,069
Fringe Benefits	1,316,021	-	1,316,021	301,294	22.89%	1,014,727
Staff Travel	62,000	-	62,000	19,937	32.16%	42,063
Staff Training & Development	162,000	-	162,000	51,448	31.76%	110,552
<i>PERSONNEL SUBTOTAL:</i>	<b>\$ 5,871,472</b>	<b>\$ -</b>	<b>\$ 5,871,472</b>	<b>\$ 1,553,061</b>	<b>26.45%</b>	<b>\$ 4,318,411</b>
<b>BOARD FACILITY</b>						
Rent	\$ 417,817	5,000	\$ 422,817	\$ 146,197	34.58%	\$ 276,620
Building Out/Moving Expenses	0	-	0	0	0.00%	0
<i>FACILITY SUBTOTAL:</i>	<b>\$ 417,817</b>	<b>\$ 5,000</b>	<b>\$ 422,817</b>	<b>\$ 146,197</b>	<b>34.58%</b>	<b>\$ 276,620</b>
<b>EQUIPMENT/RELATED COSTS</b>						
Equipment Purchases	\$ 50,000	-	\$ 50,000	\$ -	0.00%	\$ 50,000
Equipment Rental	15,000	-	15,000	5,175	34.50%	9,825
Repair & Maintenance	-	-	-	-	0.00%	-
Software Licenses	61,819	-	61,819	26,763	43.29%	35,056
Software Maintenance & Support	100,000	-	100,000	12,672	12.67%	87,328
<i>EQUIPMENT/RELATED COSTS SUBTOTAL:</i>	<b>\$ 226,819</b>	<b>\$ -</b>	<b>\$ 226,819</b>	<b>\$ 44,609</b>	<b>19.67%</b>	<b>\$ 182,210</b>
<b>GENERAL OFFICE EXPENSES</b>						
Communications	\$ 50,000	-	\$ 50,000	\$ 11,098	22.20%	\$ 38,902
Advertising	35,000	-	35,000	-	0.00%	35,000
Insurances	300,000	-	300,000	53,181	17.73%	246,819
Office Supplies	50,000	-	50,000	2,828	5.66%	47,172
Postage/Shipping/Other	7,500	-	7,500	415	5.53%	7,085
Printing, Binding & Reproduction	20,000	-	20,000	5,730	28.65%	14,270
Publications & Subscriptions	7,500	-	7,500	2,267	30.23%	5,233
Dues	25,000	-	25,000	4,378	17.51%	20,622
Storage	15,000	5,000	20,000	5,665	28.33%	14,335
Marketing (External)	120,000	-	120,000	23,750	19.79%	96,250
Miscellaneous Costs	25,000	-	25,000	471	1.88%	24,529
Non Federal	50,000	-	50,000	45,709	91.42%	4,291
<i>GENERAL OFFICE EXP SUBTOTAL:</i>	<b>\$ 705,000</b>	<b>\$ 5,000</b>	<b>\$ 710,000</b>	<b>\$ 155,492</b>	<b>21.90%</b>	<b>\$ 554,508</b>
<b>PROFESSIONAL SERVICES</b>						
Legal Services-Corporate	\$ 100,000	-	\$ 100,000	\$ 23,333	23.33%	\$ 76,667
Legal Services-Other	75,000	50,000	125,000	34,701	27.76%	90,299
Audit	75,000	-	75,000	1,333	1.78%	73,668
Monitoring (Contractor)	500,000	-	500,000	28,634	5.73%	471,366
Professional Services	600,000	425,000	1,025,000	281,024	27.42%	743,976
Payroll Fees	35,000	-	35,000	10,241	29.26%	24,759
<i>PROFESSIONAL SERVICES SUBTOTAL:</i>	<b>\$ 1,385,000</b>	<b>\$ 475,000</b>	<b>\$ 1,860,000</b>	<b>\$ 379,265</b>	<b>20.39%</b>	<b>\$ 1,480,735</b>
<b>BOARD EXPENSES</b>						
Board Member Travel	\$ 5,000	-	\$ 5,000	\$ 4,086	81.73%	\$ 914
Board Member Training/Development	25,000	-	25,000	3,000	12.00%	22,000
Board Meetings & Misc. Costs	15,000	-	15,000	3,000	20.00%	12,000
<i>BOARD EXPENSES SUBTOTAL:</i>	<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ 10,086</b>	<b>22.41%</b>	<b>\$ 34,914</b>
<b>TOTAL EXPENSES</b>						
	<b>\$ 8,651,108</b>	<b>\$ 485,000</b>	<b>\$ 9,136,108</b>	<b>\$ 2,288,711</b>	<b>25.05%</b>	<b>\$ 6,847,397</b>
<b>SUMMARY:</b>						
Personnel	\$ 5,871,472	-	\$ 5,871,472	\$ 1,553,061	26.45%	\$ 4,318,411
Board Facility	417,817	5,000	422,817	146,197	34.58%	276,620
Equipment/Related Costs	226,819	-	226,819	44,609	19.67%	182,210
General Office Expenses	705,000	5,000	710,000	155,492	21.90%	554,508
Professional Services	1,385,000	475,000	1,860,000	379,265	20.39%	1,480,735
Board Expenses	45,000	-	45,000	10,086	22.41%	34,914
<b>TOTAL CORPORATE EXPENSES</b>						
	<b>\$ 8,651,108</b>	<b>\$ 485,000</b>	<b>\$ 9,136,108</b>	<b>\$ 2,288,711</b>	<b>25.05%</b>	<b>\$ 6,847,397</b>

**WORKFORCE SOLUTIONS ALAMO**  
**Board Fiscal Year October 01, 2022 - September 30, 2023**

Report Period: 10/01/22-1/31/23

**Facilities & Infrastructure Report**

<b>Facilities &amp; Infrastructure</b>	<b>Budgeted Amt.</b>	<b>Amendment #1</b>	<b>Revised Budgeted Amt.</b>	<b>YTD Expenses</b>	<b>% Expensed</b>	<b>% Straightline Benchmark</b>	<b>Balance</b>
Corporate	\$ 5,816,232.00	\$ -	\$ 5,816,232	\$ 1,642,441	28.24%	33.33%	\$ 4,173,791
Port SA	500,000.00	250,000	750,000	425,901	56.79%	33.33%	324,099
Mobile RV Unit	510,000.00	-	510,000	0	0.00%	33.33%	510,000
	<b>\$ 6,826,232</b>	<b>\$ 250,000</b>	<b>\$ 7,076,232</b>	<b>\$ 2,068,342</b>	<b>29.23%</b>	<b>33.33%</b>	<b>\$ 5,007,890</b>

<u>Facilities:</u>	<u>End of Lease</u>
Walzem	12/31/2023
Datapoint	3/31/2030
Datapoint - Child Care	3/31/2030
Marbach	Month to Month
S. Flores	7/31/2028
E. Houston	8/16/2030
New Braunfels	1/31/2032
Hondo	12/31/2024
Seguin	1/15/2027
Kenedy	1/30/2025
Floresville	7/31/2026
Kerrville	4/30/2024
Boerne	11/30/2026
Pleasanton	1/31/2025
Pearsall	10/31/2024
SA Foodbank	12/31/2023
Fredericksburg	No Expiration
Bandera	No Expiration

<u>General Expense Item*</u>
Rent
Utilities
Janitorial
Repair & Maintenance
Security
Copiers / Printers
Phones
Computer Equipment
Misc.
*Not all general expenses items are applicable to each location

**Workforce Solutions Alamo**  
**October 1, 2022 to September 30, 2023**  
**Grant Summary Report**

GRANT	FUND	GRANT NO.	Grant Budget	Estimate YTD as 9/30/22	Balance as 9/30/22	FY23 Budget (WSA)	Exp from 10/1/22 to 1/31/2023	YTD Exp 1/31/2023	Balance
WIOA ADULT SERVICES	21WA1	2021WOA001	\$ 849,798.00	\$ 844,108.82	\$ 5,689.18	\$ 5,689.18	\$ 549.28	\$ 844,658.10	\$ 5,139.90
WIOA ADULT SERVICES	21WA2	2021WOA001	\$ 3,276,946.00	\$ 3,243,181.02	\$ 33,764.98	\$ 33,764.98	\$ (32,250.53)	\$ 3,210,930.49	\$ 66,015.51
WIOA ADULT SERVICES	22WA1	2022WOA001	\$ 947,323.00	\$ 401,623.23	\$ 545,699.77	\$ 545,699.77	\$ 540,366.42	\$ 941,989.65	\$ 5,333.35
WIOA ADULT SERVICES	22WA2	2022WOA001	\$ 3,456,318.00	\$ -	\$ 3,456,318.00	\$ 3,456,318.00	\$ 1,483,843.60	\$ 1,483,843.60	\$ 1,972,474.40
<b>WIOA ADULT Total</b>			<b>\$ 8,530,385.00</b>	<b>\$ 4,488,913.07</b>	<b>\$ 4,041,471.93</b>	<b>\$ 4,041,471.93</b>	<b>\$ 1,992,508.77</b>	<b>\$ 6,481,421.84</b>	<b>\$ 2,048,963.16</b>
WIOA DISLOCATED WORKER	21WD1	2021WOD001	\$ 901,481.00	\$ 859,702.50	\$ 41,778.50	\$ 41,778.50	\$ 1,637.21	\$ 861,339.71	\$ 40,141.29
WIOA DISLOCATED WORKER	21WD2	2021WOD001	\$ 3,597,920.00	\$ 3,315,191.96	\$ 282,728.04	\$ 282,728.04	\$ (8,821.98)	\$ 3,306,369.98	\$ 291,550.02
WIOA DISLOCATED WORKER	22WD1	2022WOD001	\$ 1,184,451.00	\$ 153,168.80	\$ 1,031,282.20	\$ 1,031,282.20	\$ 224,862.20	\$ 378,031.00	\$ 806,420.00
WIOA DISLOCATED WORKER	22WD2	2022WOD001	\$ 3,996,897.00	\$ -	\$ 3,996,897.00	\$ 3,996,897.00	\$ 883,387.33	\$ 883,387.33	\$ 3,113,509.67
<b>WIOA DISLOCATED Total</b>			<b>\$ 9,680,749.00</b>	<b>\$ 4,328,063.26</b>	<b>\$ 5,352,685.74</b>	<b>\$ 5,352,685.74</b>	<b>\$ 1,101,064.76</b>	<b>\$ 5,429,128.02</b>	<b>\$ 4,251,620.98</b>
WIOA YOUTH SERVICES	21WOY	2021WOY001	\$ 4,430,155.00	\$ 4,010,697.02	\$ 419,457.98	\$ 419,457.98	\$ (58,409.51)	\$ 3,952,287.51	\$ 477,867.49
WIOA YOUTH SERVICES	22WOY	2021WOY001	\$ 4,732,035.00	\$ 482,807.35	\$ 4,249,227.65	\$ 4,249,227.65	\$ 1,181,079.32	\$ 1,663,886.67	\$ 3,068,148.33
<b>WIOA YOUTH Total</b>			<b>\$ 9,162,190.00</b>	<b>\$ 4,493,504.37</b>	<b>\$ 4,668,685.63</b>	<b>\$ 4,668,685.63</b>	<b>\$ 1,122,669.81</b>	<b>\$ 5,616,174.18</b>	<b>\$ 3,546,015.82</b>
WIOA RAPID RESPONSE	22WOR	2022WOR001	\$ 64,742.00	\$ 25,571.22	\$ 39,170.78	\$ 39,170.78	\$ 3,077.58	\$ 28,648.80	\$ 36,093.20
<b>WIOA RAPID RESPONSE Total</b>			<b>\$ 64,742.00</b>	<b>\$ 25,571.22</b>	<b>\$ 39,170.78</b>	<b>\$ 39,170.78</b>	<b>\$ 3,077.58</b>	<b>\$ 28,648.80</b>	<b>\$ 36,093.20</b>
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	22TAF	2022TAF001	\$ 7,483,591.00	\$ 5,543,582.79	\$ 1,940,008.21	\$ 1,940,008.21	\$ 398,691.12	\$ 5,942,273.91	\$ 1,541,317.09
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	23TAF	2023TAF001	\$ 8,011,037.00	\$ 0	\$ 8,011,037.00	\$ 8,011,037.00	\$ 1,380,482.37	\$ 1,380,482.37	\$ 6,630,554.63
<b>TANF Total</b>			<b>\$ 15,494,628.00</b>	<b>\$ 5,543,582.79</b>	<b>\$ 9,951,045.21</b>	<b>\$ 9,951,045.21</b>	<b>\$ 1,779,173.49</b>	<b>\$ 7,322,756.28</b>	<b>\$ 8,171,871.72</b>
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	23SNE	2023SNE001	\$ 1,383,426.00	\$ 0	\$ 1,383,426.00	\$ 1,383,426.00	\$ 797,113.76	\$ 797,113.76	\$ 586,312.24
<b>SNAP E&amp;T Total</b>			<b>\$ 1,383,426.00</b>	<b>\$ -</b>	<b>\$ 1,383,426.00</b>	<b>\$ 1,383,426.00</b>	<b>\$ 797,113.76</b>	<b>\$ 797,113.76</b>	<b>\$ 586,312.24</b>
NON CUSTODIAL PARENT	23NCP	2023NCP001	\$ 437,578.00	\$ 5,851.07	\$ 431,726.93	\$ 431,726.93	\$ 148,127.20	\$ 153,978.27	\$ 283,599.73
<b>NON CUSTODIAL PARENT Total</b>			<b>\$ 437,578.00</b>	<b>\$ 5,851.07</b>	<b>\$ 431,726.93</b>	<b>\$ 431,726.93</b>	<b>\$ 148,127.20</b>	<b>\$ 153,978.27</b>	<b>\$ 283,599.73</b>
CC SRVCS FORMULA ALLOCATION-CCF	22CCF	2022CCF001	\$ 98,063,720.00	\$ 85,537,238.19	\$ 12,526,481.81	\$ 12,526,481.81	\$ 5,785,459.93	\$ 91,322,698.12	\$ 6,741,021.88
CC SRVCS FORMULA ALLOCATION-CCF	23CCF	2023CCF001	\$ 85,997,213.00	\$ -	\$ 85,997,213.00	\$ 85,997,213.00	\$ 15,576,700.08	\$ 15,576,700.08	\$ 70,420,512.92
<b>CHILD CARE CCF Total</b>			<b>\$ 184,060,933.00</b>	<b>\$ 85,537,238.19</b>	<b>\$ 98,523,694.81</b>	<b>\$ 98,523,694.81</b>	<b>\$ 21,362,160.01</b>	<b>\$ 106,899,398.20</b>	<b>\$ 77,161,534.80</b>
CC DVLPMNT FUND LOCAL MATCH - CCM	22CCM	2022CCM001	\$ 7,372,742.00	\$ -	\$ 7,372,742.00	\$ 7,372,742.00	\$ 7,372,742.00	\$ 7,372,742.00	\$ -
CC DVLPMNT FUND LOCAL MATCH - CCM	23CCM	2023CCM001	\$ 7,539,884.00	\$ -	\$ 7,539,884.00	\$ 7,539,884.00	\$ -	\$ -	\$ 7,539,884.00
<b>CHILD CARE CCM Total</b>			<b>\$ 14,912,626.00</b>	<b>\$ -</b>	<b>\$ 14,912,626.00</b>	<b>\$ 14,912,626.00</b>	<b>\$ 7,372,742.00</b>	<b>\$ 7,372,742.00</b>	<b>\$ 7,539,884.00</b>
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	22CCP	2022CCP001	\$ 6,953,000.00	\$ 5,507,082.11	\$ 1,445,917.89	\$ 1,445,917.89	\$ (532.48)	\$ 5,506,549.63	\$ 1,446,450.37
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	23CCP	2023CCP001	\$ 6,869,700.00	\$ 443,514.58	\$ 6,426,185.42	\$ 6,426,185.42	\$ 1,867,944.60	\$ 2,311,459.18	\$ 4,558,240.82
<b>CHILD CARE CCP Total</b>			<b>\$ 13,822,700.00</b>	<b>\$ 5,950,596.69</b>	<b>\$ 7,872,103.31</b>	<b>\$ 7,872,103.31</b>	<b>\$ 1,867,412.12</b>	<b>\$ 7,818,008.81</b>	<b>\$ 6,004,691.19</b>
TRADE ACT SERVICES	22TRA	2022TRA001	\$ 533,816.00	\$ 31,528.98	\$ 502,287.02	\$ 502,287.02	\$ 5,159.64	\$ 36,688.62	\$ 497,127.38
TRADE ACT SERVICES	23TRA	2023TRA001	\$ 50,400.00	\$ 0	\$ 50,400.00	\$ 50,400.00	\$ 3,350.97	\$ 3,350.97	\$ 47,049.03
<b>TRADE ACT SERVICES Total</b>			<b>\$ 584,216.00</b>	<b>\$ 31,528.98</b>	<b>\$ 552,687.02</b>	<b>\$ 552,687.02</b>	<b>\$ 8,510.61</b>	<b>\$ 40,039.59</b>	<b>\$ 544,176.41</b>
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	22WPA	2022WPA001	\$ 948,613.00	\$ 665,913.72	\$ 282,699.28	\$ 282,699.28	\$ 154,068.65	\$ 819,982.37	\$ 128,630.63
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	23WPA	2023WPA001	\$ 701,715.00	\$ 0	\$ 701,715.00	\$ 701,715.00	\$ 42,797.09	\$ 42,797.09	\$ 658,917.91
<b>EMPLOYMENT SERVICES Total</b>			<b>\$ 1,650,328.00</b>	<b>\$ 665,913.72</b>	<b>\$ 984,414.28</b>	<b>\$ 984,414.28</b>	<b>\$ 196,865.74</b>	<b>\$ 862,779.46</b>	<b>\$ 787,548.54</b>
RESOURCE ADMIN GRANT	23RAG	2023RAG001	\$ 11,857.00	\$ 0	\$ 11,857.00	\$ 11,857.00	\$ 3,720.13	\$ 3,720.13	\$ 8,136.87
<b>RESOURCE ADMIN GRANT Total</b>			<b>\$ 11,857.00</b>	<b>\$ -</b>	<b>\$ 11,857.00</b>	<b>\$ 11,857.00</b>	<b>\$ 3,720.13</b>	<b>\$ 3,720.13</b>	<b>\$ 8,136.87</b>

**Workforce Solutions Alamo**  
**October 1, 2022 to September 30, 2023**  
**Grant Summary Report**

GRANT	FUND	GRANT NO.	Grant Budget	Estimate YTD as 9/30/22	Balance as 9/30/22	FY23 Budget (WSA)	Exp from 10/1/22 to 1/31/2023	YTD Exp 1/31/2023	Balance
TEXAS VETERANS COMMISSION	23TVC	2023TVC001	\$ 284,084.00	0	\$ 284,084.00	\$ 284,084.00	\$ 113,941.81	\$ 113,941.81	\$ 170,142.19
<b>VETERANS EMPLOYMENT SERVICE Total</b>			<b>\$ 284,084.00</b>	<b>\$ -</b>	<b>\$ 284,084.00</b>	<b>\$ 284,084.00</b>	<b>\$ 113,941.81</b>	<b>\$ 113,941.81</b>	<b>\$ 170,142.19</b>
CC QUALITY - CCQ	22CCQ	2022CCQ001	\$ 5,384,152.00	\$ 2,992,736.43	\$ 2,391,415.57	\$ 2,391,415.57	\$ 921,301.21	\$ 3,914,037.64	\$ 1,470,114.36
CC QUALITY - CCQ	23CCQ	2023CCQ001	\$ 5,820,249.00	0	\$ 5,820,249.00	\$ 5,820,249.00	\$ 434,410.18	\$ 434,410.18	\$ 5,385,838.82
<b>CCQ QUALITY Total</b>			<b>\$ 11,204,401.00</b>	<b>\$ 2,992,736.43</b>	<b>\$ 8,211,664.57</b>	<b>\$ 8,211,664.57</b>	<b>\$ 1,355,711.39</b>	<b>\$ 4,348,447.82</b>	<b>\$ 6,855,953.18</b>
SERVICE INDUSTRY RECOVERY CHILD CARE	22CCX	2022CCX001	\$ 19,417,468.00	\$ 14,466,724.28	\$ 4,950,743.72	\$ 4,950,743.72	\$ 2,836,311.50	\$ 17,303,035.78	\$ 2,114,432.22
<b>SERVICE INDUSTRY RECOVERY CHILD CARE Total</b>			<b>\$ 19,417,468.00</b>	<b>\$ 14,466,724.28</b>	<b>\$ 4,950,743.72</b>	<b>\$ 4,950,743.72</b>	<b>\$ 2,836,311.50</b>	<b>\$ 17,303,035.78</b>	<b>\$ 2,114,432.22</b>
CHILD CARE - TRS CONTRACTED SLOTS	22CSL	2022SCSL001	\$ 746,230.00	-	\$ 746,230.00	\$ 746,230.00	\$ 49,811.71	\$ 49,811.71	\$ 696,418.29
<b>CHILD CARE - TRS CONTRACTED SLOTS - Total</b>			<b>\$ 746,230.00</b>	<b>\$ -</b>	<b>\$ 746,230.00</b>	<b>\$ 746,230.00</b>	<b>\$ 49,811.71</b>	<b>\$ 49,811.71</b>	<b>\$ 696,418.29</b>
WORKFORCE COMMISSION INITIATIVES	22WCI	2022WCI001	\$ 354,845.00	\$ 213,396.91	\$ 141,448.09	\$ 141,448.09	\$ (817.16)	\$ 212,579.75	\$ 142,265.25
WORKFORCE COMMISSION INITIATIVES	23WCI	2023WCI001	\$ 94,250.00	0	\$ 94,250.00	\$ 94,250.00	\$ 47,933.10	\$ 47,933.10	\$ 46,316.90
<b>WORKFORCE COMMISSION INITIATIVES Total</b>			<b>\$ 449,095.00</b>	<b>\$ 213,396.91</b>	<b>\$ 235,698.09</b>	<b>\$ 235,698.09</b>	<b>\$ 47,115.94</b>	<b>\$ 260,512.85</b>	<b>\$ 188,582.15</b>
REEMPLOYMENT SERVICES - REA	23REA	2023REA001	\$ 850,280.00	0	\$ 850,280.00	\$ 850,280.00	\$ 482,788.68	\$ 482,788.68	\$ 367,491.32
<b>REEMPLOYMENT Total</b>			<b>\$ 850,280.00</b>	<b>\$ -</b>	<b>\$ 850,280.00</b>	<b>\$ 850,280.00</b>	<b>\$ 482,788.68</b>	<b>\$ 482,788.68</b>	<b>\$ 367,491.32</b>
MILITARY FAMILY SUPPORT PROGRAM	22WOS	2022WOS001	\$ 221,896.00	\$ 101,620.77	\$ 120,275.23	\$ 120,275.23	\$ 45,094.54	\$ 146,715.31	\$ 75,180.69
MILITARY FAMILY SUPPORT PROGRAM	23WOS	2023WOS001	\$ 221,896.00	0	\$ -	\$ 221,896.00	\$ 13,116.10	\$ 13,116.10	\$ 208,779.90
<b>MILITARY FAMILY SUPPORT Total</b>			<b>\$ 443,792.00</b>	<b>\$ 101,620.77</b>	<b>\$ 120,275.23</b>	<b>\$ 342,171.23</b>	<b>\$ 58,210.64</b>	<b>\$ 159,831.41</b>	<b>\$ 283,960.59</b>
STUDENT HIREABILITY NAVIGATOR	18HN4	3018VRS130	\$ 210,000.00	\$ 15,358.63	\$ 194,641.37	\$ 194,641.37	\$ 55,066.50	\$ 70,425.13	\$ 139,574.87
<b>STUDENT HIREABILITY NAVIGATOR Total</b>			<b>\$ 210,000.00</b>	<b>\$ 15,358.63</b>	<b>\$ 194,641.37</b>	<b>\$ 194,641.37</b>	<b>\$ 55,066.50</b>	<b>\$ 70,425.13</b>	<b>\$ 139,574.87</b>
VOCATIONAL REHABILITATION-VR INFRA SPPrT	23COL	2023COL001	\$ 497,371.44	\$ 37,688.14	\$ 459,683.30	\$ 459,683.30	\$ 157,495.73	\$ 195,183.87	\$ 302,187.57
<b>VR-INFRA SUPPORT Total</b>			<b>\$ 497,371.44</b>	<b>\$ 37,688.14</b>	<b>\$ 459,683.30</b>	<b>\$ 459,683.30</b>	<b>\$ 157,495.73</b>	<b>\$ 195,183.87</b>	<b>\$ 302,187.57</b>
TRAINING & EMPLOYMENT NAVIGATOR PILOT	22WPB	2022WPB002	\$ 192,946.00	\$ 59,530.74	\$ 133,415.26	\$ 133,415.26	\$ 23,822.59	\$ 83,353.33	\$ 109,592.67
<b>TRAINING &amp; EMPLOYMENT NAVIGATOR PILOT Total</b>			<b>\$ 192,946.00</b>	<b>\$ 59,530.74</b>	<b>\$ 133,415.26</b>	<b>\$ 133,415.26</b>	<b>\$ 23,822.59</b>	<b>\$ 83,353.33</b>	<b>\$ 109,592.67</b>
TEACHER EXTERNSHIP	22EXT	2022EXT001	\$ 200,000.00	\$ 188,634.22	\$ 11,365.78	\$ 11,365.78	\$ 5,820.81	\$ 194,455.03	\$ 5,544.97
<b>TEACHER EXTERNSHIP Total</b>			<b>\$ 200,000.00</b>	<b>\$ 188,634.22</b>	<b>\$ 11,365.78</b>	<b>\$ 11,365.78</b>	<b>\$ 5,820.81</b>	<b>\$ 194,455.03</b>	<b>\$ 5,544.97</b>
SUMMER EARN & LEARN (SEAL)	22VRS	3022VRS045	\$ 900,000.00	\$ 561,124.94	\$ 338,875.06	\$ 338,875.06	\$ (1,942.78)	\$ 559,182.16	\$ 340,817.84
SUMMER EARN & LEARN (SEAL)	22VR1	3022VRS045	\$ 900,000.00	0	\$ 900,000.00	\$ 900,000.00	\$ 7,393.13	\$ 7,393.13	\$ 892,606.87
<b>SEAL Total</b>			<b>\$ 1,800,000.00</b>	<b>\$ 561,124.94</b>	<b>\$ 1,238,875.06</b>	<b>\$ 1,238,875.06</b>	<b>\$ 5,450.35</b>	<b>\$ 566,575.29</b>	<b>\$ 1,233,424.71</b>
SKILLS DEVELOPMENT FUND-LONESTAR	21SD3	2021SDF003	\$ 510,967.00	\$ 265,921.03	\$ 245,045.97	\$ 245,045.97	\$ 120,261.21	\$ 386,182.24	\$ 124,784.76
<b>SKILLS DEVELOPMENT FUND Total</b>			<b>\$ 510,967.00</b>	<b>\$ 265,921.03</b>	<b>\$ 245,045.97</b>	<b>\$ 245,045.97</b>	<b>\$ 120,261.21</b>	<b>\$ 386,182.24</b>	<b>\$ 124,784.76</b>
SAN ANTONIO AREA FOUNDATION-WORKFORCE ACADEMY	SAF22		\$ 100,000.00	\$ 3,462.50	\$ 96,537.50	\$ 96,537.50	\$ 8,938.04	\$ 12,400.54	\$ 87,599.46
SAN ANTONIO AREA FOUNDATION-CAPACITY BUILDING	CAP22		\$ 37,500.00		\$ 37,500.00	\$ 37,500.00	\$ -	\$ 0	\$ 37,500.00
<b>SAN ANTONIO AREA FOUNDATION TOTAL</b>			<b>\$ 137,500.00</b>	<b>\$ 3,462.50</b>	<b>\$ 134,037.50</b>	<b>\$ 134,037.50</b>	<b>\$ 8,938.04</b>	<b>\$ 12,400.54</b>	<b>\$ 125,099.46</b>
ASPEN INSTITUTE	ASP23		\$ 50,000.00	0	\$ 50,000.00	\$ 50,000.00	\$ 0	\$ 0	\$ 50,000.00
<b>ASPEN INSTITUTE TOTAL</b>			<b>\$ 50,000.00</b>	<b>\$ -</b>	<b>\$ 50,000.00</b>	<b>\$ 50,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000.00</b>
TOYOTETSU PILOT PROGRAM TOTAL	TOY23		\$ 100,000.00	0	\$ 100,000.00	\$ 100,000.00	\$ 0	\$ 0	\$ 100,000.00
<b>TOYOTETSU PILOT PROGRAM TOTAL</b>			<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>	<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>
DISASTER RECOVERY DISLOCATED WORKER	20NDW	2020NDW001	\$ 6,452,066.00	\$ 4,516,754.86	\$ 1,935,311.14	\$ 1,935,311.14	\$ 1,253,292.14	\$ 5,770,047.00	\$ 682,019.00
WINTER STORMS NDWG	21NDW	2021NDW001	\$ 300,952.00	\$ 238,159.74	\$ 62,792.26	\$ 62,792.26	\$ 62,426.84	\$ 300,586.58	\$ 365.42
HELPING OFFICES MANAGE ELECTRONICALLY (HOME)	21DON	2021DON001	\$ 51,222.00	\$ 42,985.56	\$ 8,236.44	\$ 8,236.44	\$ 1,400.00	\$ 44,385.56	\$ 6,836.44
<b>COVID GRANTS Total</b>			<b>\$ 6,804,240.00</b>	<b>\$ 4,797,900.16</b>	<b>\$ 2,006,339.84</b>	<b>\$ 2,006,339.84</b>	<b>\$ 1,317,118.98</b>	<b>\$ 6,115,019.14</b>	<b>\$ 689,220.86</b>
READY TO WORK-COSA	22RTW		\$ 14,321,438.80	\$ 269,170.20	\$ 14,052,268.60	\$ 14,052,268.60	\$ 1,219,341.90	\$ 1,488,512.10	\$ 12,832,926.70
<b>READY TO WORK-COSA TOTAL</b>			<b>\$ 14,321,438.80</b>	<b>\$ 269,170.20</b>	<b>\$ 14,052,268.60</b>	<b>\$ 14,052,268.60</b>	<b>\$ 1,219,341.90</b>	<b>\$ 1,488,512.10</b>	<b>\$ 12,832,926.70</b>
<b>GRAND TOTAL</b>			<b>\$ 318,016,171.24</b>	<b>\$ 135,044,032.31</b>	<b>\$ 182,750,242.93</b>	<b>\$ 182,972,138.93</b>	<b>\$ 45,612,353.76</b>	<b>\$ 180,656,386.07</b>	<b>\$ 137,359,785.17</b>

**Workforce Solutions Alamo**  
**October 1, 2022 to September 30, 2023**  
**Active Grant Report**

GRANT	FUND	Grant End Date	GRANT NO.	Grant Budget	YTD Exp 1/31/2023	Balance	Grant Expended 1/31/2023	Months Remaining
WIOA ADULT SERVICES	21WA1	6/30/2023	2021WOA001	\$ 849,798.00	\$ 844,658.10	\$ 5,139.90	99%	5
WIOA ADULT SERVICES	21WA2	6/30/2023	2021WOA001	\$ 3,276,946.00	\$ 3,210,930.49	\$ 66,015.51	98%	5
WIOA ADULT SERVICES	22WA1	6/30/2024	2021WOA001	\$ 947,323.00	\$ 941,989.65	\$ 5,333.35	99%	17
WIOA ADULT SERVICES	22WA2	6/30/2024	2021WOA001	\$ 3,456,318.00	\$ 1,483,843.60	\$ 1,972,474.40	43%	17
<b>WIOA ADULT Total</b>				<b>\$ 8,530,385.00</b>	<b>\$ 6,481,421.84</b>	<b>\$ 2,048,963.16</b>		
WIOA DISLOCATED WORKER	21WD1	6/30/2023	2021WOD001	\$ 901,481.00	\$ 861,339.71	\$ 40,141.29	96%	5
WIOA DISLOCATED WORKER	21WD2	6/30/2023	2021WOD001	\$ 3,597,920.00	\$ 3,306,369.98	\$ 291,550.02	92%	5
WIOA DISLOCATED WORKER	22WD1	6/30/2024	2021WOD001	\$ 1,184,451.00	\$ 378,031.00	\$ 806,420.00	32%	17
WIOA DISLOCATED WORKER	22WD2	6/30/2024	2021WOD001	\$ 3,996,897.00	\$ 883,387.33	\$ 3,113,509.67	22%	17
<b>WIOA DISLOCATED Total</b>				<b>\$ 9,680,749.00</b>	<b>\$ 5,429,128.02</b>	<b>\$ 4,251,620.98</b>		
WIOA YOUTH SERVICES	21WOY	6/30/2023	2021WOY001	\$ 4,430,155.00	\$ 3,952,287.51	\$ 477,867.49	89%	5
WIOA YOUTH SERVICES	22WOY	6/30/2024	2021WOY001	\$ 4,732,035.00	\$ 1,663,886.67	\$ 3,068,148.33	35%	17
<b>WIOA YOUTH Total</b>				<b>\$ 9,162,190.00</b>	<b>\$ 5,616,174.18</b>	<b>\$ 3,546,015.82</b>		
WIOA RAPID RESPONSE	22WOR	6/30/2024	2022WOR001	\$ 64,742.00	\$ 28,648.80	\$ 36,093.20	44%	17
<b>WIOA RAPID RESPONSE Total</b>				<b>\$ 64,742.00</b>	<b>\$ 28,648.80</b>	<b>\$ 36,093.20</b>		
TEMPORARY ASST FOR NEEDY FAMILIES-TANF	23TAF	10/31/2023	2023TAF001	\$ 8,011,037.00	\$ 1,380,482.37	\$ 6,630,554.63	17%	9
<b>TANF Total</b>				<b>\$ 8,011,037.00</b>	<b>\$ 1,380,482.37</b>	<b>\$ 6,630,554.63</b>		
SUPPLEMENTAL NUTRITION ASST PRGRM - SNAP	23SNE	9/30/2023	2023SNE001	\$ 1,383,426.00	\$ 797,113.76	\$ 586,312.24	58%	8
<b>SNAP E&amp;T Total</b>				<b>\$ 1,383,426.00</b>	<b>\$ 797,113.76</b>	<b>\$ 586,312.24</b>		
NON CUSTODIAL PARENT	23NCP	9/30/2023	2023NCP001	\$ 437,578.00	\$ 153,978.27	\$ 283,599.73	35%	8
<b>NON CUSTODIAL PARENT Total</b>				<b>\$ 437,578.00</b>	<b>\$ 153,978.27</b>	<b>\$ 283,599.73</b>		
CC SRVCS FORMULA ALLOCATION-CCF	22CCF	12/31/2022	2022CCF001	\$ 98,063,720.00	\$ 91,322,698.12	\$ 6,741,021.88	93%	
CC SRVCS FORMULA ALLOCATION-CCF	23CCF	12/31/2023	2023CCF001	\$ 85,997,213.00	\$ 15,576,700.08	\$ 70,420,512.92	18%	11
<b>CHILD CARE CCF Total</b>				<b>\$ 184,060,933.00</b>	<b>\$ 106,899,398.20</b>	<b>\$ 77,161,534.80</b>		
CC DVLPMT FUND LOCAL MATCH - CCM	22CCM	12/31/2022	2022CCM001	\$ 7,372,742.00	\$ 7,372,742.00	\$ -	100%	
CC DVLPMT FUND LOCAL MATCH - CCM	23CCM	12/31/2023	2023CCM001	\$ 7,539,884.00	\$ -	\$ 7,539,884.00	0%	11
<b>CHILD CARE CCM Total</b>				<b>\$ 14,912,626.00</b>	<b>\$ 7,372,742.00</b>	<b>\$ 7,539,884.00</b>		
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	22CCP	12/31/2022	2022CCP001	\$ 6,953,000.00	\$ 5,506,549.63	\$ 1,446,450.37	79%	
CC TEXAS DEPT FAMILY PROTECTIVE SRVCS-CCP	23CCP	12/31/2023	2023CCP001	\$ 6,869,700.00	\$ 2,311,459.18	\$ 4,558,240.82	34%	11
<b>CHILD CARE CCP Total</b>				<b>\$ 13,822,700.00</b>	<b>\$ 7,818,008.81</b>	<b>\$ 6,004,691.19</b>		
TRADE ACT SERVICES	22TRA	12/31/2022	2022TRA001	\$ 533,816.00	\$ 36,688.62	\$ 497,127.38	7%	
TRADE ACT SERVICES	23TRA	12/31/2023	2023TRA001	\$ 50,400.00	\$ 3,350.97	\$ 47,049.03	7%	11
<b>TRADE ACT SERVICES Total</b>				<b>\$ 584,216.00</b>	<b>\$ 40,039.59</b>	<b>\$ 544,176.41</b>		
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	22WPA	12/31/2022	2022WPA001	\$ 948,613.00	\$ 819,982.37	\$ 128,630.63	86%	
WAGNER-PEYSER EMPLOYMENT SERVICES-WPA	23WPA	12/31/2023	2023WPA001	\$ 701,715.00	\$ 42,797.09	\$ 658,917.91	6%	11
<b>EMPLOYMENT SERVICES Total</b>				<b>\$ 1,650,328.00</b>	<b>\$ 862,779.46</b>	<b>\$ 787,548.54</b>		
RESOURCE ADMIN GRANT	23RAG	9/30/2023	2023RAG001	\$ 11,857.00	\$ 3,720.13	\$ 8,136.87	31%	8
<b>RESOURCE ADMIN GRANT Total</b>				<b>\$ 11,857.00</b>	<b>\$ 3,720.13</b>	<b>\$ 8,136.87</b>		



**Workforce Solutions Alamo  
October 1, 2022 to September 30, 2023  
Active Grant Report**

GRANT	FUND	Grant End Date	GRANT NO.	Grant Budget	YTD Exp 1/31/2023	Balance	Grant Expended 1/31/2023	Months Remaining
TEXAS VETERANS COMMISSION	23TVC	9/30/2023	2023TVC001	\$ 284,084.00	\$ 113,941.81	\$ 170,142.19	40%	8
<b>TEXAS VETERANS COMMISSION Total</b>				<b>\$ 284,084.00</b>	<b>\$ 113,941.81</b>	<b>\$ 170,142.19</b>		
CC QUALITY - CCQ	22CCQ	3/31/2023	2022CCQ001	\$ 5,334,342.00	\$ 3,914,037.64	\$ 1,420,304.36	73%	2
CC QUALITY - CCQ	23CCQ	10/31/2023	2023CCQ001	\$ 5,820,249.00	\$ 434,410.18	\$ 5,385,838.82	7%	9
<b>CCQ QUALITY Total</b>				<b>\$ 11,154,591.00</b>	<b>\$ 4,348,447.82</b>	<b>\$ 6,806,143.18</b>		
SERVICE INDUSTRY RECOVERY CHILD CARE	22CCX	3/31/2023	2022CCX001	\$ 19,417,468.00	\$ 17,303,035.78	\$ 2,114,432.22	89%	2
<b>SERVICE INDUSTRY RECOVERY CHILD CARE Total</b>				<b>\$ 19,417,468.00</b>	<b>\$ 17,303,035.78</b>	<b>\$ 2,114,432.22</b>		
CHILD CARE - TRS CONTRACTED SLOTS	22CSL	12/31/2023	2022CSL001	\$ 746,230.00	\$ 49,811.71	\$ 696,418.29	7%	11
<b>CHILD CARE - TRS CONTRACTED SLOTS Total</b>				<b>\$ 746,230.00</b>	<b>\$ 49,811.71</b>	<b>\$ 696,418.29</b>		
WORKFORCE COMMISSION INITIATIVES	22WCI	5/31/2023	2022WCI001	\$ 354,845.00	\$ 212,579.75	\$ 142,265.25	60%	4
WORKFORCE COMMISSION INITIATIVES	23WCI	9/30/2023	2023WCI001	\$ 94,250.00	\$ 47,933.10	\$ 46,316.90	51%	8
<b>WORKFORCE COMMISSION INITIATIVES Total</b>				<b>\$ 354,845.00</b>	<b>\$ 212,579.75</b>	<b>\$ 142,265.25</b>		
REEMPLOYMENT SERVICES - REA	23REA	9/30/2023	2023REA001	\$ 850,280.00	\$ 482,788.68	\$ 367,491.32	57%	8
<b>REEMPLOYMENT Total</b>				<b>\$ 850,280.00</b>	<b>\$ 482,788.68</b>	<b>\$ 367,491.32</b>		
MILITARY FAMILY SUPPORT PROGRAM	23WOS	12/31/2023	2023WOS1	\$ 221,896.00	\$ 13,116.10	\$ 208,779.90	6%	11
<b>MILITARY FAMILY SUPPORT Total</b>				<b>\$ 221,896.00</b>	<b>\$ 13,116.10</b>	<b>\$ 208,779.90</b>		
STUDENT HIREABILITY NAVIGATOR	18HN4	8/31/2023	3018VRS130	\$ 210,000.00	\$ 70,425.13	\$ 139,574.87	34%	7
<b>STUDENT HIREABILITY NAVIGATOR Total</b>				<b>\$ 210,000.00</b>	<b>\$ 70,425.13</b>	<b>\$ 139,574.87</b>		
VOCATIONAL REHABILITATION-VR INFRA SPRT	23COL	8/31/2023	2023COL001	\$ 497,371.44	\$ 195,183.87	\$ 302,187.57	39%	7
<b>VR-INFRA SUPPORT Total</b>				<b>\$ 497,371.44</b>	<b>\$ 195,183.87</b>	<b>\$ 302,187.57</b>		
TRAINING & EMPLOYMENT NAVIGATOR	22WPB	10/31/2023	2022WPB002	\$ 192,946.00	\$ 83,353.33	\$ 109,592.67	43%	9
<b>TRAINING &amp; EMPLOYMENT NAVIGATOR Total</b>				<b>\$ 192,946.00</b>	<b>\$ 83,353.33</b>	<b>\$ 109,592.67</b>		
TEACHER EXTERNSHIP	22EXT	1/31/2023	2022EXT001	\$ 200,000.00	\$ 194,455.03	\$ 5,544.97	97%	
<b>TEACHER EXTERNSHIP Total</b>				<b>\$ 200,000.00</b>	<b>\$ 194,455.03</b>	<b>\$ 5,544.97</b>		
SUMMER EARN & LEARN (SEAL)	22VRS	1/31/2023	3021VRS073	\$ 900,000.00	\$ 559,182.16	\$ 340,817.84	62%	
SUMMER EARN & LEARN (SEAL)	22VR1	9/30/2023	3021VRS073	\$ 900,000.00	\$ 7,393.13	\$ 892,606.87	1%	8
<b>SEAL Total</b>				<b>\$ 900,000.00</b>	<b>\$ 559,182.16</b>	<b>\$ 340,817.84</b>		
SKILLS DEVELOPMENT FUND-LONESTAR	21SD3	3/31/2023	2021SDF003	\$ 510,967.00	\$ 386,182.24	\$ 124,784.76	76%	2
<b>SKILLS DEVELOPMENT FUND Total</b>				<b>\$ 510,967.00</b>	<b>\$ 386,182.24</b>	<b>\$ 124,784.76</b>		

**Workforce Solutions Alamo  
October 1, 2022 to September 30, 2023  
Active Grant Report**

GRANT	FUND	Grant End Date	GRANT NO.	Grant Budget	YTD Exp 1/31/2023	Balance	Grant Expended 1/31/2023	Months Remaining
SAN ANTONIO AREA FOUNDATION-WORKFORCE AC/SAF22		11/30/2023		\$ 100,000.00	\$ 12,400.54	\$ 87,599.46	12%	10
SAN ANTONIO AREA FOUNDATION-CAPACITY BUILDII CAP22		11/30/2023		\$ 37,500.00		\$ 37,500.00	0%	10
<b>SAN ANTONIO AREA FOUNDATION Total</b>				<b>\$ 137,500.00</b>	<b>\$ 12,400.54</b>	<b>\$ 87,599.46</b>		
ASPEN INSTITUTE	ASP23	12/31/2023		\$ 50,000.00	0	\$ 50,000.00	0%	11
<b>ASPEN INSTITUTE TOTAL</b>				<b>\$ 50,000.00</b>	<b>\$ -</b>	<b>\$ 50,000.00</b>		
TOYOTETSU PILOT PROGRAM TOTAL	TOY23	9/30/2023		\$ 100,000.00	0	\$ 100,000.00	0%	8
<b>TOYOTETSU PILOT PROGRAM TOTAL</b>				<b>\$ 100,000.00</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>		
DISASTER RECOVERY DISLOCATED WORKER	20NDW	3/31/2023	2020NDW001	\$ 6,452,066.00	\$ 5,770,047.00	\$ 682,019.00	89%	2
WINTER STORMS NDWG	21NDW	3/31/2023	2021NDW001	\$ 300,952.00	\$ 300,586.58	\$ 365.42	100%	2
<b>COVID GRANTS Total</b>				<b>\$ 6,753,018.00</b>	<b>\$ 6,070,633.58</b>	<b>\$ 682,384.42</b>		
READY TO WORK-COSA	22RTW	3/31/2025		\$ 14,321,438.80	\$ 1,488,512.10	\$ 12,832,926.70	10%	26
<b>READY TO WORK-COSA TOTAL</b>				<b>\$ 14,321,438.80</b>	<b>\$ 1,488,512.10</b>	<b>\$ 12,832,926.70</b>		
<b>GRAND TOTAL</b>				<b>\$ 309,215,402.24</b>	<b>\$ 174,467,685.06</b>	<b>\$ 134,710,217.18</b>		

## MEMORANDUM

To: Board of Directors  
 From: Giovanna Escalante-Vela, Chief Financial Officer  
 Presented by: Giovanna Escalante-Vela, Chief Financial Officer  
 Date: April 21, 2023  
 Regarding: Annual Audit Planning - Fiscal Year Ending September 30, 2022

**SUMMARY:** The audit for Alamo Workforce Development, Inc. DBA Workforce Solutions Alamo (WSA) for the fiscal year ended September 30, 2022, is scheduled to be performed by ABIP, PC. ABIP will perform its audit in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States and the Uniform Guidance. While performing the audit, ABIP will interview staff and observe processes to develop a risk assessment over the internal controls and develop audit procedures they feel necessary to provide evidence for their audit opinions.

**ANALYSIS:** ABIP, PC has begun this engagement by completing the planning process with key staff and contractors. ABIP, PC sent key staff a Provided by Client (PBC) list that requests information and supporting documents that are needed to complete the audit. WSA is on track to meet the timeline below and does not anticipate delays. The audit report will be presented at the Audit & Finance Committee meeting on May 26, 2023.

**FINANCIAL IMPACT:** The board has budgeted \$75,000 for the annual audit; the initial engagement is quoted at \$67,050.00.

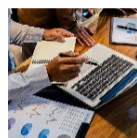
**STAFF RECOMMENDATION:** WSA is exercising the second one-year renewal option for the Independent Annual Financial Audit with ABIP, PC for the fiscal period of October 1, 2021, to September 30, 2022.

**NEXT STEPS:** WSA Board staff will work with ABIP, PC to meet the following timeline.



### Audit Planning

- Engagement Letter (12/2022)
- Audit and 990 Budget \$75,000
- Planning Meeting (12/2022) Fiscal Reconciling and Preparing Schedules (January and February 2023)
- Final Reports due for review by Controller and CFO (March 2023)



### Audit Field Work

- April 2023: Field Work Complete
- May 5, 2023: Draft Report Due to Board
- May 12, 2023: Final Report Due
- May 19, 2023: Audit Committee Packet Provided



### Audit Report

- May 26, 2023: Audit Committee Presentation
- June 23, 2023: Full Board Approval
- June 30, 2023: Audit Submitted to Federal Clearing House
- July 2023: Audit provided to Area Judges and other interested parties

# Financial Reports and Analysis

April 21, 2023

Giovanna Escalante-Vela, CFO



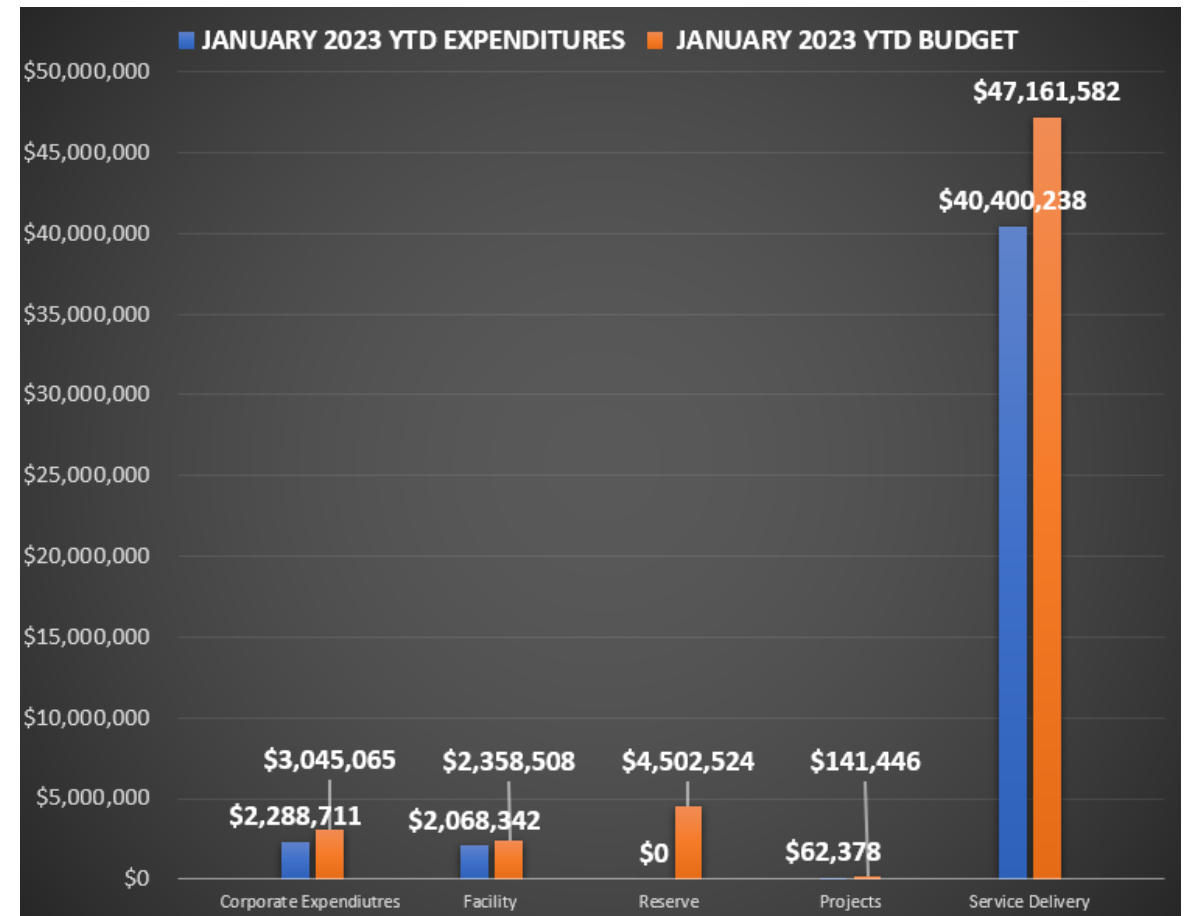
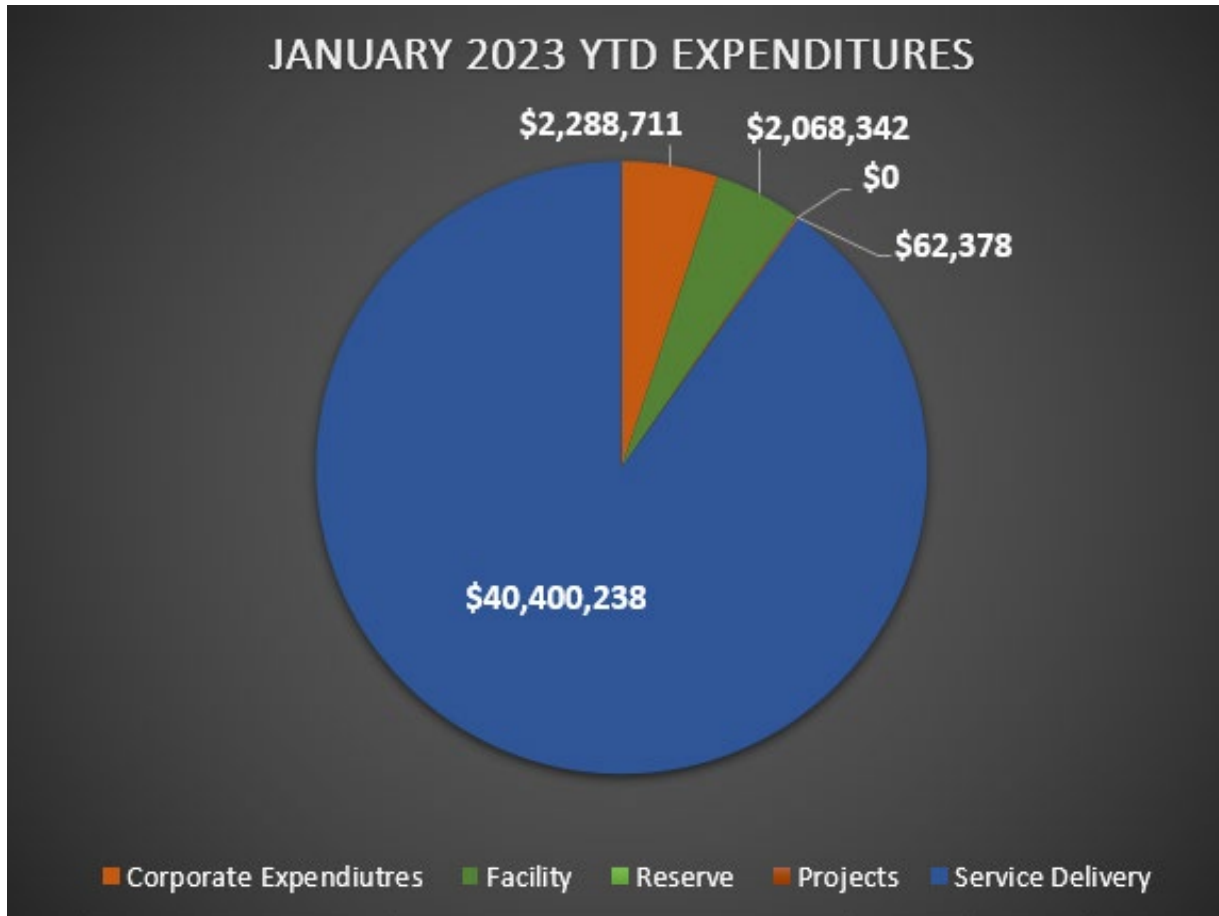
# Budget to Actual Expenditures

JANUARY 2023 BUDGET TO ACTUAL VARIANCE ANALYSIS					
Budget Category	FY23 Budget	FY23 Actuals (JANUARY 2023 )	% Expensed	Straight-Line Target (33.3%)	YTD Variance %
Corporate -Personnel	\$ 5,871,472.00	\$ 1,553,060.73	26.45%	\$ 1,956,961.62	6.88%
Corporate -Facilities	\$ 422,817.00	\$ 146,197.47	34.58%	\$ 140,924.91	-1.25%
Corporate -Equipment Related	\$ 226,819.00	\$ 44,609.41	19.67%	\$ 75,598.77	13.66%
Corporate -General Office	\$ 710,000.00	\$ 155,492.14	21.90%	\$ 236,643.00	11.43%
Corporate - Professional Services	\$ 1,860,000.00	\$ 379,264.82	20.39%	\$ 619,938.00	12.94%
Corporate - Board of Directors	\$ 45,000.00	\$ 10,086.42	22.41%	\$ 14,998.50	10.92%
<b>Corporate Total</b>	<b>\$ 9,136,108.00</b>	<b>\$ 2,288,710.99</b>	<b>25.05%</b>	<b>\$ 3,045,064.80</b>	<b>8.28%</b>
Facilities	7,076,232.00	2,068,341.89	29.23%	\$ 2,358,508.13	4.10%
Reserve	13,508,924.00	-	0.00%	\$ 4,502,524.37	33.33%
Projects	424,381.00	62,377.75	14.70%	\$ 141,446.19	18.63%
Service Delivery	141,498,897.00	40,400,238.07	28.55%	\$ 47,161,582.37	4.78%
<b>Total Budget</b>	<b>\$ 171,644,542.00</b>	<b>\$ 44,819,668.70</b>	<b>26.11%</b>	<b>\$ 57,209,125.85</b>	<b>7.22%</b>



# YTD EXPENDITURES BY BUDGET CATEGORY

# YTD EXPENDITURES BY BUDGET CATEGORY COMPARISON



# JANUARY 2023 YEAR TO DATE SERVICE DELIVERY URBAN-RURAL

FY23 Service Delivery Urban-Rural



	CITY OF SAN ANTONIO- Child Care	Ready to Work	C2GPS- Adult Services	SERCO - Youth
■ URBAN (%)	84%	100%	87%	80%
■ RURAL (%)	16%	0%	13%	20%
■ RURAL	\$5,408,253.86	\$-	\$722,112.71	132,901.27
■ URBAN	\$27,679,853.72	\$1,034,743.39	\$4,884,055.84	538,317.28



# NUMBER OF CHILDREN IN CARE BROKEN DOWN BY COUNTY

October 1, 2022-January 31, 2023 # of Children in Care Broken down by County											
County	City	Discretionary- Homeless & Low Income	%	Mandatory- Choice & Former DFPS	%	Service Industry Recovery	%	Child Protective Services	%	Total	%
Atascosa	Pleasanton	308	2.97%	9	1.45%	25	2.44%	8	1.39%	350	2.78%
Bandera	Bandera	42	0.41%	2	0.32%	2	0.20%	1	0.17%	47	0.37%
Bexar	San Antonio	8,292	80.02%	531	85.65%	910	88.95%	456	79.17%	10,189	80.98%
Comal	New Braunfels	406	3.92%	22	3.55%	23	2.25%	40	6.94%	491	3.90%
Frio	Pearsall	111	1.07%	11	1.77%	6	0.59%	6	1.04%	134	1.07%
Gillespie	Fredericksburg	44	0.42%	2	0.32%	1	0.10%	2	0.35%	49	0.39%
Guadalupe	Seguin	543	5.24%	8	1.29%	29	2.83%	32	5.56%	612	4.86%
Karnes	Kenedy	17	0.16%	2	0.32%	0	0.00%	4	0.69%	23	0.18%
Kendall	Boerne	62	0.60%	4	0.65%	4	0.39%	8	1.39%	78	0.62%
Kerr	Kerrville	214	2.07%	11	1.77%	8	0.78%	4	0.69%	237	1.88%
McMullen	Tilden	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Medina	Hondo	196	1.89%	9	1.45%	4	0.39%	10	1.74%	219	1.74%
Wilson	Floresville	128	1.24%	9	1.45%	11	1.08%	5	0.87%	153	1.22%
<b>Total</b>		<b>10,363</b>	<b>100.00%</b>	<b>620</b>	<b>100.00%</b>	<b>1,023</b>	<b>100.00%</b>	<b>576</b>	<b>100.00%</b>	<b>12,582</b>	<b>100.00%</b>





# Key Variances

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TANF – Grant is currently at 17%. This year’s allocation is \$2 Million more than our average allocation. The recently approved TWC special initiative geared towards a STEM summer youth program is in process with the contractor for implementation.

SNAP – Currently overspent. The Contractor conducted 100% of case load review. Board staff are working with contractor to monitor expenditures.



# Key Variances

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Child Care CSL – End date was extended from 3/31/23 to 12/31/23. WSA has \$450,000 obligated as of 1/31/23.

Skills Development Fund – Lone Star National Bank – This program supports Lone Star National Bank’s re-training initiative. The Board was granted a no-cost extension through 3/31/2023. As of February 28, 2023, expenditures are at 93.79%. WSA is receiving the final invoices for reimbursement. The board expects to expend 100% of this grant.



# Key Variances

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Child Care Quality - \$2.8 million dollars were invested in Child Care Programs. In January 2022, the Board began to process provider incentive payments on a quarterly basis. Providers received Materials, Books & Supplies.

As of March 7, 2023, WSA has provided:

Child Care Provider Incentives: \$ 1,968,871

Materials, Books & Supplies: \$ 811,416



# Key Variances

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San Antonio Area Foundation – Workforce Academy – This grant is used exclusively for the Workforce Ambassador Program to advance equity and economic mobility through your workforce development services.

San Antonio Area Foundation – Capacity Building – 50% of expenditures will be recognized in February 2023. This grant is to be used for Capacity Building focusing on:

- Learning: Staff Performance – Tools & resources, training, and coaching
- Managing: Technology – Training, technical assistance, tools & resources
- Planning: Strategic Planning



# Key Variances

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Work-Based Learning Pilot Program – This is a program where Toyotetsu offers specialized training in manufacturing to help local residents gain access and knowledge, leading to high-paying job opportunities. There is a list of applicants that is processing.



# FINANCIAL AUDIT



## Audit Planning

- Engagement Letter (12/2022)
- Audit and 990 Budget \$75,000
- Planning Meeting (12/2022) Fiscal Reconciling and Preparing Schedules (January and February 2023)
- Final Reports due for review by Controller and CFO (March 2023)



## Audit Field Work

- April 2023: Field Work Complete
- May 5, 2023: Draft Report Due to Board
- May 12, 2023: Final Report Due
- May 19, 2023: Audit Committee Packet Provided



## Audit Report

- May 26, 2023: Audit Committee Presentation
- June 23, 2023: Full Board Approval
- June 30, 2023: Audit Submitted to Federal Clearing House
- July 2023: Audit provided to Area Judges and other interested parties

## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented by:** Katherine Pipoly, Chief Operations Officer

**Date:** April 21, 2023

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

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**Summary:** This item is to provide an update of Workforce Solutions Alamo programs and grants, including both adult, youth throughout the Urban and Rural areas. The following analysis provides insight to elements related to programs and performance and action items taken to enhance services delivery and cross-collaboration and integration across WSA programs.

**Analysis:**

- 1) **TWC-Contracted Performance:** TWC 2022 Year-to-Date MPR performance data reflects WSA as successfully achieving 18 of 22 measures. The following measures are being monitored closely to understand ways in which to increase service delivery and improved performance:
  - A. WIOA Adult Dislocated Worker (DW), C&T Credential Rating:
    - I) Adult contractor Quality Assurance will provide credential reports to have Center Management research cases.
    - II) Credential DW: The current measure time frame up to 2nd quarter which is deficit by 2 cases. Staff obtained documentation of the credential in which DINTS were entered and have been forwarded to WSA.
    - III) C&T: The current measure time frame reflecting up to 2nd quarter which is deficit by 15 cases. During this quarter there are 24 cases enrolled in the WIOA Adult Statewide program (Women Entrepreneur Bootcamp) and 2 cases enrolled in the WIOA Youth Statewide program (Job Skill). TWC has previously indicated that these programs will not be removed from the measure.
  - B. WIOA Adult DW Measurable Skills Gains:
    - I) Adult contractor provided MSG training to all MGMT and Staff on 11.21.22 and 11.22.22.
    - II) Adult contractor will reach out to Training providers to obtain appropriate documentation for MSG entry.

- III) Adult: The current measure time frame up to 2<sup>nd</sup> quarter which is deficit by 14 cases.
- IV) DW: The current measure time frame up to 2<sup>nd</sup> quarter which is deficit by 3 cases.

C. WIOA Youth Credential Rating:

- I) Youth contractor has pulled the necessary data to analyze this measure reflecting majority of the in-school youth having passed their grade level.
- II) There are currently 194 cases affecting the Measurable Skills Gained (MSG) for which 132 have already collected grade reports, transcripts or diplomas and have been added to the MSG.
- III) Given the recent graduates, the contractor anticipates collecting more outcomes this week to add to the MSG and should be able to be reflected on the next MPR.

- 2) **Child Care Performance:** TWC has set Alamo's FY (Fiscal Year) 2023 Target at 11,427. Alamo is currently reflecting an annual year to date performance of 98.49%, meeting TWC performance range. Unofficial numbers for February reflected Alamo is averaging 12,350 units of care for Children enrolled in Early Learning programs, 108.08% for the month. See *Childcare Performance Memo*

**Child Care Quality:**

Alamo board has 144 Early Learning Programs certified as Texas Rising Star. Across the 13 counties there are 570 child development centers with agreements to offer Child Care scholarships. 25% of the centers in our local board area are certified as Texas Rising Star quality. See *Childcare Quality Memo*

**Child Care Community Conversations:**

- The Child Care team has been hosting community conversations throughout the 13-county area to understand the early childhood landscape, needs, resources, and impact on the workforce.
- The first community convening was held in **Kerr County** with 6 community members in attendance to include a staff from the local newspaper, the mayor, and local childcare centers.
- The second community convening was held in **Frio County** with 9 community members in attendance.
- A third community convening was held in Floresville, with representatives from Child Care Regulations and the local workforce boards present, and 4 members of the community attending.
- Since the last meeting Child Care team has met with **Gillespie County** hosted in Fredericksburg, with 2 community members in attendance,
- **Pleasanton County** hosted at the Pleasanton Civic Center included 3 community members in attendance, and joined by CCR staff, WSA staff & Child Care Services staff.
- **Karnes County** hosted in Kenedy in partnership with the Kenedy Housing Authority.

The collective feedback from the various community conversations has resulted in the WSA Child Care team launching a plan to ensure rural communities have access to an in-person childcare representative. The childcare representatives will utilize WSA rural offices, where space is available, and work with local partners in the community when a WSA center is not available. The childcare team will continue to collect information and feedback from the community conversations and the childcare staff serving in-person in the rural areas.



### **Special Grants & Other Initiatives:**

Staff are working on a combination of state formula funded programs in addition to special initiatives and projects:

- **Summer Earn and Learn (SEAL):** Paid, on-the-job, workplace readiness training, work experience, and transferable skill learning opportunities for students with disabilities. The projected goal for FY23 is 256, and the Board has implemented the program plan earlier to exceed this goal. Since December, WSA has gathered committed employers with a diverse selection of job positions. Additionally, WSA and partners have been outreaching the community since January and have received early referrals.
- **Student Hireability Navigators** hosted an Annual Hiring Event in the Month of Oct in celebration of N-DEAM (National Disability Employer Awareness Month). This Event was in partnership with Vocational Rehabilitation and the WSA Business Service Staff for inclusive opportunities for Young Adults with Disabilities. The event served 149 individuals and had over 20 employers and community resource agencies.
- **Teacher Externship:** Partnerships among educators and 25 Independent School Districts and various industries to develop an effective workforce system by making the connection between academic skills and the workplace. WSA achieved 98% of the target, having 98 individuals successfully completing the program. WSA is exploring additional partners for the new program year to align externships with sector-based employers to enhance the learning experience for youth relative to sector industry job opportunities.
- **Disaster Recovery, NDW-Winter Storm** provides training and disaster relief employment to individuals impacted by the Texas Winter Storm of 2021. YTD, this program has supported 59 enrollees, 28 with training, and 39 supportive services. Of those participants, 24 have entered employment. As of January 31, 2023, 99.8% of funds have been expended. TWC approved the CAR request and Amendment was received by the Board in February 2023. This grant will end March 31, 2023.
- **Disaster Recovery, NDW-COVID-19** provides training and disaster relief employment (DREs) provided to individuals impacted by the COVID19 pandemic. YTD, 429 individuals have been enrolled; of these we supported 172 with Disaster Relief Employment, 93 with training, and 183 support services. Of the total participants, 147 have entered employment. As of January 31, 2023, 89.4% of the funds have been expended. In February TWC approved WSA's CAR request to move funding from ITAs to DREs. This grant will end March 31, 2023.
- **Training and Employment Navigator Pilot** aims to deter repeated victimization of sex-trafficked youth and foster youth ages 16-25 by aiding them in navigating Workforce Center services and increase their chances of

securing employment or obtaining higher education. Year to date, this program has enrolled 30 participants, 15 being adults (18 & over) and 15 youth. Since January 2023, 7 of these participants have entered work experience. Also, there are 6 participants that are enrolled in higher education programs, but they do not count as ITAs as they are Foster/Former Foster Youth who are receiving post-secondary education funded by the State's Education Waiver. **Correction to previous report: Contract date is October 31, 2022, through October 30, 2023.**

- **Re-Employment Services and Eligibility Assessment (RESEA)** provides unemployment Insurance (UI) claimants with a variety of services to support their re-employment before benefits expire. TWC requires an 80% completion rate monthly on providing all required services within the required timeframe of seven (7) days, WS Alamo exceeded this at 97% for most recent month and with 93.0% for BCY 2023 overall, as of the latest report.
- **Skills Development Fund Grant with Lone Star National Bank** was used to provide training in banking & finance, customer service, and leadership instruction. It enabled new hires and full-time employees to close skills gaps as well as improve career paths for participating employees. **This grant will end March 31, 2023.** The last extension of the grant contract in November 2022 was to provide time to complete training programs and submit final invoices. As of January 31, 2023, \$386,182 has been invoiced for incumbent workers training. A total of 13,629 training hours have been provided, supporting 95 new jobs and 304 upgraded jobs.
- **Job & Education for Texas (JET) Grants** provide funding for equipment necessary for the development of career and technical education (CTE) courses / programs that lead to a license, certificate or post-secondary degree in a high-demand occupation. Target applicants include Texas Public, Charter, and Windham School Districts as well as Junior, Technical, and State Colleges. For the FY2023 Application Period, the High Demand Occupation Board Confirmation Form is no longer required if the SOC targeted on the application is on the pre-approved SOC list.
  - The FY23 Grant application opened on February 7, 2023 and closed on March 14, 2023. Funding Allocation is \$7.52 million (Gen Revenue) with \$1.3 million remaining for school districts and charter schools. min/max Grant amount is \$40,000 - \$350,000.
  - WSA Youth Specialist helped several school districts and one area community college with their JET Grant application on an as requested basis.
- **Military Family Support Program (MFSP)** provides active-duty military spouses with work experience, job search assistance, support services and training. Contract date is January 1 through December 31, 2023. As of March 17, 2023, enrollment is at 12 new participants for the 2023 Grant Year and 15

still active from the 2022 contract year. 2 are enrolled in training, 6 support services provided and all 12 participate in work-ready support.

○ **Workforce Commission Initiatives:**

1. Hiring Red, White & You! The event is scheduled to be held in November 2023. WSA team is exploring local partnerships to co-host this event and leverage additional resources.
2. Texas Veterans Leadership Program (TVLP): Provides support to 2 full-time TVLP staff at two WSA Centers: South Flores & Walzem.
3. Careers in Texas Industries - Career Pathways/Jobs Y'all Events: Provides career exploration in sector-based industries for youth in middle school, high school, and postsecondary.

In FY 2023, WSA is shifting from one large event to several smaller, industry focused events. This will support engagement of youth at different locations and targeting of a variety of industries and youth sub-populations. In addition, it will provide youth opportunities to attend multiple events over the course of the year and provide a greater variety of career exploration, resources, and employer interactions. Tentative event dates for BCY 2023 include:

- May - Warehousing/Transportation/Healthcare
- June - IT/Cybersecurity
- August 2023 - Finance
- September 2023 - Manufacturing/Construction/Energy

For all events, opportunity and foster youth will be prioritized, with participants being connected to WIOA youth opportunities at the events.

4. Foster Care Youth Conference: This allows funds for the WSA Youth Specialist to attend the annual event and bring back best practices and opportunities to support our local service delivery. This year's conference is scheduled April 6-7<sup>th</sup>, 2023 in San Marcos, TX. The WSA Youth Program Specialist is registered to attend the Conference.
5. Childcare Short-term Training to CCS Parents (2022 WCI): Grant is specific to customers receiving childcare service through Child Care Scholarship, COSA. Staff conduct outreach via childcare reports provided by the WSA Childcare Team.

- **WIOA Youth** is on track to reach quarterly goals, with over 50% of the goals being reached within the first two months. There are currently 114 Work Agreements for Youth with 330 positions/opportunities available. The Youth Committee is also underway with the established objectives, developed priorities, and planned youth functions.

- WSA Youth Team is also working in partnership for the upcoming spring events: SAISD Senior Job Fair at PAC on April 5<sup>th</sup>, ACE Race

on April 21<sup>st</sup> at Freeman Coliseum, and 2023 Unified Practitioner Conference with UP Partnership at St. Mary's University on May 22<sup>nd</sup>.

- **Train for Jobs:** Final Closeout is pending as the completion date was December 2021. 1,561 job seekers were case managed, with short-term training provided to 565 individuals, long-term training for 588 individuals and 799 individuals were placed for an average wage of \$17.55 an hour.

COSA conducted a 100% audit and identified 8 cases resulting in disallowed costs.

- **SA Ready to Work** has finalized all seven subprime contracts.
  - Ready to Work is a one-of-a-kind program to help San Antonio residents find easy access to education and quality jobs. WSA is the largest funded COSA partner, 105,781,953.00 and includes 7 subgrantees providing case management, training/certification and job placement. Ready to work is funded by a 1/8 cent sales and use tax collected through December 2025.
  - Year to date WSA has enrolled 1843 individuals and has case managed / enrolled in training 845 with 115 already completing their training. 33 participants have gained employment and earn more than \$15.00 per hour. The average wage of those graduates securing employment has increased from \$18.80 to \$19.96, well above the requirement. The top training courses being selected are medical, IT and construction. \*Data is from 3/31/23
  - Individuals' ineligible for Ready to Work are being connected to WSA career counselors to explore resources and supports available. Follow-up is being coordinated to provide feedback to sub primes regarding those individuals who did not qualify for Ready to Work and alternative funding supports available.
  - WSA Ready to Work received an additional award of \$21,000 from Signify / AACN platform for completing the most authorizations and PREPARE assessments.
  - WSA payment triggers for payment is at intake/assessment and once enrolled in training.
  - WSA continues to host outreach and enrollment opportunities. The Get Ready, Get Enrolled, Explore Careers and meet Employers Day is scheduled at the Neighborhood Place.

- The COSA Phase I performance review was conducted this week with no findings and positive outcomes.
- **TANF Initiative Proposal:** The proposal has been approved by the state and WSA is prepared to utilize 10% of TANF funding, for prevention programs focused on inspiring young people's interest through a unique STEM opportunity and engage with industry employers through a 12-week summer program. This program would seek to enroll 200 youth, ages 16-24 and would begin May 2023 through August 2023.

**Alternatives:**

No alternatives are being considered at this time.

**Fiscal Impact:**

No additional fiscal impact currently.

**Recommendation:**

Recommendation is for WSA staff to review internal processes for supporting employers and community partners in leveraging TWC funded opportunities. This includes establishing standard performance measures demonstrating the proposed program's contribution to increasing employment within the Sector Based model. WSA is also exploring the collection of data from grant funded initiatives to determine the collective contribution across existing grant programs.

**Next Steps:**

Next steps include continuing to monitor program outcomes, budgets and working collaboratively with the data team to understand program data to enhance services for job seekers and employers. As initiatives sunset, teams are reviewing new opportunities to secure funding supporting the WSA sector-based model.









# Performance and Programs Briefing

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# Operational Updates

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Item	Description	On target
1	WSA continues to perform well on overall expenditures and outcomes.	
2	Measurable Skills Gained & Credential Rating for WIOA Adult	
3	Measurable Skills Gained WIOA Youth	
4	Child Care is trending at 98.49% for children served.	
5	C2 Business Service Team is hosting Employer Collaboratives, Business Service Seminars	
6	FY23 SEAL Program: Employer Agreements & Pre-Referrals	
7	Ready to Work has exceed 840 participants enrolled!	
8	National Dislocated Worker (NDW) Funding is on track to expense full investment	

# MPR Performance Updates

P+ : > 105 %

MP: 97.5%-105%

MP but at risk: 95% - 97.5%

- P: <95%

## AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES

Percent of Target (Year-to-Date Performance Periods)

**FINAL RELEASE**

As Originally Published 3/17/2023

**JANUARY 2023 REPORT**

Green = +P    White = MP    Yellow = MP but At Risk    Red = -P

Board	WIOA Outcome Measures														
	Adult					DW					Youth				
	Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)	Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)	Employed/Enrolled Q2 Post-Exit	Employed/Enrolled Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Measurable Skills Gains (YTD-Only)
Alamo	106.00%	99.35%	115.95%	103.73%	99.03%	106.35%	99.65%	111.87%	88.59%	65.16%	100.81%	102.99%	93.84%	96.65%	44.52%

**WSA is currently meeting or exceeding performance targets  
For 2023 of TWC Contracted Measures**

**Except:**

- WIOA DW Participants Credential Rate
- WIOA Adult & WIOA Youth Measurable Skills Gains



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# MPR Performance Updates

P+ : > 105 %

MP: 97.5%-105%

MP but at risk: 95% - 97.5%

- P: <95%

## Percent of Target (Year-to-Date Performance Periods)

Green = +P

White = MP

Yellow = MP but At Risk

Red = -P

Board	WIOA Outcome Measures (cont.)			Reemployment and Employer Engagement		Participation		Total Measures			
	C&T Participants			Claimant ReEmployment within 10 Weeks	Employers Rcvg Wkfc Asst Fm Bds or Self Svc	Choices Full Engagement Rate	Average # Children Served Per Day-Combined	+P	MP	-P	% MP & +P
	Employed/ Enrolled Q2 Post-Exit	Employed/ Enrolled Q2-Q4 Post-Exit	Credential Rate								
Alamo	98.83%	104.71%	87.17%	96.36%	106.67%	119.82%	98.43%	4	14	4	82%

**WSA is currently meeting or exceeding performance targets for 2023 18 of 22 of TWC Contracted Measures**

**Except:**

- WIOA C & T Participants Credential Rate



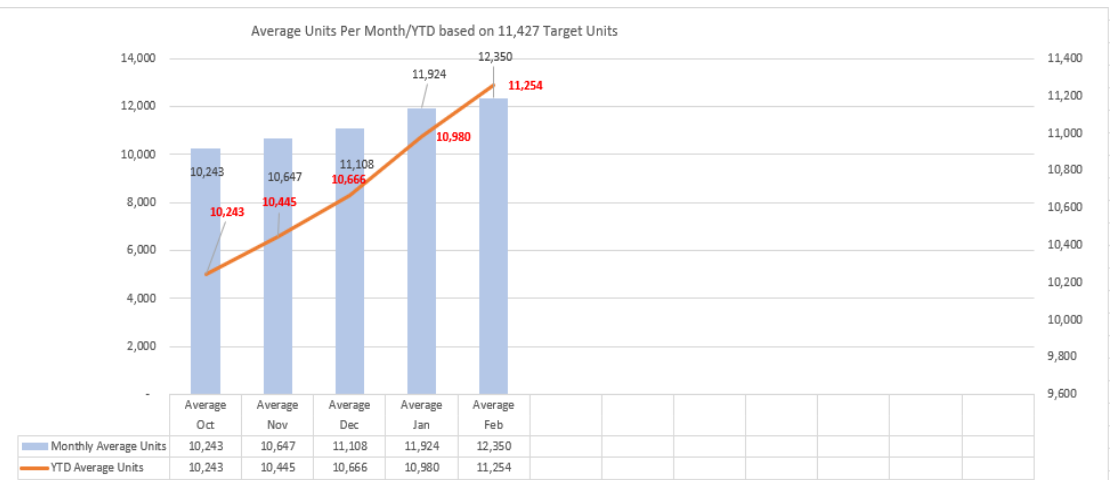
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# Child Care Performance Briefing

- TWC Performance set at 11,427 for FY 2023
- Current YTD for FY 2023: 11,254
- Performance 98.49%

	Oct Average	Nov Average	December Average	Jan Average	Feb Average
Choices	237	229	209	203	201
Low Income	9,554	9,938	10,419	11,210	11,618
Former DFPS	382	401	392	419	428
Homeless	70	79	88	92	103
Monthly Average Units	10,243	10,647	11,108	11,924	12,350
Monthly % Average	89.64%	93.18%	97.21%	104.35%	108.08%
YTD Average Units	10,243	10,445	10,666	10,980	11,254
YTD % Average	89.64%	91.41%	93.34%	96.09%	98.49%
TWC Target	11,427	11,427	11,427	11,427	11,427



	Oct Average	Nov Average	Dec Average	Jan Average	Feb Average
Monthly Average %	89.64%	93.18%	97.21%	104.35%	108.08%
YTD Average Units %	89.64%	91.41%	93.34%	96.09%	98.49%



# TRS Quality Centers

## Alamo Region Percentage of TRS / CCS Early Learning Centers



Early Learning Center Location	Total Number of CCS Programs	TRS Programs	Percentage
Bexar Early Learning Programs (CCS)	435	122	28%
Rural Early Learning Programs (CCS)	135	22	16%
Total	570	144	25%

# 2023 Workforce Grants & Project Updates

## Summer Earn and Learn (SEAL)

**\$1.8 Million**

Paid, on-the-job, workplace readiness training, work experience, and transferable skill learning opportunities for students with disabilities.

- FY23 Employer agreements are being signed
- TWC Target 256
- Early Referrals: 70
- Positions Secured: 200

Timeline: March 2023 – August 2023

## Teacher Externship

**\$200,000**

Partnerships among educators and 25 Independent School Districts and various industries to develop an effective workforce system by making the connection between academic skills and the workplace.

- Target: 100 Teachers & 25 ISDs
- Focus on expanding rural district participation
- Launch: June 2023

New Program Year: Timeline: March 2023 - August 2023

## Targeted Industries:



Manufacturing



Education



Health



IT/Cybersecurity



Construction



Finance



# 2022 Workforce Grants & Project Updates

## Disaster Recovery, NDW-Winter Storm

**\$280,952 – 99.8% funds expended**

Provides Training and Disaster Relief Employment provided to individuals impacted by the Texas Winter Storm of 2021.

YTD Enrollment	Trainings Provided	Support Services Provided	Entered Employment
59	28	39	24

Timeline: May 14, 2021 - March 31, 2023



## Targeted Industries:



Manufacturing



IT/Cybersecurity



Finance



Construction

# 2022 Workforce Grants & Project Updates

## Disaster Recovery, NDW-COVID19

**\$6,452,066** - 89.4% expended as of Jan 31, 2023

Provides Training and Disaster Relief Employment (DREs) provided to individuals impacted by the COVID19 pandemic.

YTD Enrollment	DREs	Training Provided	Support Services	Entered Employment
429	172	93	183	147

Timeline: May 5, 2020 - March 31, 2023

### Targeted Industries:

-  Health
-  IT/Cybersecurity
-  Finance
-  Construction
-  Transportation

\*Worksites are for non-profit or social services



## Training and Employment Navigator Pilot

**\$192,946**

Aims to deter repeated victimization of sex-trafficked youth and foster youth ages 16-25 by aiding them in navigating Workforce Center services and increase their chances of securing employment or obtaining higher education.

Target Enrollment	YTD Active Enrollment	Pending Enrollment	Total YTD Participants Served
12	30	20	50

Timeline: October 31, 2022 - October 30, 2023

### Targeted Industries:

-  Hospitality
-  IT/Cybersecurity
-  Sales/Retail
-  Warehouse & Transportation

# 2022 Workforce Grants & Project Updates

## Skills Development Fund (SDF) -- Lone Star National Bank \$510,967

Provides training in banking & finance, customer service, and leadership instruction for full-time employees at Lone Star National Bank to close skills gaps as well as improve career paths for participating employees. In November 2022, Grant extended for LSNB to complete all training and meet 90-day retention after training.



Total New Jobs per Contract	Total # of Jobs:- Actual	Total Training Hours
346	399	13,629

Timeline: August 2021 – March 31, 2023

Targeted Industry:  Finance



# 2023 Workforce Grants & Project Updates

## Military Family Support Program (MFSP)

**\$222,630**

Provides active-duty military spouses with job search assistance and training.

New Enrollment in CY23	Provided Training in CY23	Support Services in CY23
12	2	5

NEW Timeline: January 1, 2023 - December 31, 2023

### Targeted Industries:



Health



IT/Cybersecurity



## Workforce Commission Initiatives \$354,845

Supports the following initiatives that strengthen and add value to the delivery system:

- Hiring Red, White & You!:**  
Veterans' Job Fair - November 2023.  
date and time to be determined.
- Texas Veterans Leadership Program (TVLP):**  
Provides support to TVLP staff at two WSA Centers: South Flores & Walzem
- Career in Texas Industries:** Provides career exploration in sector-based industries for youth. BCY23 will have a few smaller events versus 1 large event.

**Timeline: October 1, 2022 – September 31, 2023**



# 2022 Workforce Grants & Project Updates

## Re-Employment Services and Eligibility Assessment (RESEA)

**\$850,280**

Provides Unemployment Insurance (UI) claimants a variety of services to support their re-employment before benefits expire. Prior year funds expended. **Grant renewed for BCY23.**

- TWC recently resumed reporting % of "RESEA services within 7 days"
  - 80% completion rate required for boards in BCY 2023
- **WSA completion rates:**
  - **97% for month**
  - **93.0 % for BCY23 overall in latest report**



**Timeline: Oct 1, 2022 – September 31, 2023**

# 2023 Workforce Grants & Project Updates

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## Job & Education for Texas - (JET) Grant

**Purpose:** Funding for equipment necessary for the development of career and technical education (CTE) courses / programs that lead to a license, certificate or post-secondary degree in a high-demand occupation.

### Target Applicants:

- Texas Public Junior, Technical, and State Colleges
- Texas Independent School Districts, Charter Schools, & Windham School District.

### Alamo Region Grant Applications:

- Deadline for 2023 JET Grant applications was March 14th
- \$1.3 million for school districts and charter schools
- High Demand Occupation Form from WSA Board no longer required
- WSA Youth Specialist assisting school districts and community college on an as requested basis



# 2023 Workforce Grants & Projects Updates

## WIOA Youth - Enrollments to Date

As of February 28, 2023

WIOA YOUTH REPORT 2022-2023	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	TOTAL
<b>Enrollments - URBAN</b>						
In-School Youth	1	1	1	1	0	4
Out-of-School Youth	11	9	28	14	12	74
<b>Enrollments - RURAL</b>						
In-School Youth	1	3	1	0	2	7
Out-of-School Youth	9	14	4	1	4	32
<b>Services</b>						
Occupational/Vocational Training	2	6	2	5	3	18
Work Experience	7	4	4	13	8	36
Supportive Services	43	54	53	85	47	282
Educational Services (GED)	8	9	0	3	4	24



Timeline: October 1, 2022 – September 30, 2023



# 2023 Workforce Grants & Project Updates

## WIOA Youth - Participant Planning Summary

PPS WIOA YOUTH 2022-2023	Carry Overs	NEW				YEAR END GOAL
		Q1 OCT-DEC'22	Q2 JAN-MAR'23	Q3 APR-JUN'23	Q4 JUL-SEP'23	
Urban Participants Planned	184	36	48	44	36	164
Actual New Enrollments		51	27			78
Rural Participants Planned	150	7	9	8	7	31
Actual New Enrollments		32	7			39
Work Experience Career Opportunities Planned		35	35	35	35	140
Actual		15	21			36
Educational Service (GED) Planned		5	5	6	5	21
Actual		17	7			24
Supportive Services Planned		52	52	53	52	209
Actual		150	132			282
Training Services Planned		10	10	10	10	40
Actual		10	8			18

Timeline: October 1, 2022 – September 30, 2023



# 2023 Workforce Grants & Project Updates



## Youth Partners - Work Experience

Work Experience opportunities exist in both urban and rural areas. This contract year, 330 positions/opportunities agreements have been secured and are available to youth ages 16-24.

Current # of WEX Agreements	Student WEX Enrollment Target	Current Student WEX Enrollment to date
114	140	45



### Targeted Industries:

-  Health
-  Education
-  Manufacturing
-  IT/Cybersecurity
-  Construction



# 2022 Workforce Grants & Project Updates



**\$105,781,953**

Ready to Work is a one-of-a-kind program to help San Antonio residents find easy access to education and quality jobs. Ready to work is funded by a 1/8 cent sales and use tax collected through December 2025. data\*3.31.23

- WSA Ready to Work Subgrantees**
1. Avance
  2. C2 Global
  3. Chrysalis
  4. Family Service Association
  5. San Antonio Food Bank
  6. Texas A & M San Antonio
  7. YWCA San Antonio

FY22/23 Goals (April – June)	WSA Applicants Interviewed	Case Managed / Enrolled in Training	Completed Training	Placed in Quality Job
	3,666	3,054	3,054	
YTD	1843	845	115	33

**Ready to Work Summary as of January 31, 2023**

<b>Fiscal Agent Fees Earned:</b>	\$ 120,623.82
<b>Program Support Fees Earned:</b>	\$ 203,084.17
<b>Total Fees Earned:</b>	\$ <u>323,707.99</u>
<b>Total WSA Expenses:</b>	- <u>248,187.62</u>
<b>Surplus/Reserve:</b>	\$ <u><b>75,520.37</b></u>

Ready to Work - Board staff continue to provide technical support to partners. Partners' expenditures are underspent approximately 40-50%.

Top Trainings being selected: Medical, IT & Construction



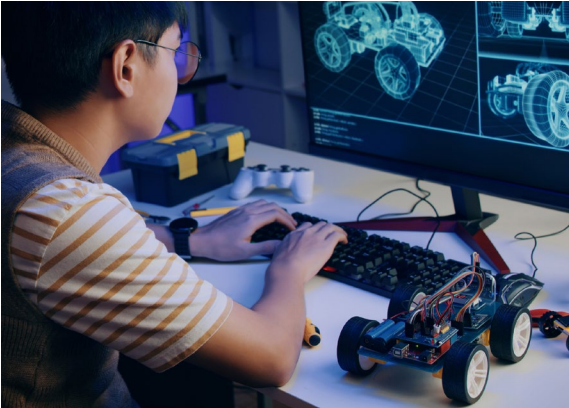
# 2023 Workforce Grants & Project Updates

## Summer TANF Initiative

**\$800,000**

Alamo will inspire young people's interest through a unique STEM opportunity and engage with industry employers through a 12-week summer program.

Enrollment Target	Target Audience	Start Date	End Date
200	Youth Ages 16-24	5/01/23	8/31/23



Health



IT/Cybersecurity



Education



Manufacturing



Construction

*\*Pending additional TWC contract negotiations.*



## MEMORANDUM

To: Board of Directors  
From: Ricardo Ramirez, Director of Quality Assurance  
Presented by: Ricardo Ramirez, Director of Quality Assurance  
Date: April 21, 2023  
Subject: Briefing – Quality Assurance Update

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**SUMMARY:** Quality Assurance’s briefing of current monitoring activities for the WSA Board of Directors. The items do not require Board action.

### TWC Monitoring

#### Annual Monitoring

TWC completed its Annual Monitoring of WSA on 10/21/2022. We received the Final Report and an Audit Resolution Letter (both included in the packet). *Next Steps:*

- Board staff has 45 calendar days (due 05/15/2023) from the 03/30/2023 Audit Resolution Letter date to submit the requested information. Items include:
  - Six Leases,
  - Broker’s Contract,
  - Non-Custodial Parent (NCP) Grant: one attribute, and
  - Program Monitoring Procurement (re-procured December 12, 2022).
- TWC’s Annual Monitoring Report (attached). The Audit Resolution Letter includes the items WSA needs to respond to from the report.

#### Other Monitoring Engagements

- Child Care Services (performed every 2-3 years): we have not received a report.
- SNAP E&T (performed by Health & Human Services Commission/HHSC via TWC): we received a Final Report (included in the packet). We did excellently. WSA met all requirements and exceeded the monitoring’s performance benchmarks with a 97% accuracy rate.

#### External Program Monitoring (Ms. Christine Nguyen, CPA)

- COSA Child Care Services (CCS): completed with 100% accuracy rate.
- Ready-to-Work (RtW): Exit Conference scheduled the week of 04/03/2023.
- Upcoming: WIOA Adult and Dislocated Worker. QA will schedule the Entrance Conference based on progress to address TWC’s Monitoring.

#### Internal QA Program Monitoring

- SNAP E&T and Non-Custodial Parent (NCP) Technical Assistance (TA): to help address TWC’s monitoring.
- SNAP E&T Annual Review: ongoing.



- Trade Adjustment Assistance (TAA): completed a Phase I report.
  - The report highlights four (4) attributes for continuous quality improvement: Benchmark reviews, Program Detail Data Entry, Service Tracking Data Entry, and Performance Outcomes Data Entry. QA will implement Phase II monitoring in the coming months to validate improvements. The report does not include accuracy rates because of the low number of participants enrolled in the grant.
- National Dislocated Worker (NDW): was delayed to address TWC’s Monitoring. Exit Report’s responses due from C2GPS 03/31/2023.

**Other Activities**

- Digitizing Paper Records: led by Trema Cote from the QA team for the One-Stop grants (currently, only Child Care and Youth are digitized, so the project includes all other grants with a completion date of the end of August).
- WSA Policy Review: 95% finalized – expect to be fully completed within the next couple of weeks.
- Presentation for the Aspen Institute on “Income Inequality as an Outcome of the Labor Market.”
- Other: MIS (Local Plan, UI Weekly Job Search Requirements), Procurement (internal controls), TANF Initiative (program design)

**STAFF RECOMMENDATIONS:**

TWC requires Boards to have qualified Monitoring Staff to carry out the Board’s oversight responsibilities. Continue supporting WSA’s QA Department to promote the agency’s integrity and continuous quality improvement efforts.

**FINANCIAL IMPACT:**

WSA funded the External Program Monitoring at \$170,054.

**STRATEGIC OBJECTIVE:** To help ensure that local employment and training activities, including one-stop delivery systems and workforce development services, appropriately use, manage, and invest funds as required and in ways that maximize performance outcomes (WIOA Sec. 107(d)(8); WIOA Sec. 134(2)(B)(iv); WIOA Sec. 183; WIOA Sec. 185(c)(3); WIOA Sec. 121(3); WIOA Sec. 129(b)(1)(e); TWC’s Board Oversight Capacity evaluation, Texas Labor Code §302.048, TWC Rule §Title 40, Part 20, Chapter 802, Integrity of the Texas Workforce System, particularly §802.61; WD 29-15, Chg. 1; TWC Agency-Board Agreements and Grant Contracts).

**ATTACHMENTS:**

- QA Estimated Timeline (FY22-23)
- TWC’s Annual Resolution Letter
- TWC’s Annual Monitoring Report
- Alamo HHSC SNAP Monitoring Report



### Estimated Timeline – *External Program Monitoring Activities 2022-2023*

Initial Estimated Timeline				Actual Time line						
<i>External Program Monitoring</i>	<i>Duration</i> <sup>++</sup>	<i>Start</i>	<i>Finish</i>	<i>Duration</i> <sup>++</sup>	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>% complete</i>	<i>Comments</i>
<b>Estimated Timeline: 2022-2023</b>	<b>242</b>	<b>10/3/2022</b>	<b>9/5/2023</b>	<b>0</b>	<b>91</b>	<b>Duration</b>	<b>10/3/2022</b>		<b>26%</b>	
*COSA - Child Care Services	92	10/3/2022	2/7/2023	92	91	0	10/3/2022	2/7/2023	100%	Started but was postponed 43 days until External Monitoring Consultant was procured.
CONSORTIUM - Ready to Work	57	2/3/2023	4/24/2023				2/10/2023		61%	Planning took additional time to prepare (e.g., this is a completely new grant, required access to Signify, tool preparation, etc.).
C2GPS - WIOA Adult & Dislocated Worker	70	2/28/2023	6/5/2023				3/23/2023		12%	Entrance Conference delayed to accommodate work with TWC's Monitoring.
C2GPS - TANF/Choices	58	6/1/2023	8/21/2023							
SERCO - WIOA Youth	47	7/3/2023	9/5/2023							

Avg Duration or Effort (days) → 65    92      91      0

Multi-tasking (% days overlapping projects) → 37.8%    100.0%

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

#### **Modification Notes**

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

\* *COSA-Child Care Services was started but later postponed until the External Monitoring Consultant was procured*



### Estimated Timeline – Internal Program Monitoring Activities 2022-2023

Note: may expect delays due to increased efforts tied to TWC’s Monitoring report and Audit Letter.

Initial Estimated Timeline				Actual Timeline						
Internal Program Monitoring	Duration <sup>++</sup>	Start	Finish	Duration <sup>++</sup>	Effort	Variance	Start	Finish	Comments	% complete
Estimated Timeline: 2022-2023	215	11/14/2022	9/8/2023	Duration			10/11/2021	10/31/2022		45%
Trade Adjustment Assistance (TAA) - Phase I	49	11/14/2022	1/19/2023	75	55	26	11/14/2022	2/24/2023	Included delays for SNAP/NCP TAP for TWC's Monitoring, plus a 1-day extension for C2GPS.	100%
National Dislocated Worker (Phase II)	50	1/3/2023	3/13/2023				1/3/2023		Ongoing with delays for SNAP/NCP TAP for TWC's Monitoring.	69%
SNAP E&T										
Technical Assistance							11/1/2022		TAP for TWC's Monitoring. Ongoing.	
Annual Review	45	3/13/2023	5/12/2023				3/8/2023			
Non-Custodial Parent (NCP, Phase II)										
Technical Assistance							11/1/2022		TAP for TWC's Monitoring. Ongoing.	
Annual Review	45	4/20/2023	6/21/2023							
Child Care QIA	31	5/30/2023	7/11/2023							
RESEA	41	6/20/2023	8/15/2023							
Summer Earn & Learn (SEAL)	38	7/19/2023	9/8/2023							
Other (Phase II, TWC, Training, etc.)	50	8/24/2023	11/1/2023							
Avg Duration or Effort (days, excludes "Other") →	44			75	55	26				
Multi-tasking (% days overlapping projects) →	38.4%			100.0%						

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

**Modification Notes**

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

# Texas Workforce Commission

A Member of Texas Workforce Solutions

Bryan Daniel, Chairman  
Commissioner Representing  
the Public

Aaron Demerson  
Commissioner Representing  
Employers

Alberto Treviño, III  
Commissioner Representing  
Labor

Edward Serna  
Executive Director

March 30, 2023

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

Dear Mr. Lopez:

This letter is regarding findings identified in the Texas Workforce Commission (TWC) Monitoring Report #23.20.0001. This report included a review of the Child Care Services, Choices (employment services for Temporary Assistance for Needy Families), Employment Services, Trade Adjustment Assistance, and Workforce Innovation and Opportunity Act programs administered by Workforce Solutions Alamo (Board). This monitoring review identified findings that require further resolution actions as outlined below:

Finding: Ensure Leases are Properly Procured

The Board did not comply with federal and state procurement requirements for six workforce center leases. The following errors were noted:

- For the Pearsall Workforce Center lease, the Board did not complete a market analysis prior to the option to renew on November 1, 2021, or a justification for staying at the current space. The Board provided a market analysis completed on October 5, 2022, which was late and did not contain sufficient information.
- For the Floresville Workforce Center lease, the Board has a new lease beginning August 1, 2021. The Board did not conduct a needs determination for the square footage.
- For the Kenedy Workforce Center lease, the Board exercised its option to renew. However, the lease renewal contained language for another option to renew for two years, that was not included in the procurement.
- For the New Braunfels Workforce Center lease, the Board did not provide a needs determination for the square footage needed. The Board also executed an amendment to an expired lease instead of entering into a new lease.

- For the Boerne Workforce Center lease, the Board did not provide a needs determination for the square footage needed.
- For the Hondo Workforce Center lease, the Board exercised an option to renew that was not included in the procurement.

In addition, the broker's contract expired December 31, 2021, and the broker continued to provide services.

By not adhering to procurement controls, the Board cannot demonstrate that all procurement actions were conducted in a manner providing for full and open competition.

#### **Documentation Required:**

The recommendation in the monitoring report states that the Board should strengthen controls over expiring contracts. The Board should adhere to the requirements of the FMGC and should reprocure the workforce center leases, in compliance with federal and state requirements. In addition, the board should reprocure the contract for a broker before requesting additional services.

Please provide implemented controls and procedures which address each of the weaknesses identified, and ensure effective controls are in place for the procurement of leases which ensures that all procurements are conducted in a manner that provides full and open competition at all times, in accordance with FMGC Supplement on Procurement, Version 1.0. In addition, please provide current procurement documentation for the broker selected.

- For the Pearsall Workforce Centers, please provide a most recent detailed market analysis of facilities comparable to the current location. Please include costs such as build out costs, renovation costs (if any), triple net (NNN) costs, moving costs, cost of rent, comparable square footage needed, and number of parking spaces available to ensure that the best value was obtained to meet the Board's current needs. In addition, please provide justification for selecting the current location.
- For the Floresville and Boerne Workforce Centers, please provide the needs assessment documentation which should include but not limited to square footage needed as well as usage information, location preference, number of parking spaces needed, etc. to ensure that the selected locations meet Board's current needs.
- For the Kenedy Workforce Centers, the original contract agreement effective February 1, 2019 – January 31, 2022, had a one-time extension option for an additional 36 months. The current lease agreement, effective February 1, 2022 – January 30, 2025, granted a second option to extend the term to

January 31, 2027. However, this option was not included in the original procurement. Therefore, the Board cannot exercise the second renewal option and must procure this workforce center by the end of January 31, 2025. In order to resolve this issue, please provide a revised current lease agreement that does not include the additional renewal option for two years and market analysis that was completed prior to January 31, 2022.

- For the New Braunfels Workforce Center, the original lease agreement effective July 11, 2000 – July 10, 2005, did not include a renewal option and the Board did not procure a new lease agreement. Since 2005 to 2022, the Board continued to amend the original lease agreement with current lease agreement ending January 31, 2032. In order to resolve this issue, the Board agreed to review its current lease agreement for termination options and will develop and provide a plan of action to ensure the Board’s needs are met while ensuring procurement guidelines and requirements are followed.
- For the Hondo Workforce Center, please provide a current market analysis of one or more facilities comparable to the current location. Please include costs such as build out costs, renovation costs (if any), triple net (NNN) costs, moving costs, and number of parking spaces available to ensure that the best value was obtained to meet the Board’s current needs. The original contract agreement effective January 1, 2016 – December 31, 2018, had an extension option for an additional 48-months to end December 31, 2022. However, the Board had chosen a 36-month option (January 1, 2019 – December 31, 2021). The current lease agreement, effective January 1, 2022 – December 31, 2024 granted a second option to extend the term to December 31, 2027. The Board cannot exercise the second renewal option and must procure this workforce center by the end of December 31, 2024. In order to resolve this issue, please provide a revised current lease agreement that does not include the additional renewal option for three years.

We’ve attached a sample of a Lease Market Assessment Information worksheet to assist the Board in performing its market analysis of the leases. Lastly, please provide a copy of recent procurement training documentation, including agenda and sign-in sheets, if conducted.

Finding: Ensure NCP Choices Guidelines are Followed

In nine of fourteen (64 percent) applicable case files tested, the request to remove was not sent within the required timeframe to the Office of the Attorney General (OAG). The requests were sent ranging from 16 to 87 days late. In addition, four were sent early, prior to participant being non-compliant for 30 days.

Without strict adherence to the NCP Choices requirements, the Board cannot ensure all the NCP program requirements are met, which may hinder the client from becoming economically self-sufficient and making consistent child support payments.

**Documentation Required:**

The recommendation in the monitoring report states that the Board should strengthen controls to ensure compliance with NCP requirements. Please provide implemented controls and procedures that address the weaknesses identified which ensures NCP Choices program requirements and guidelines are followed and adhered to, as indicated in [Non-Custodial Parent Choices: A Comprehensive Guide - February 2020, B-401: Request to Remove](#). In addition, please provide most recent Board monitoring of this area, along with training agenda and sign-in sheets, if conducted.

**Finding:** Ensure Monitoring Services are Procured

The Board did not ensure the Board's external program monitoring services were procured. The Board extended the contract for the Board's external program monitors which expired September 30, 2022, with no more options to renew. Instead of re-procuring, the Board completed a contract extension for 90-days, as of October 1, 2022, to increase the budget, and to test low-income childcare eligibility case files. By not re-procuring the monitoring services contract, full and open competition was limited. At the time of the monitoring review, the Board had not used any TWC funding to pay for the services during the 90-day extension.

By not adhering to federal and state procurement requirements, the Board cannot demonstrate that all procurement actions were conducted in a manner that is appropriate for the purchases of services.

**Documentation Required:**

The recommendation in the monitoring report states that the Board should strengthen controls to ensure that program monitoring services are procured and conducted in compliance with federal, state, and local requirements to allow for full and open competition. In addition, the Board should ensure that program monitoring services have been reprocured.

Please provide implemented controls and procedures which address each of the weaknesses identified, and ensure effective controls are in place for the procurement of external program monitoring services which ensures that all procurements are conducted in a manner that provides full and open competition at all times, in accordance with FMGC Supplement on Procurement, Version 1.0, E. Competition & Preferences, E.1 Full & Open Competition, E.1.2 Basic Standard, and that documentation is maintained. In addition, it is our understanding that the Board has already completed the procurement for program monitoring services. Please provide the procurement documentation including but not limited to RFPs, advertisement, Statement of Work, a detailed needs assessment, the proposals received from the bidders, evaluation tools and selection made, and copy of signed contract for the contractor selected. Lastly, a copy of recent procurement training documentation, including agenda and sign-in sheets, if conducted.

Mr. Lopez  
Page 5  
March 30, 2023

Please provide the above information within 45 calendar days from the date of this letter to Rudy Ortiz, via email [rudolfo.ortiz@twc.texas.gov](mailto:rudolfo.ortiz@twc.texas.gov). Additional documentation may be requested at a future date based on the documentation submitted.

Thank you in advance for your cooperation and assistance. Should you have any questions or concerns, please contact Rudy Ortiz (512) 463-2943 or me at (512) 354-9616 or [judy.ohn@twc.texas.gov](mailto:judy.ohn@twc.texas.gov).

Sincerely,

*Judy Ohn*

Judy Ohn  
Director of Fiscal Services and Audit Resolution



# Texas Workforce Commission

A Member of Texas Workforce Solutions

Bryan Daniel, Chairman  
Commissioner Representing  
the Public

Aaron Demerson  
Commissioner Representing  
Employers

Alberto Treviño, III  
Commissioner Representing  
Labor

Edward Serna  
Executive Director

## Report #23.20.0001

ISSUE DATE: February 23, 2023

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

Dear Mr. Lopez:

We have completed our review of the Supplemental Nutrition Assistance Program Employment and Training program administered by Workforce Solutions Alamo. Our review covered the period July 1, 2021, through July 31, 2022.

Our findings are summarized in the enclosed report. TWC Audit Resolution will contact you with an initial notification letter requesting the documentation necessary to resolve the outstanding findings identified in the report. The Board will have 45 calendar days from the issuance of the letter to respond to Audit Resolution with the documentation.

Thank you again for your cooperation and assistance. Should you have any further questions concerning the review, please contact me at (512) 936-3612.

Sincerely,



Mary B. Millan, Director of Field Operations  
Subrecipient Monitoring  
Division of Fraud Deterrence and Compliance Monitoring

Attachment



Supplemental Nutrition Assistance Program  
Employment and Training  
Monitoring Report  
#23.20.0001  
Workforce Solutions Alamo

Issued by Texas Workforce Commission  
Subrecipient Monitoring Department

## Board Background

Workforce Solutions Alamo is part of Texas Workforce Solutions – a statewide network of 28 Workforce Development Boards for regional planning and service delivery, their contracted service providers and community partners, and the TWC unemployment benefits Tele-Centers. This network, which includes the Texas Workforce Commission, gives customers local access to workforce solutions and statewide services through Workforce Solutions offices and Tele-Centers throughout the state.

The Board serves the following counties: Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson.

C2 Global Professional Services is the subrecipient responsible for management of the Workforce Centers and SERCO provides youth services. The City of San Antonio provides child care services.

## Executive Summary

The Texas Workforce Commission, Subrecipient Monitoring Department conducted a review of Workforce Solutions Alamo. This review identified opportunities to strengthen management controls and support compliance with contract requirements.

The Board is responsible for providing its Partners, Subrecipients, and Contractors with these findings and areas of concern and following up to ensure that any needed corrective actions are completed.

### **Finding: Ensure SNAP E&T Program Requirements are Followed**

The Board did not ensure the service provider followed SNAP E&T program guidelines and required regulations were followed for work activities. The Board should strengthen its controls to ensure the form H1822 and form H1817 SNAP program requirements are followed.

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## Finding

### Ensure SNAP E&T Program Requirements are Followed

The Board did not ensure the service provider followed SNAP E&T program guidelines and required regulations were followed for work activities. The following details were noted:

- In four of 11 (36% percent) applicable case files tested, the form H1822 ABAWD Work Requirement Verification was not fully completed. Specifically, on all four files, the Part I box was not checked.
- In three of six (50 percent) applicable case files tested, the form H1817 SNAP Information Transmittal was not submitted to HHSC for a reconsideration request as soon as the client informed Workforce Solutions Office staff they obtained employment and one was not completed at all.
- In five of six (83% percent) applicable case files tested, when form H1817 SNAP Information Transmittal was sent to HHSC to request a reconsideration of eligibility, the requests were not entered in the TWIST Good Cause tab and Counselor Notes.

Accurate and complete documentation to verify SNAP E&T work activities is necessary to support participant compliance with required hours of participation. Without strict adherence to SNAP E&T directives, there is limited assurance that federal and state funds are expended in accordance with statutory requirements.

*TWC, Supplemental Nutrition Assistance Program Employment and Training Guide, March 28, 2022, Part A – Policy and Requirements, A-203.a:* Form H1822 Work Requirement Verification states:

“Boards must ensure that Workforce Solutions Office staff sends Form H1822 to HHSC within two weeks of an ABAWD’s initial participation in SNAP E&T activities. Initial participation starts at the orientation. Sending this form ensures that the ABAWD will not be in jeopardy of losing his or her SNAP benefits.

Boards must ensure that Workforce Solutions Office staff:

- completes Form H1822, Work Requirement Verification...

And *A-205: Requests for Reconsideration* states:

“Workforce Solutions Office staff does not conduct redeterminations of SNAP recipients who attend an employment planning meeting. However, if a SNAP recipient informs Workforce Solutions Office staff that he or she meets one of the federal exemptions, or if Workforce Solutions staff determines that a SNAP recipient is not suited for any E&T component, \*Boards must ensure that Workforce Solutions Office staff:

- completes and sends HHSC Form H1817 to HHSC requesting that the SNAP recipient’s work registration status be reconsidered;
- records the reconsideration request into TWIST under the Good Cause tab;
- enters into TWIST Counselor Notes:
  - a statement that Form H1817 was sent to HHSC;
  - the date Form H1817 was sent to HHSC; and
  - the reason for the reconsideration;...
- keeps a copy of Form H1817 and fax confirmation on file at the Workforce Solutions Office.”

And *A-204.a(1): Federal Exemption Criteria and Corresponding Work Codes, Work Code P* states:

“Recipients are not required to participate further in SNAP E&T activities after they have accepted employment but can voluntarily participate until the job begins...Boards must ensure that a reconsideration request is sent to HHSC as soon as Workforce Solutions Office staff has been informed of the recipient’s full-time employment. See B-108.g for more information.”

And *Part B - Operations*, B-100: SNAP E&T Services, B-108.g: Unsubsidized Employment states:

“...If—*during* participation in SNAP E&T—a SNAP recipient enters full-time employment, Boards must ensure that Workforce Solutions Office staff:

- sends Form H1817 to HHSC to reconsider the recipient’s work registration status;
- enters into TWIST Counselor Notes:
  - a statement that Form H1817 was sent to HHSC;
  - the date Form H1817 was sent to HHSC; and
  - the reason for the reconsideration;
- keeps a copy of Form H1817 and fax confirmation on file at the Workforce Solutions Office; records the reconsideration in TWIST SNAP E&T Good Cause tab (see B-401.c); ...”.

## Recommendation

The Board should strengthen its controls to ensure the form H1822 and form H1817 SNAP program requirements are followed.

**Area of Concern****SNAP E&T Sanctions**

Although this was not a finding, we noted that penalties were not always issued within the required timeframe but as of November 2022, penalties are suspended.

**Appendix A. Abbreviations and Terms**

ABAWD	Able Bodies Adults Without Dependents
Board	Workforce Solutions Alamo
FMGC	Financial Manual for Grants and Contracts
HHSC	Health and Human Services
SNAP E&T	Supplemental Nutrition Assistance Program Employment and Training
TWC	Texas Workforce Commission
TWIST	The Workforce Information System of Texas



## Appendix B. Review Objectives, Scope, and Methodology

### Review Objectives

The purpose of our review was to provide reasonable assurance that Workforce Solutions Alamo uses TWC grant resources in accordance with state and federal requirements. We also sought to determine whether activities are conducted toward the goal of achieving program objectives while maintaining fiscal accountability.

### Scope and Methodology

Monitoring reviewed the SNAP E&T program administered by the Board. We conducted this review from October 11, 2022, to October 21, 2022. Our goal was to provide reasonable but not absolute assurance regarding compliance with contract terms and objectives.

Toward this goal, we randomly selected and tested samples of transactions that occurred during the period of July 1, 2021, through July 31, 2022. Although no material issues came to the reviewers' attention other than those contained in this report, there is no assurance that other issues may not exist. Within the accounting and program books, records and documentation we tested control systems and transactions in the following areas:

**Service Provider**

SNAP E&amp;T

Work Activities

Noncooperation

**Fiscal**

Allowable Costs and Pooled Expenditures

Disbursements

Cost Allocation

## **Appendix C. Report Distribution List**

Copies of the report will be provided to the following parties:

### **Workforce Solutions Alamo**

Leslie Cantu, Chair

### **United States Department of Health and Human Services**

Gwendolyn Jones, Regional Program Manager

Deborah Daniels, Program Specialist

Alisa Matthews, Program Specialist

### **Texas Workforce Commission**

Bryan Daniel, Chairman and Commissioner Representing the Public

Aaron Demerson, Commissioner Representing Employers

Alberto Treviño III, Commissioner Representing Labor

Edward Serna, Executive Director

Randy Townsend, Deputy Executive Director

Courtney Arbour, Director, Division of Workforce Development

Charles E. Ross, Jr., Director, Division of Fraud Deterrence and Compliance Monitoring

Chris Nelson, Chief Financial Officer

Adam Leonard, Director, Division of Information, Innovation and Insight

## Appendix D. Exit Conference

**Date:** October 21, 2022

**Attendees:**

Adrian Lopez, Chief Executive Officer, Workforce Solutions Alamo  
Chad Case, Procurement, Workforce Solutions Alamo  
Linda Martinez, Executive Assistant, Board Liaison, Workforce Solutions Alamo  
Ricardo G. Ramirez, Director, Quality Assurance, Workforce Solutions Alamo  
Maria Martinez, Human Resources Generalist, Workforce Solutions Alamo  
Marty Peña, Asset and Facilities Manager, Workforce Solutions Alamo  
Trema Cole, Workforce Monitor II, Workforce Solutions Alamo  
Terry Trevino, Director of Programs, Workforce Solutions Alamo  
Giovanna Escalante-Vela, Controller, Workforce Solutions Alamo  
Joshua Villela, Child Care Administrator, Workforce Solutions Alamo  
Victoria Rodriguez, Workforce Specialist, Special Initiatives, Workforce Solutions Alamo  
Rick Garcia, Program Manager, Workforce Solutions Alamo  
Andrea Guajardo, Chief Information Officer, Workforce Solutions Alamo  
Monica Godina, Management Information Systems, Workforce Solutions Alamo  
Esmeralda Apolinar-Ramirez, Senior Accounting Manager, Workforce Solutions Alamo  
Hugo Galaviz, Accountant II, Workforce Solutions Alamo  
Rebecca Espino-Balencia, Director, Ready To Work, Workforce Solutions Alamo  
Katherine Pipoly, Chief Operating Office, Workforce Solutions Alamo  
Jeremy Taub, Director, Purchasing, Workforce Solutions Alamo  
Matthew Aaron Bieniek, Information Technology, Workforce Solutions Alamo  
Jessica Villarreal, Director, Child Care, Workforce Solutions Alamo  
Brenda Garcia, Managing Director, C2 Global Professional Services  
Sylvia Perez, Deputy Director of Operations, C2 Global Professional Services  
Ramsey Olivarez, Chief Innovation Officer, C2 Global Professional Services  
Michael DeFrees, Program Manager, Self-Sufficiency Programs, C2 Global Professional Services  
Sandra A. Alvarez, Program Manager, C2 Global Professional Services  
Belinda Gomez, Deputy Director, Fiscal Operations, C2 Global Professional Services  
Aaron Smith, Chief Operating Officer, C2 Global Professional Services  
Joseph Mansour, Compliance, C2 Global Professional Services  
Blanca Luna, Deputy Director, Continuous Improvement, C2 Global Professional Services  
Manuela Zarate, Vice President, Chief Operating Officer, SERCO  
Andrea De La Garza, Director of Quality Initiatives, SERCO  
Gabriela Horbach, Project Manager, SERCO  
Roberto Corral, Operations Manager, Youth Program (Urban and Rural), SERCO  
Susan Thomas, Senior Management Analyst, City of San Antonio Child Care Services  
Cherri Smith, Management Analyst, City of San Antonio Child Care Services  
Timothy L. Grant, Integrated Service Area Manager, Region 6, TWC  
Ernesto Cantu, Project Manager, TWC  
Nadine Butler, Monitor, TWC  
Linda Banks, Monitor, TWC  
Laura Mayorga, Monitor, TWC  
Chiffon Mitchell, Monitor, TWC  
Ashley Kendrick, Quality Assurance, TWC

# Texas Workforce Commission

A Member of Texas Workforce Solutions

Bryan Daniel, Chairman  
Commissioner Representing  
the Public

Aaron Demerson  
Commissioner Representing  
Employers

Alberto Treviño, III  
Commissioner Representing  
Labor

Edward Serna  
Executive Director

## Report #23.20.0001

ISSUE DATE: February 23, 2023

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

Dear Mr. Lopez:

We have completed our review of the Child Care Services, Choices (employment services for Temporary Assistance for Needy Families), Employment Services, Trade Adjustment Assistance, and Workforce Innovation and Opportunity Act programs administered by Workforce Solutions Alamo. Our review covered the period July 1, 2021, through July 31, 2022.

Our findings are summarized in the enclosed report. TWC Audit Resolution will contact you with an initial notification letter requesting the documentation necessary to resolve the outstanding findings identified in the report. The Board will have 45 calendar days from the issuance of the letter to respond to Audit Resolution with the documentation.

Thank you again for your cooperation and assistance. Should you have any further questions concerning the review, please contact me at (512) 936-3612.

Sincerely,



Mary B. Millan, Director of Field Operations  
Subrecipient Monitoring  
Division of Fraud Deterrence and Compliance Monitoring

Attachment



Monitoring Report  
#23.20.0001  
Workforce Solutions Alamo

Issued by Texas Workforce Commission  
Subrecipient Monitoring Department

## Board Background

Workforce Solutions Alamo is part of Texas Workforce Solutions – a statewide network of 28 Workforce Development Boards for regional planning and service delivery, their contracted service providers and community partners, and the TWC unemployment benefits Tele-Centers. This network, which includes the Texas Workforce Commission, gives customers local access to workforce solutions and statewide services through Workforce Solutions offices and Tele-Centers throughout the state.

The Board serves the following counties: Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson.

C2 Global Professional Services is the subrecipient responsible for management of the Workforce Centers and SERCO provides youth services. The City of San Antonio provides childcare services.

## Executive Summary

The Texas Workforce Commission, Subrecipient Monitoring Department conducted a review of Workforce Solutions Name. This review identified opportunities to strengthen management controls and support compliance with contract requirements.

The Board is responsible for providing its Partners, Subrecipients, and Contractors with these findings and areas of concern and following up to ensure that any needed corrective actions are completed.

### Finding #1: Ensure Leases are Properly Procured

The Board did not comply with federal and state procurement requirements for six workforce center leases. The Board should strengthen controls over expiring contracts. The Board should adhere to the requirements of the FMGC and should reprocure the workforce center leases, in compliance with federal and state requirements. In addition, the board should reprocure the contract for a broker before requesting additional services.

### Finding #2: Ensure NCP Choices Guidelines are Followed

In nine of fourteen (64 percent) applicable case files tested, the request to remove was not sent within the required timeframe to the Office of the Attorney General (OAG). The requests were sent ranging from 16 to 87 days late. In addition, four were sent early, prior to participant being non-compliant for 30 days. The Board should strengthen controls to ensure compliance with NCP requirements.

### Finding #3: Ensure Monitoring Services are Procured

The Board did not ensure the Board's external program monitoring services were procured. The Board extended the contract for the Board's external program monitors which expired September 30, 2022, with no more options to renew. Instead of re-procuring, the Board completed a contract extension for 90-days, as of October 1, 2022, to increase the budget, and to test low-income childcare eligibility case files. By not re-procuring the monitoring services contract, full and open competition was limited. At the time of the monitoring review, the Board had not used any TWC funding to pay for the services during the 90-day extension.

The Board should strengthen controls to ensure that program monitoring services are procured and conducted in compliance with federal, state, and local requirements to allow for full and open competition. In addition, the Board should ensure that program monitoring services have been reprocured.

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## Findings

### Ensure Leases are Properly Procured

The Board did not comply with federal and state procurement requirements for six workforce center leases. The following errors were noted:

- For the Pearsall Workforce Center lease, the Board did not complete a market analysis prior to the option to renew on November 1, 2021, or a justification for staying at the current space. The Board provided a market analysis completed on October 5, 2022, which was late and did not contain sufficient information.
- For the Floresville Workforce Center lease, the Board has a new lease beginning August 1, 2021. The Board did not conduct a needs determination for the square footage.
- For the Kenedy Workforce Center lease, the Board exercised its option to renew. However, the lease renewal contained language for another option to renew for two years, that was not included in the procurement.
- For the New Braunfels Workforce Center lease, the Board did not provide a needs determination for the square footage needed. The Board also executed an amendment to an expired lease instead of entering into a new lease.
- For the Boerne Workforce Center lease, the Board did not provide a needs determination for the square footage needed.
- For the Hondo Workforce Center lease, the Board exercised an option to renew that was not included in the procurement.

In addition, the broker's contract expired December 31, 2021, and the broker continued to provide services.

By not adhering to procurement controls, the Board cannot demonstrate that all procurement actions were conducted in a manner providing for full and open competition.

*FMGC Supplement on Procurement, Version 1.0, E. Competition & Preferences, E.1 Full & Open Competition, E.1.2 Basic Standard* states:

“Policy

All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards in UG, UGMS and this Publication. Except where specified otherwise, selection of subgrantees (subrecipients) must also be conducted in a manner providing full and open competition.”

And continues in, *Q.3 Procurement Records*, states:

“Policy:

Grantees must maintain records sufficient to detail the history of procurement. Records will be retained and made available to authorized entities in accordance with applicable administrative requirements.

These records must include, but are not necessarily limited to the following:

- Rationale for the method of procurement
- Selection of contract type



- Contractor selection or rejection
- Basis for the contract price.”

And, *J.6 Lease of Real Property & Related Broker Selection, J.6.2.2 Broker Identification of Available Commercial Lease Properties\** states:

“...As covered in Q.3 Procurement Records, in this Publication, the UG and UGMS require grantees to maintain records sufficient to detail the history of the procurement, including rationale for the procurement method. In keeping with this standard, the procurement records should include documentation of the initial market research and the grantee’s rationale to supplement or not supplement the broker’s/agent’s access to listing services with public advertisement of the grantee’s search for commercial property to lease.

An example of the steps a grantee might take when conducting a lease procurement with the full assistance of a real estate broker/agent includes the following:

- Define the business need—such as the general location (based on customer populations or other business needs of the grant award), access to public transportation, parking, size of the space needed, ground floor access (if applicable), ability of the property to meet the build out specifications (such as number of work spaces, common spaces, public bathrooms, etc.)
- Initial market research to determine whether to supplement the broker’s/agent’s use of listing services with public advertisement of the grantee’s property search, using the broker/agent or grantee as the point of contact
- Broker/agent identifies commercial properties that meet the grantee’s specifications
- Broker/agent and grantee identify which of the properties warrant site visits
- Broker/agent schedules site visits and attends the visits with the grantee
- Broker/agent further evaluate the visited properties against the grantee’s specifications
- Broker/agent requests a proposal from landlord/owner of the property or properties that best meet the grantee’s specifications
- Broker/agent reviews and explains the proposals to the grantee
- Grantee reviews the broker/agent recommendation and decides whether to execute a lease
- Broker/agent negotiates with the landlord/owner of the property that the grantee selected
- If agreed to by the broker/agent, the broker/agent assists the grantee with the oversight of any alterations or improvements required to make space ready for grantee occupation
- Grantee retains documentation of its original business need specifications, the broker/agent report on properties that met the specification, consideration of the properties and basis for the choice for site visits, observations made from the site visits, basis for further selection, including proposals received, broker/agent recommendation, grantee selection and basis, negotiation points, and the resulting lease.”

*FMGC, Chapter 13, Property, Leases* states:

“Costs for leased or rental property must conform to applicable cost principles for rental costs. Such property must be procured in accordance with applicable procurement requirements.”

*FMGC, Chapter 8: Cost Principles* states:

“A cost must meet the following general criteria in order to be allowable under a federal or state award:

...Be adequately documented. Documentation required may include, but is not limited to, travel records, time sheets, invoices, contracts, mileage records, billing records, telephone bills and other documentation that verifies the expenditure amount and appropriateness to the grant...”

## Recommendation

The Board should strengthen controls over expiring contracts. The Board should adhere to the requirements of the FMGC and should reprocure the workforce center leases, in compliance with federal and state requirements. In addition, the board should reprocure the contract for a broker before requesting additional services.

## Ensure NCP Choices Guidelines are Followed

In nine of fourteen (64 percent) applicable case files tested, the request to remove was not sent within the required timeframe to the Office of the Attorney General (OAG). The requests were sent ranging from 16 to 87 days late. In addition, four were sent early, prior to participant being non-compliant for 30 days.

Without strict adherence to the NCP Choices requirements, the Board cannot ensure all the NCP program requirements are met, which may hinder the client from becoming economically self-sufficient and making consistent child support payments.

*Non-Custodial Parent Choices: A Comprehensive Guide - February 2020, B-401: Request to Remove states:*

“Boards must ensure that a request to remove the NCP from the program is submitted within seven calendar days after the NCP is noncompliant for at least 30 days.

Boards must ensure that the following actions are completed during the 30-day noncompliance NCP Choices Program Guide 40 period:

- Notify OAG of the noncompliance immediately.
- Document OAG communication in TWIST and COLTS notes.
- Document weekly attempts to reengage the customer in TWIST and COLTS notes.

Boards must ensure that Workforce Solutions Office staff submits, by email or mail, a case closure request to the OAG contact using:

- the Request to Remove form (sample); or
- a locally developed form.

Boards must be aware that written Requests to Remove forms can also be provided to OAG during the monthly coordination meetings.

Boards must ensure that locally developed forms or request to remove communication include the following information:

- The Workforce Solutions Office staff member’s contact information (name, address, and phone number)
- NCP’s name
- OAG case number
- Reason for requesting the removal.”

## Recommendation

The Board should strengthen controls to ensure compliance with NCP requirements.

## Ensure Monitoring Services are Procured

The Board did not ensure the Board's external program monitoring services were procured. The Board extended the contract for the Board's external program monitors which expired September 30, 2022, with no more options to renew. Instead of re-procuring, the Board completed a contract extension for 90-days, as of October 1, 2022, to increase the budget, and to test low-income childcare eligibility case files. By not re-procuring the monitoring services contract, full and open competition was limited. At the time of the monitoring review, the Board had not used any TWC funding to pay for the services during the 90-day extension.

By not adhering to federal and state procurement requirements, the Board cannot demonstrate that all procurement actions were conducted in a manner that is appropriate for the purchases of services.

*FMGC Supplement on Procurement, Version 1.0, E. Competition & Preferences, E.1 Full & Open Competition, E.1.2 Basic Standard* states:

"Policy

All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards in UG, UGMS and this Publication. Except where specified otherwise, selection of subgrantees (subrecipients) must also be conducted in a manner providing full and open competition."

In addition, *FMGC Supplement on Procurement, Version 1.0, E. Special Considerations for Certain Purchases, J.1 Consulting, Professional & Legal Services, J.1.2 Basic Standard* states:

"This Section, J.1.2 Basic Standard, provides additional compliance detail relating to the procurement of consulting, professional, and legal services.

Consulting services, professional services, and legal services must conform to applicable allowability requirements and any applicable limits and be procured in accordance with applicable administrative requirements."

## Recommendation

The Board should strengthen controls to ensure that program monitoring services are procured and conducted in compliance with federal, state, and local requirements to allow for full and open competition. In addition, the Board should ensure that program monitoring services have been reprocured.

**Appendix A. Abbreviations and Terms**

Board	Workforce Solutions Alamo
CCS	Child Care Services
Choices	Employment services for TANF (Temporary Assistance for Needy Families)
COLTS	Choices Online Tracking System
ES	Employment Services
FMGC	Financial Manual for Grants and Contracts
IFA	Infrastructure Facilities Agreement
MOU	Memorandum of Understanding
NCP	Noncustodial Parent
NRP	Needs Related Payment
OAG	Office of the Attorney General
TAA	Trade Adjustment Assistance
TWC	Texas Workforce Commission
TWIST	The Workforce Information System of Texas
UG	Uniform Grant
UGMS	Uniform Grant Management Standards
WIOA	Workforce Innovation and Opportunity Act

## Appendix B. Review Objectives, Scope, and Methodology

### Review Objectives

The purpose of our review was to provide reasonable assurance that Workforce Solutions Alamo uses TWC grant resources in accordance with state and federal requirements. We also sought to determine whether activities are conducted toward the goal of achieving program objectives while maintaining fiscal accountability.

### Scope and Methodology

Monitoring reviewed the CCS, Choices, ES, TAA, and WIOA programs administered by the Board. We conducted this review from October 11, 2022, to October 21, 2022. Our goal was to provide reasonable but not absolute assurance regarding compliance with contract terms and objectives.

Toward this goal, we randomly selected and tested samples of transactions that occurred during the period of July 1, 2021, through July 31, 2022. Although no material issues came to the reviewers' attention other than those contained in this report, there is no assurance that other issues may not exist. Within the accounting and program books, records and documentation we tested control systems and transactions in the following areas:

#### Board

- Monitoring and Oversight
  - Monitoring Certification
- Automation
  - Personally Identifiable Information
- Governance
  - Internal Controls
  - MOUs and IFAs

#### Child Care

- Recoupment

#### Service Provider

- Choices
  - Work Activities
  - Noncooperation
- NCP Choices
- WIOA

#### Fiscal

- Allowable Costs and Pooled Expenditures
  - Disbursements
  - Cost Allocation
  - Support Services & NRPs
- Procurement
  - Small and Micro-Purchases
  - Formal (including Fiscal Integrity)
- Fiscal Controls
  - Cash Management
  - Financial Reporting
- Property

## **Appendix C. Report Distribution List**

Copies of the report will be provided to the following parties:

### **Workforce Solutions Alamo**

Leslie Cantu, Chair

### **United States Department of Health and Human Services**

Gwendolyn Jones, Regional Program Manager

Deborah Daniels, Program Specialist

Alisa Matthews, Program Specialist

### **United States Department of Labor**

Nicholas E. Lalpous, Regional Administrator, Employment and Training Administration

M. Frank Stluka, Regional Director, Office of State Systems, Employment and Training Administration

### **Texas Workforce Commission**

Bryan Daniel, Chairman and Commissioner Representing the Public

Aaron Demerson, Commissioner Representing Employers

Alberto Treviño, III, Commissioner Representing Labor

Edward Serna, Executive Director

Randy Townsend, Deputy Executive Director

Courtney Arbour, Director, Division of Workforce Development

Reagan Miller, Director, Division of Child Care and Early Learning

Charles E. Ross, Jr., Director, Division of Fraud Deterrence and Compliance Monitoring

Chris Nelson, Chief Financial Officer

Adam Leonard, Director, Division of Information, Innovation and Insight

## Appendix D. Exit Conference

**Date:** October 21, 2022

**Attendees:**

Adrian Lopez, Chief Executive Officer, Workforce Solutions Alamo  
Chad Case, Procurement, Workforce Solutions Alamo  
Linda Martinez, Executive Assistant, Board Liaison, Workforce Solutions Alamo  
Ricardo G. Ramirez, Director, Quality Assurance, Workforce Solutions Alamo  
Maria Martinez, Human Resources Generalist, Workforce Solutions Alamo  
Marty Peña, Asset and Facilities Manager, Workforce Solutions Alamo  
Trema Cole, Workforce Monitor II, Workforce Solutions Alamo  
Terry Trevino, Director of Programs, Workforce Solutions Alamo  
Giovanna Escalante-Vela, Controller, Workforce Solutions Alamo  
Joshua Villela, Child Care Administrator, Workforce Solutions Alamo  
Victoria Rodriguez, Workforce Specialist, Special Initiatives, Workforce Solutions Alamo  
Rick Garcia, Program Manager, Workforce Solutions Alamo  
Andrea Guajardo, Chief Information Officer, Workforce Solutions Alamo  
Monica Godina, Management Information Systems, Workforce Solutions Alamo  
Esmeralda Apolinar-Ramirez, Senior Accounting Manager, Workforce Solutions Alamo  
Hugo Galaviz, Accountant II, Workforce Solutions Alamo  
Rebecca Espino-Balencia, Director, Ready To Work, Workforce Solutions Alamo  
Katherine Pipoly, Chief Operating Office, Workforce Solutions Alamo  
Jeremy Taub, Director, Purchasing, Workforce Solutions Alamo  
Matthew Aaron Bieniek, Information Technology, Workforce Solutions Alamo  
Jessica Villarreal, Director, Child Care, Workforce Solutions Alamo  
Brenda Garcia, Managing Director, C2 Global Professional Services  
Sylvia Perez, Deputy Director of Operations, C2 Global Professional Services  
Ramsey Olivarez, Chief Innovation Officer, C2 Global Professional Services  
Michael DeFrees, Program Manager, Self-Sufficiency Programs, C2 Global Professional Services  
Sandra A. Alvarez, Program Manager, C2 Global Professional Services  
Belinda Gomez, Deputy Director, Fiscal Operations, C2 Global Professional Services  
Aaron Smith, Chief Operating Officer, C2 Global Professional Services  
Joseph Mansour, Compliance, C2 Global Professional Services  
Blanca Luna, Deputy Director, Continuous Improvement, C2 Global Professional Services  
Manuela Zarate, Vice President, Chief Operating Officer, SERCO  
Andrea De La Garza, Director of Quality Initiatives, SERCO  
Gabriela Horbach, Project Manager, SERCO  
Roberto Corral, Operations Manager, Youth Program (Urban and Rural), SERCO  
Susan Thomas, Senior Management Analyst, City of San Antonio Child Care Services  
Cherri Smith, Management Analyst, City of San Antonio Child Care Services  
Timothy L. Grant, Integrated Service Area Manager, Region 6, TWC  
Ernesto Cantu, Project Manager, TWC  
Nadine Butler, Monitor, TWC  
Linda Banks, Monitor, TWC  
Laura Mayorga, Monitor, TWC  
Chiffon Mitchell, Monitor, TWC  
Ashley Kendrick, Quality Assurance, TWC



**FFY 2023  
Employment and Training/  
Able-Bodied Adult Without Dependents  
E&T Provider On-Site Review  
Alamo Workforce Solutions  
702 Buck Creek Dr, Bandera  
February 6-10, 2023**



**TEXAS**  
**Health and Human  
Services**



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## Executive Summary

The Employment and Training (E&T) Management Evaluation (ME) review is an assessment of agency's operation and oversight of the SNAP E&T Program. The review provides the Quality Assurance State Office (QASO) staff the opportunity to observe and evaluate the State agency's (SA) processes and procedures for complying with the requirements outlined in the FNS Federal regulations, handbooks, and policy guidance.

QASO conducted the ME Review during the week of February 6-10, 2023. Details on the areas selected for review are explained in the Scope and Methodology section of this report.

QASO held an Exit Conference on February 10, 2023, to provide a summary of the work performed by the State Agency and to discuss any anticipated findings and observations.

The results of the review were no corrective action plan required.

## Objective

The main objective of this review was to assess the local's agency compliance with the State's regulations, instructions, and policies pertaining to the above program areas, and promote a collaborative partnership with the Alamo Workforce Solutions/Texas Workforce Commission. The review is intended to identify areas of achievement as well as areas that may need improvement.

Quality Assurance State Office (QASO) developed the Management Evaluation (ME) Review system to comply with United States Department of Agriculture, Food and Nutrition Service (FNS), regulations 7 CFR 275.5. Based on FNS addition of SNAP ET/ABAWD as a State Target Area for federal fiscal year 2023, the state conducted a separate review of the ET/ABAWD program. This report contains findings from the review.

## Scope

The scope of the review included, but was not limited to the following:

- E&T Program operation oversight – evaluating the E&T provider’s policies and procedures using the ET/ABAWD Review Questionnaire
- ABAWD policies, ABAWD participation tracking, and client case records
- Contract monitoring and fiscal review of provided documents
- QASO staff also conduct virtual interviews with local E&T staff, E&T contractors’ staff, observed virtual career counseling interviews and workforce orientation

## Methodology

Quality Assurance State Office conducted the review in accordance with procedures and requirements set forth in the following guide(s):

- SNAP E&T Operations Handbook
- SNAP E&T Program Toolkit

Specific evidence gathering practices used during the review included:

- Interviews with local E&T staff, E&T contactors, and E&T board members
- Review of Client Records
- Review of ABAWD participation tracking
- Observation of Client interviews
- Review of provider documents

## Findings and Observations On-Site Review

This table summarizes on-site review findings:

Review Area	Rating (CAP Required, Meets, Observation)
<b>E&amp;T</b>	
General Responsibilities	Meets
Work Requirements	Meets
Fair Hearings	Meets
Allowable E&T Components	Meets
Sanctions	Meets
Work Hours	Meets
Reimbursements	Meets
Program Specific Financial Management Requirements	Meets
<b>ABAWD</b>	
General	Meets
Identifying and Tracking	Meets
Compliance with Pledge	Meets
<b>Observations and Case Reviews</b>	
Interview Observations	Meets
Workforce Observations	Meets
Case Reviews	Meets
Posters	Meets
<b>Legend</b>	
CAP Required	Meets
Observation	Area Not Assessed

The attached PIMS report includes the on-site findings.

## Case Reading

### Regional SNAP Payment Accuracy

The Regional Quality Assurance Managers reviewed a sample of 50 E&T participant case dispositions for address accuracy, outreach, good cause and compliance. The provider met or exceeded the performance standard in all review areas.

Correct Determination Element		Number of Errors Found	Performance
<b>Address</b>			
Mailing Address (2a)		2	96.67%
<b>Outreach</b>			
Outreach Notification (3a)		0	100.00%
Workforce Orientation (3b)		0	100.00%
Career Counseling (3c)		0	100.00%
<b>Good Cause</b>			
Good Cause Request (4a)		0	100.00%
Good Cause Notification (4b)		0	100.00%
Timeliness (4c)		2	96.67%
Policy and Procedures (4d)		0	100.00%
<b>Compliance</b>			
Non-Compliance (5a)		0	100.00%
Tracking (5b)		0	100.00%
<b>Review Standard</b>	<b>CAP Required</b>	<b>Meets</b>	<b>Exceeds</b>
95 - 97%	< 95%	95 - 97%	> 97%

Refer to Attachment 2. PIMS-1101 E&T Provider Case Review Report  
*Note: Copies of the service review instrument were provided for each case review with an error cited.*

## Monitoring

Reviewers received and reviewed the FFY 2023 Annual Monitoring Report from Texas Workforce Commission regarding the Supplemental Nutrition Assistance Program Employment and Training program administered by your board. The report indicates fiscal and program systems are effectively managed.

There were no areas identified that require corrective action.

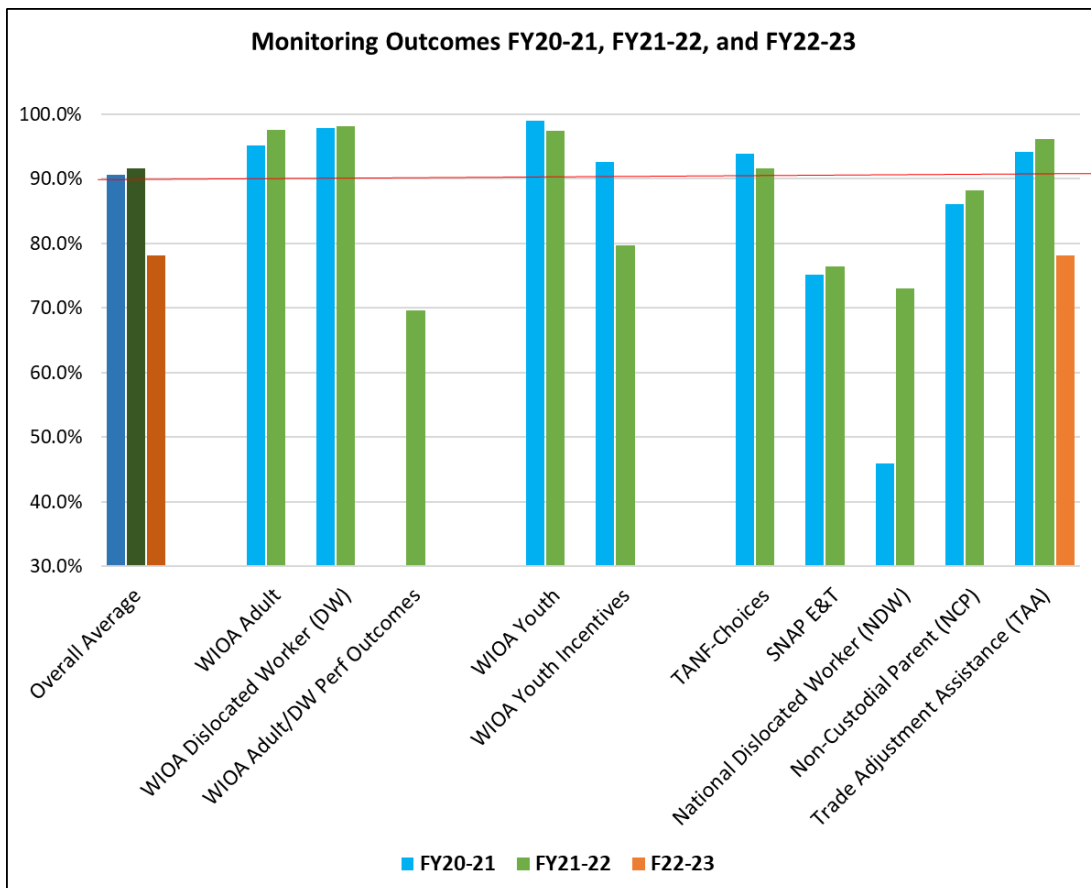
**MEMORANDUM**

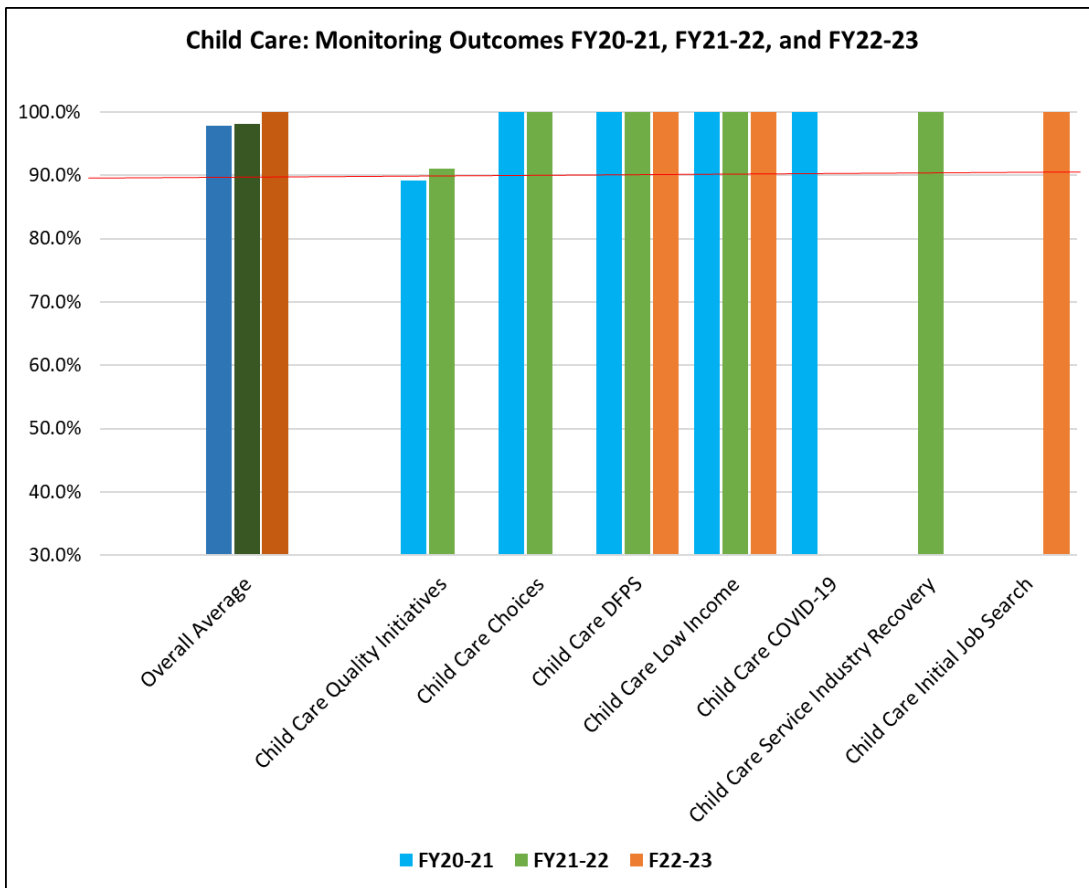
To: Board of Directors  
 From: Dr. Ricardo Ramirez, Director of Quality Assurance  
 Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance  
 Date: April 21, 2023  
 Subject: Briefing – Monitoring Outcomes & Technical Assistance

**SUMMARY:** This Memorandum presents a summarized version of monitoring outcomes previously presented to the Board. We also include information tied to providing technical assistance (TA). The briefing does not require Board action.

**Monitoring Outcomes**

The table below compares monitoring outcomes for Fiscal Years 2020-2021, 2021-2022, and 2022-2023 (Oct-Sep timeframe). The red line at 90% represents the minimum expected accuracy rate threshold.





### Technical Assistance

Board staff offers partners technical assistance (TA) when outcomes fall below expected goals. TA plans include several components, such as:

- updating policies and procedures,
- training,
- additional monitoring,
- increased oversight,
- documenting measurable progress.

Successful strategies require the identification of root causes and the implementation of adequate actions.

### Technical Assistance: Additional Monitoring

Expanded monitoring includes 100% monthly review by subrecipient with WSA QA validation of their monitoring and WSA QA testing of at least 20 cases per month.

### Non-Custodial Parent (NCP)

- WSA Programs/Operations team implemented a TA Plan to address TWC's Audit Resolution Letter and Annual Monitoring Report.



**SNAP E&T**

- WSA Programs/Operations team implemented a TA Plan to address TWC's Annual Monitoring Report.

**STAFF RECOMMENDATIONS:** TWC requires Boards to have qualified Monitoring Staff to carry out the Board's oversight responsibilities. Continue supporting WSA's QA Department to promote the agency's compliance, internal controls, and continuous quality improvement efforts.

**FINANCIAL IMPACT:** Not applicable.

**STRATEGIC OBJECTIVE:** To help ensure that local employment and training activities, including one-stop delivery systems and workforce development services, appropriately use, manage, and invest funds as required and in ways that maximize performance outcomes (WIOA Sec. 107(d)(8); WIOA Sec. 134(2)(B)(iv); WIOA Sec. 183; WIOA Sec. 185(c)(3); WIOA Sec. 121(3); WIOA Sec. 129(b)(1)(e); TWC's Board Oversight Capacity evaluation, Texas Labor Code §302.048, TWC Rule §Title 40, Part 20, Chapter 802, Integrity of the Texas Workforce System, particularly §802.61; WD 29-15, Chg. 1; TWC Agency-Board Agreements and Grant Contracts).

**ATTACHMENTS:** None.



# WSA Quality Assurance

Dr. Ricardo Ramirez, Director of Quality Assurance

April 21, 2023





# Summary

*Quality Assurance (QA) monitoring activities:*

- *Briefing on Monitoring Activities*
- *Briefing on Monitoring Outcomes & Technical Assistance (TA)*
- *TWC Performance: Measurable Skills Gains (MSGs) and Credential Rates*

*Staff is not requesting Board action at this time.*

# Briefing on Monitoring Activities



## Texas Workforce Commission (TWC) Monitoring

### *TWC Annual Monitoring*

TWC completed its Annual Monitoring of WSA. We received the Final Reports (attached) and an Audit Resolution Letter. *Next Steps:*

- TWC Audit Resolution: WSA will have 45-days to submit resolution of the items (due 05/15/2023), including:
  - Six Leases, Broker's Contract, Non-Custodial Parent (NCP) grant (one attribute), and Program Monitoring Procurement.

### *Current Monitoring Engagements*

- Child Care Services (performed every 2-3 years): TWC completed but we have not received a report.
- SNAP E&T (performed by Health & Human Services Commission via TWC): WSA did excellently – the Final Report reflects a 97% accuracy rate which exceeds the monitoring's benchmarks. The report is included in the packet.

# Briefing on Monitoring Activities



## External Program Monitoring

- COSA Child Care Services (CCS): completed with 100% accuracy rate!
  - Congratulations to COSA for attaining 100% accuracy during the past several years – such an outstanding achievement for such a large grant.
- Ready-to-Work (RtW): Exit Conference scheduled the week of 04/03/2023.
- Upcoming:
  - WIOA Adult and Dislocated Worker: Entrance to be scheduled based on progress with TWC's Monitoring.

# Briefing on Monitoring Activities



## Internal Program Monitoring

### *Current Internal Monitoring Engagements*

- SNAP and Non-Custodial Parent (NCP) Technical Assistance: performed as part of resolution of TWC's monitoring.
- SNAP Annual Review: ongoing.
- Trade Adjustment Assistance (TAA): completed Phase I report: included four (4) attributes for continuous quality improvement:
  - Benchmark reviews, Program Detail Data Entry, Service Tracking Data Entry, and Performance Outcomes Data Entry. QA will implement a Phase II monitoring in the coming months to validate improvements.
- National Dislocated Worker (NDW): has experienced a few delays to address TWC's monitoring. Received C2GPS responses to Exit Report on 03/31/2023.

# Briefing on Monitoring Activities



## Other Activities

### *Other Activities*

- Digitizing Paper Records: project underway to digitize participant records for WIOA Adult, Dislocated Worker, Trade Adjustment Assistance, TANF/Choices, SNAP, and any grants currently using hard-copy records (only Youth and Child Care Services are digitized).
- WSA Policy Review: about 95% complete – expect to complete within a couple of weeks.
- Aspen Institute: we did a presentation on “Income Inequality as an Outcome of the Labor Market.”
- Other: MIS (Local Plan, UI Weekly Job Search Requirements), Procurement (internal controls), and TANF Initiative (program design).

# Monitoring Timeline – External Engagements



Initial Estimated Timeline				Actual Timeline									
<i>External Program Monitoring</i>				<i>Duration</i> <sup>++</sup>	<i>Start</i>	<i>Finish</i>	<i>Duration</i> <sup>++</sup>	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>% complete</i>	<i>Comments</i>
<b>Estimated Timeline: 2022-2023</b>				<b>242</b>	<b>10/3/2022</b>	<b>9/5/2023</b>	<b>0</b>	<b>91</b>	<b>Duration</b>	<b>10/3/2022</b>		<b>26%</b>	
*COSA - Child Care Services	92	10/3/2022	2/7/2023	92	91	0	10/3/2022	2/7/2023		100%		Started but was postponed 43 days until External Monitoring Consultant was procured.	
CONSORTIUM - Ready to Work	57	2/3/2023	4/24/2023				2/10/2023			61%		Planning took additional time to prepare (e.g., this is a completely new grant, required access to Signify, tool preparation, etc.).	
C2GPS - WIOA Adult & Dislocated Worker	70	2/28/2023	6/5/2023				3/23/2023			12%		Entrance Conference delayed to accommodate work with TWC's Monitoring.	
C2GPS - TANF/Choices	58	6/1/2023	8/21/2023										
SERCO - WIOA Youth	47	7/3/2023	9/5/2023										

Avg Duration or Effort (days) → 65  
 Multi-tasking (% days overlapping projects) → 37.8%

92      91      0  
 100.0%

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

## Modification Notes

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

\* COSA-Child Care Services was started but later postponed until the External Monitoring Consultant was procured



# Monitoring Timeline – Internal Engagements



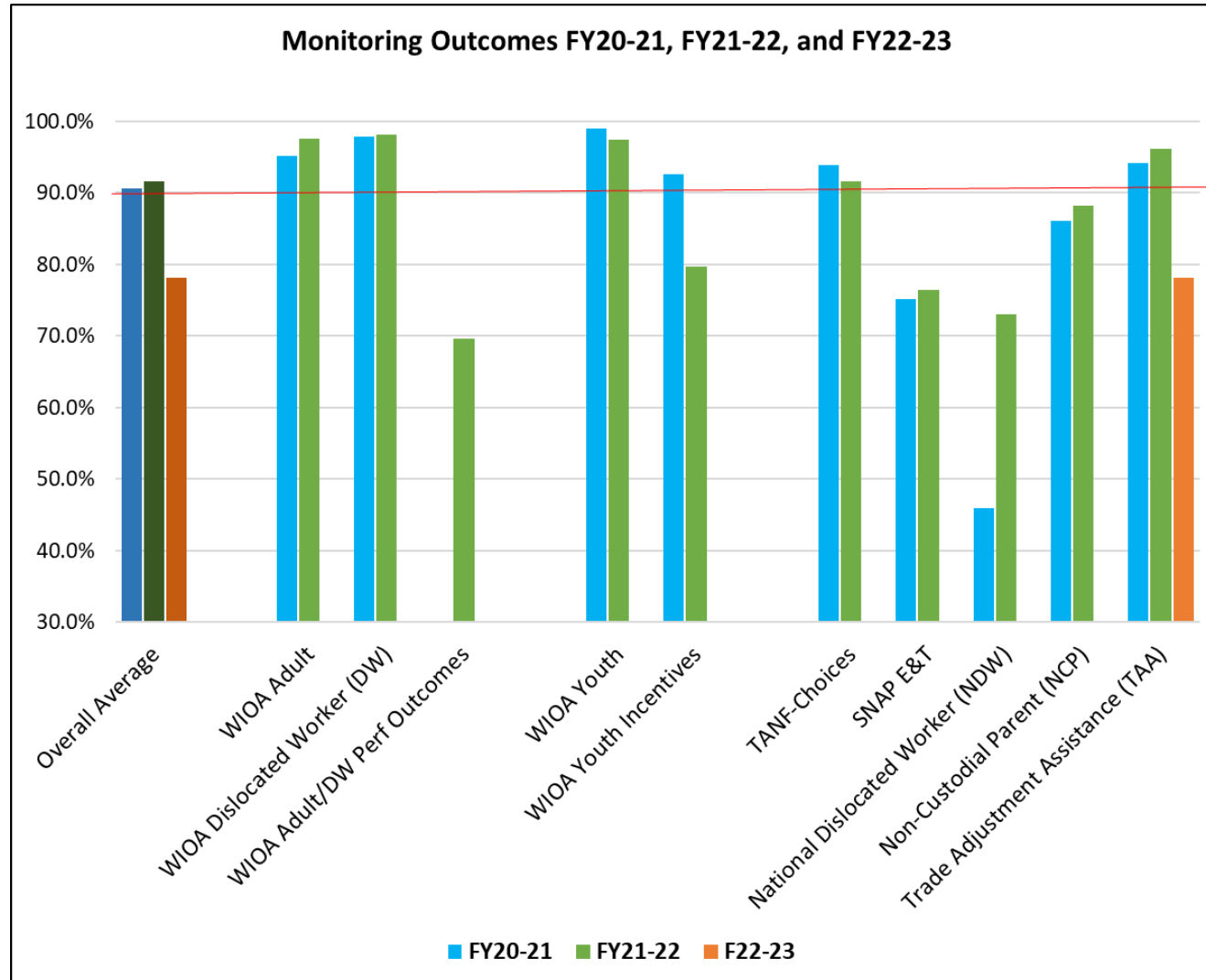
Initial Estimated Timeline				Actual Timeline						
<i>Internal Program Monitoring</i>	<i>Duration</i> <sup>++</sup>	<i>Start</i>	<i>Finish</i>	<i>Duration</i> <sup>++</sup>	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>Comments</i>	<i>% complete</i>
<b>Estimated Timeline: 2022-2023</b>	<b>215</b>	<b>11/14/2022</b>	<b>9/8/2023</b>	<b>Duration</b>			<b>10/11/2021</b>	<b>10/31/2022</b>		<b>45%</b>
Trade Adjustment Assistance (TAA) - Phase I	49	11/14/2022	1/19/2023	75	55	26	11/14/2022	2/24/2023	Included delays for SNAP/NCP TAP for TWC's Monitoring, plus a 1-day extension for C2GPS.	100%
National Dislocated Worker (Phase II)	50	1/3/2023	3/13/2023				1/3/2023		Ongoing with delays for SNAP/NCP TAP for TWC's Monitoring.	69%
SNAP E&T										
Technical Assistance							11/1/2022		TAP for TWC's Monitoring. Ongoing.	
Annual Review	45	3/13/2023	5/12/2023				3/8/2023			
Non-Custodial Parent (NCP, Phase II)										
Technical Assistance							11/1/2022		TAP for TWC's Monitoring. Ongoing.	
Annual Review	45	4/20/2023	6/21/2023							
Child Care QIA	31	5/30/2023	7/11/2023							
RESEA	41	6/20/2023	8/15/2023							
Summer Earn & Learn (SEAL)	38	7/19/2023	9/8/2023							
Other (Phase II, TWC, Training, etc.)	50	8/24/2023	11/1/2023							
Avg Duration or Effort (days, excludes "Other") →	44			75	55	26				
Multi-tasking (% days overlapping projects) →	38.4%			100.0%						

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

## Modification Notes

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

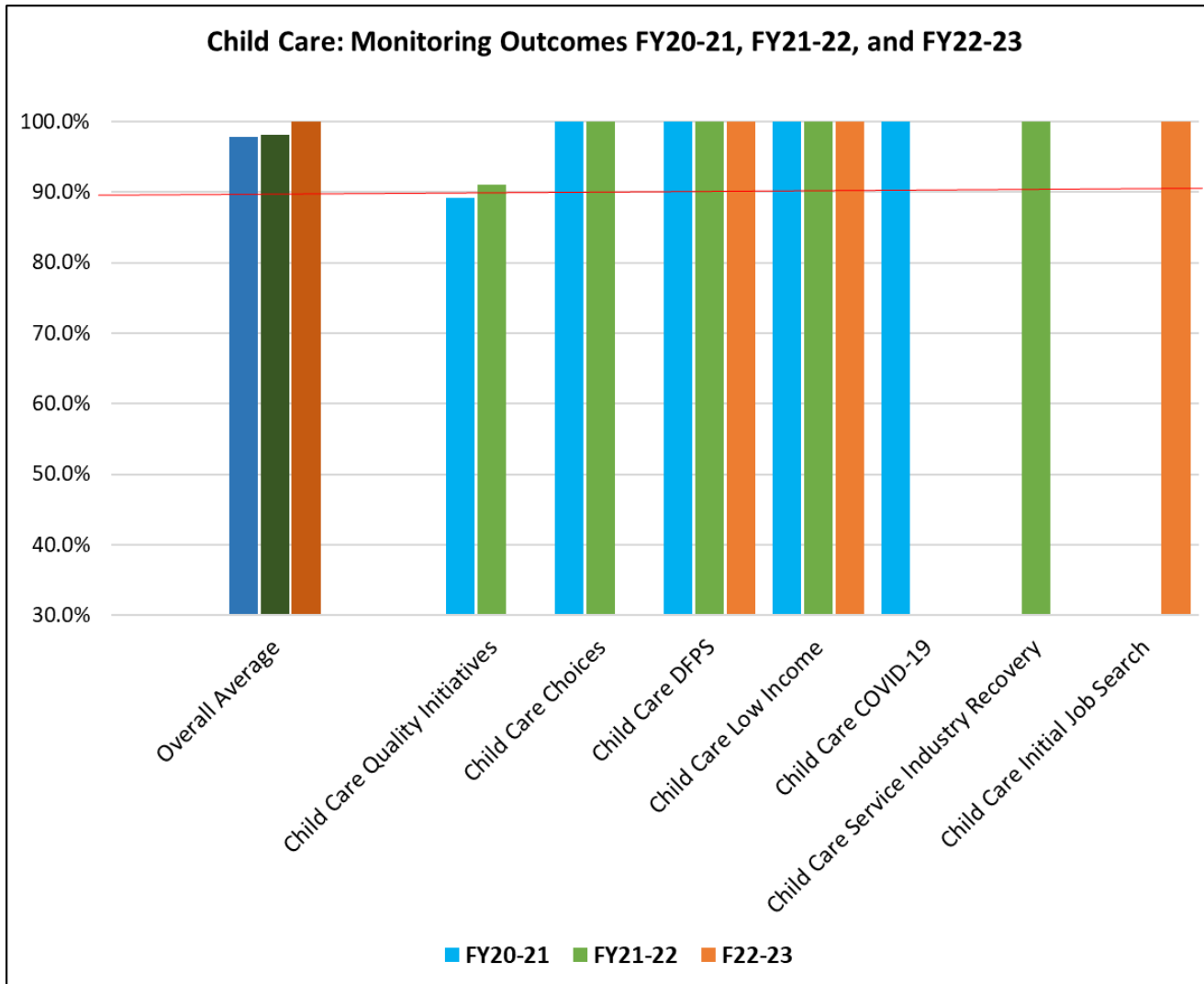
# Briefing – Monitoring Outcomes



The chart summarizes outcomes of monitoring engagements for FY20-21, FY21-22, and FY22-23 (Oct-Sep timeframe)

The red line highlights the 90% expected accuracy rate.

# Briefing – Monitoring Outcomes



The chart summarizes outcomes of monitoring engagements for Child Care in FY20-21, FY21-22, and FY22-23 (Oct-Sep timeframe).

The red line highlights the 90% expected accuracy rate.

# Briefing – Technical Assistance



Board staff offers Technical assistance (TA) to partners when outcomes fall below expected goals. TA plans include several components, such as:

- updating policies and procedures,
- staff training,
- additional internal monitoring,
- increased oversight.

Successful strategies require the identification of root causes and the implementation of adequate actions.

# Briefing – Technical Assistance

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## Additional QA Monitoring

- WSA Program/Operations implemented a TA Plan to address TWC's Audit Resolution Letter and Annual Monitoring Report for NCP and SNAP.

Expanded monitoring includes:

- 100% monthly review of cases by subrecipient,
- QA validation of subrecipient monitoring reports, and
- WSA testing of at least 20 cases per month.

# Briefing on Monitoring Activities



## Staff Recommendations

TWC requires Boards to have qualified Monitoring Staff to carry out the Board's oversight responsibilities:

- We thank the Board of Directors for their continued support of WSA's QA Department to promote the agency's compliance, internal controls, and continuous quality improvement efforts.

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## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented by:** Adrian Perez, CIO

**Date:** April 21, 2023

**Subject:** Summary of WSA Board of Directors Retreat

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### Summary:

This item is to provide a summary of next steps generated from the February 17-18, 2023, WSA Board of Directors Retreat. One of the primary goals was to secure WSA Board insight into the development of the Sector Based model. WSA staff have consolidated insights generated by the retreat activities to establish a “Tactical Construct” as the next step in development of the sector-based model to further drive development of meaningful data products and committee work plans.

The WSA Board reviewed the accomplishments of the past year and worked to lay out Strategic Imperatives by first engaging in Data Walk Through, then outlining of Strategic Imperatives and identifying potential partners and stakeholders, and finally establishing Committee Work Plan. Consolidated feedback for each activity is as follows:

### Data Walk Through:

The Board reviewed GIS visualizations and a variety of infographic summaries illustrating demographic characteristics of the region as well as selected characteristics of WSA Clients. Board feedback was consolidated into the following categories and will be integrated by WSA staff in future data dives:

- Requests for representation of Rural Counties in all analysis.
- Further inquiry into how WSA centers, services, and outreach are optimized for population density and poverty, and how efforts are integrated with other agencies such as Department of Family and Protective Services.
- Further disaggregation of education and demographic representation illustrating other races/ethnicities and providing any assessment as to why segmentations are over/under participating.
- Discussion also included a desire the further structure how data requests are made, and a better understanding of what data is available and how it can be further leveraged.

### **Strategic Imperatives and Root Cause Analysis:**

The Board offered five Strategic Imperatives and participated in a root cause analysis that highlighted potential solutions within these issues as cross-sections between Employers, Residents (Job Seekers), and WSA and Partner Organizations. The imperatives include the following:

- Job Seekers not being job ready for employment and root causes including:
  - Systemic challenges such as overall state of education system.
  - Workforce ecosystem challenges such as lack of industry recognized credentials and lack of awareness of options and complexity of access to the system.
  - Personal challenges such as life priorities and mindset impacted by generational poverty.
- Increasing youth engagement and root causes including:
  - Systemic challenges such as quality of fundamental literacy and skill, career counseling, and oversaturation of media messages.
  - Workforce ecosystem challenges such as not understanding career pathways, the cost of education, and lack of employer engagement in providing opportunities for exposure in targeted sectors.
  - Personal challenges such as peer pressure, homelessness, justice involvement, cost of education, and lack of soft skills.
- Support staffing in childcare centers and root causes including:
  - Systemic challenges such as childcare centers not being economically solvent based on factors such as a State-wide undervaluation of childcare, and childcare professionals as a function of future workforce brain development.
  - Workforce ecosystem challenges such as a lack of diverse/braided subsidies to support a fully staffed childcare system, and the lack of stackable college/training and pathways. WSA data challenges such as critical analysis of partners, programs, and effectiveness.
- Two closely related Strategic Imperatives were combined. The first was to work with employers to increase wages and the second was to battle the phenomenon of the working poor or those working jobs that require subsidy through government programs root causes including:
  - Macroeconomic challenges such as real wage growth which is wage growth adjusted for inflation.
  - Personal challenges include residents lack of access to coaching, and services during the workday to overcome the confusion/administrative challenges of successfully accessing agency and/or partner services.



- Industry challenges include the wage generally to be determined by the continued supply of labor at a given rate and the lack of compelling value proposition/incentives to overcome risk aversion associated with providing time/space to employees to institute “earn while you learn” programs compounded by the lack of awareness and difficulty in accessing programs.

### **Committee Work Plans:**

The Audit and Finance, Youth, Strategic, and Oversight Committees established a Work Scope and timelines for the 2023 calendar year. Staff will present each Committee with their workplan as captured for further refinement and development of action plans.

The Strategic Workplan for 2023 includes:

- Continue to build out sector-based model, define a focus, answer the question, “what can we excel at”, and develop a five-year outlook/model that includes programmatic, policy, outcome metrics.
- Development of the Data Dream Team through partnerships with local universities, Census Bureau, Dallas Fed, economists, and Economic Development Corporations.
- Address challenges such as securing data such as hire and pay for successfully placed program participants.
- Objective and Timelines
  - March 31 - Refine and expand data set. Define what do we want answered,
  - April 28 - Staff works on data collection and analysis, initiate contact with colleges,
  - August 30 - Continue to build out sector-based model, define a focus, answer the question, “what can we excel at”, and develop a five-year outlook/model that includes programmatic, policy, outcome metrics.

### **Next Steps:**

These actions along with the feedback and board perspective generated by the retreat support WSA staff movement of the Sector Based Model towards a “Tactical Framework” that focuses on four lenses that includes describing and classifying value for **Industry Sectors**, strengthening strategic **Partnerships**, coordinating outreach and services to **Residents**, and integrating a **Continuous Improvement** discipline of the Tactical Framework. This initial work is further described in Agenda Item providing Introduction of Draft Workforce Solutions Alamo Tactical Construct.

# WSA Board of Director Retreat Summary

Adrian Perez, CIO

April 21, 2023





# Summary

This item serves to provide an update on feedback secured during the WSA Board Retreat and next steps. No action from the Committee is being requested at this time.



# WSA Board Retreat

This item is to provide a summary of the February 17-18, WSA Board of Directors Retreat. One of the primary goals was to secure WSA Board insight into the further development of the Sector Based model.

## The activities that produced Board input include:

- Data Walk Through
- Strategic Imperatives
- Identifying Partners
- Committee Work Plans



# Data Walk Through

## Activity

The Board reviewed GIS visualizations and a variety of infographic summaries illustrating demographic characteristics of the region as well as selected characteristics of WSA Clients.

## Highlights

- Requests for representation of Rural Counties in all analysis.
- Further inquiry into how WSA centers, services, and outreach are optimized for population density and poverty and how efforts are integrated with other agencies.
- Further disaggregation of education and demographic representation illustrating other races/ethnicities.
- Request for assessment as to why segmentations are over/under participating.
- Request further structure how data requests are made, and a better understanding of what data is available and how it can be further leveraged.



# Strategic Imperatives and Root Cause Analysis

## Activity

The Board discussed Strategic Imperatives and participated in a root cause analysis that highlighted potential solutions within these issues as cross-sections between Employers, Residents (Job Seekers) and WSA and Partner Organizations.

## Highlights:

The Board outlined potential partners and stakeholders on the on the following Strategic Imperatives:

- Job Seeker employment readiness challenges
- Increasing youth engagement
- Support staffing in childcare centers
- Two closely related Strategic Imperatives were combined. The first was to work with employers to increase wages and the second was to battle the phenomenon of the working poor or those working jobs that require subsidy through government programs



# Committee Workplans

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## Activity

The Audit and Finance, Youth, Strategic, and Oversight Committees established a Work Scope and timelines for the 2023 calendar year. Staff will present each Committee with their workplan as captured for further refinement and development of action plans.

## Highlights:

Strategic Committee workplan included:

- Continue to build out sector-based model, define a focus and answer the question, “what can we excel at” and develop a five-year outlook/model that includes programmatic, policy, outcome metrics.
- Development of the Data Dream Team through partnerships with local universities, Census Bureau, Dallas Fed, economists, and Economic Development Corporations.
- Address challenges such as securing data currently unavailable.



# Next Steps

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- Board feedback and perspective generated by the retreat will inform WSA staff further definition of the Sector Based Model
- WSA staff will continue development of a “Tactical Framework” that will drive work towards Board direction
  - describing and classifying value for **Industry Sectors**,
  - strengthening and growing **Partnerships**,
  - coordinating outreach and services to **Residents**,
  - integrating a **Continuous Improvement** discipline of the Tactical Framework.
- All committees will be presented updates on their committee workplans and associated timelines.





# Thank You!!

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We thank the Board of Directors, our local officials, partners, board staff, and contractors, for their involvement and support in the process.

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## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, C.E.O.

**Presented by** Jessica Villarreal, Director of Child Care

**Date:** April 21, 2023

**Subject:** **Child Care Performance Briefing**

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**Summary:** This is a briefing to the Child Care Committee on the Child Care Performance for FY 2023.

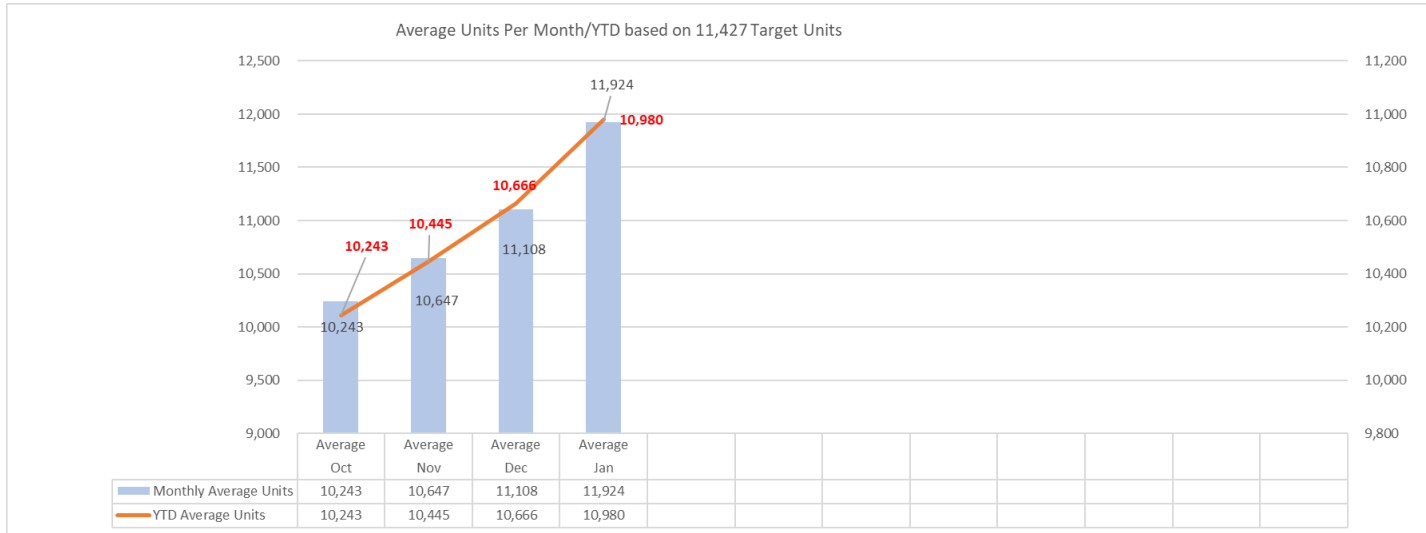
WSA continues to work with our Child Care Contractor as they monitor & process enrollments. WSA maintains ongoing communication with Child Care Contractor, on TWC's performance goal range of meeting performance: 95 – 105% and to remain within allocated budget.

TWC has set Alamo's FY 2023 Target at 11,427.

Alamo is currently performing at 96.09%.

**Analysis:**

- WSA's unofficial YTD average for December shows that average enrollments of 10,980 or 96.09%, which reflects that we are trending positively, and are currently in the Meet Performance range.
- Child Care contractor continues actively enrolling and processing documentation for families to begin care.
- Challenges that Child Care contractor face are non-responsive clients, clients who fail to submit complete application, clients who delay in selecting a Child Care program, clients who delay submitting additional documentation to complete packet.



	Oct	Nov	Dec	Jan
	Average	Average	Average	Average
Monthly Average Units	10,243	10,647	11,108	11,924
YTD Average Units	10,243	10,445	10,666	10,980

	Oct	Nov	Dec	Jan
	Average	Average	Average	Average
Monthly Average %	89.64%	93.18%	97.21%	104.35%
YTD Average Units %	89.64%	91.41%	93.34%	96.09%

	Oct	Nov	December	Jan
	Average	Average	Average	Average
Choices	237	229	209	203
Low Income	9,554	9,938	10,419	11,210
Former DFPS	382	401	392	419
Homeless	70	79	88	92
Monthly Average Units	10,243	10,647	11,108	11,924
Monthly % Average	89.64%	93.18%	97.21%	104.35%
YTD Average Units	10,243	10,445	10,666	10,980
YTD % Average	89.64%	91.41%	93.34%	96.09%
TWC Target	11,427	11,427	11,427	11,427

County	Families in Care	Children in Care	Families on waitlist	Children on waitlist
Atascosa	230	373	34	66
Bandera	25	41	6	12
Bexar	6413	11019	1812	2907
Comal	361	540	28	40
Frio	83	153	13	19
Gillespie	44	54	2	3
Guadalupe	398	657	52	81
Karnes	14	23	2	4
Kendall	57	90	8	10
Kerr	171	252	26	41
McMullen	0	0	0	0
Medina	138	238	20	35
Wilson	99	164	8	13
<b>Grand Totals</b>	<b>8033</b>	<b>13604</b>	<b>2011</b>	<b>3231</b>

## FY 2023

### Fiscal Impact:

- Each fiscal year beginning in October, TWC distributes funding and places an annual performance target for each board.
- Supplemental distribution provided to Alamo May 1<sup>st</sup>: \$4,803,249
  - Available for Direct care and Variable Admin/Ops
- Supplemental Target: 1,558
- TWC provides boards with a performance status methodology that is based on the annual target & budget, outlining percentage ranges for 3 performance measures:
  - Meets Performance (MP), Exceeds Performance (+P), and Below Performance (-P)

#### *CCDF Performance Status Methodology*

Year-to-Date numbers to calculate performance

MP = 95%-105%

+P = 105% or above

-P = <94.99

- Boards who exceed the budgeted amount for enrollments, may cause negative impact on future funding.
- As a result, WSA closely monitors and carefully balances both the enrollment target as well as the budget allocated to placing children in care, in effort to provide childcare to as many families as possible while remaining in good standing with TWC.

**Recommendation:** N/A

**Next Steps:**

WSA & Child Care Contractor will continue to monitor performance and work to ensure that enrollment remains at a level that will not negatively impact performance and will remain within Alamo's allocated budget for Child Care Services.

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## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, C.E.O.

**Presented by:** Jessica Villarreal, Director of Child Care

**Date:** April 21, 2023

**Subject:** **Texas Rising Star Assessment Update**

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### Summary:

The Texas Workforce Commission's (TWC) three-member Commission (Commission) approved final rules for revisions to the Texas Rising Star program on January 5, 2021. Along with the rule changes, the Commission approved statewide protocols for implementation of the revised Texas Rising Star standards. The Commission-approved implementation protocols include a deferment of assessments and in-person visits during the time that Texas Rising Star staff members are learning about and transitioning to the revised standards.

On August 3, 2021, the Commission approved modifications to the implementation protocols, which include establishing an implementation date of September 1, 2021.

### Analysis:

On September 1, 2021, implementation of the revised Texas Rising Star standards began. [WD 06-21, Change 2](#) provided guidance on implementation of the revised certification guidelines specific to Assessment Training & Certification Program (ATCP) course completion requirements for conducting assessments, prioritization plan for determining assessment visits, and continued quarterly screenings. This letter remains active and within the attachment Boards may continue to extend certification and visit due dates due to COVID-19 impacts, as well as professional development requirements per the guidance provided.

Alamo currently has 8 Texas Rising Star Assessors who have successfully completed the TWC coursework for being Texas Rising Star Assessor certified and are actively in the field conducting Texas Rising Star Assessments.

Currently Alamo board has a total of 143 Early Learning Programs certified as Texas Rising Star. Having completed Recertification Assessments, TRS Assessors are conducting Annual Monitoring Assessment visits and initial certifications as they receive applications. Since our last Child Care Committee meeting, 3 centers have submitted an application for an initial assessment (submission date(s): 01/20/2023)

and 87 centers are preparing for an annual monitoring visit, 56 monitoring visits have been completed.

**Data as of 02/15/2023**

Total Number of Centers Scheduled	Annual Monitoring vary /3 initial center(s) scheduled
Centers awaiting NEW certification	3
Number of 4* to date	121
Number of 3* to date	21
Number of 2* to date	2
# Of Accredited Centers	59
# Of Non-Accredited Centers	84
# Of Military Centers	08
# Of Initial Centers	14
# Of Centers Closed/withdrew	8
# Of Centers who have increased star level since Sept.	40
2 STAR → 3 STAR	4
2 STAR → 4 STAR	10
3 STAR → 4 STAR	25

**Initial Assessment information:**

New Applicants				
center name	License #	Application Date	2 week window	Star Level
I'm Just a Kid- scheduled	1703790	2/15/2022	Aug 22- Sept 2	4
Green Acres Child Care Center- scheduled	239062	3/25/2022	Aug 15- Aug 26	3
Central Christian- scheduled	25681	5/3/2022	Aug 22- Sept 2	4
Lil Peas and Sprouts Learning Center- scheduled	1531431	7/14/2022	oct 17-28	3
Little Wonderland- scheduled	530628	8/2/2022	Sept 5-16	4
Michaels Child Care	851749	8/5/2022	Oct 3-14	3
Pinnacle Kids Academy	1264586	8/26/2022	Sept 26- Oct 7	4
Good Samaritan Center	31441	9/19/2022	Oct 24- Nov 4	4
Pinnacle Kids Academy-Braun	1676993	9/19/2022	Oct 24- Nov 4	4
Pinnacle Kids Academy- Classen	1507336	10/17/2022	Nov28-Dec9	4
World of Knowledge ELC	1553682	11/9/2022	Nov28-Dec 9	3
Stepping Stones	1657974	12/22/2022	Jan 16-27	3
JPR International Inc. DBA Kidus	1648794	1/2/2023	Jan 16-27	3
kids r kids westpoint	1699557	1/6/2023	Jan23-Feb 3	4
Little Treehouse # 2	1704588	1/20/2023	Feb 20- Mar 3	initial-
Little Treehouse #4	1704598	1/20/2023	Feb 20- Mar 3	Initial -
Little Treehouse # 6	1704600	1/23/2023	Feb 20- Mar 3	initial-

**Alternatives:**

N/A

**Fiscal Impact:**

N/A

**Recommendation:**

N/A

**Next Steps:**

WSA will continue monitoring assessment scheduling and progress.  
Assessments will continue as outlined, following TWC guidance and processes.

**Attachment:** None.



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## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, C.E.O.

**Presented by:** Jessica Villarreal, Director of Child Care

**Date:** April 21, 2023

**Subject:** TRS Contracted Slots Pilot Briefing

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### Summary:

On June 10<sup>th</sup>, WSA received board approval to proceed with awarding three centers contracted slots. WSA has received signed contracts from the selected centers and is actively working to provide the resources necessary to begin implementation of contracted slots pilot. Prior to rollout, WSA must adhere to TWC's guidelines on policy implementation for Contracted Slots.

Texas Workforce Commission (TWC) Rules, Section 809.13, requires Boards to develop policies for the design and management of the delivery of Child Care services in a public process. Rules require Boards to have a policy related to contracted slots agreements as described in 809.96 if the Board opts to enter into such agreements.

As WSA board is one of only two workforce boards who have elected to enter the TRS Contracted Slots pilot, WSA must develop and adopt policy for implementation.

### Analysis:

Contracted slots officially began with the first child enrolled on October 3, 2022. New parents have been called to confirm interest in Child Care Services scholarship and have been emailed the Child Care Enrollment opportunity to confirm interest in Contracted Slots programs.

- De Paul was awarded 20 contracted slots, to date a total of 6 children: 1 infant and 5 toddlers have been enrolled, leaving 14 contracted seats available.
- La Mision, was awarded 15 slots, has enrolled 7 children: 3 infants and 4 toddlers, leaving 8 contracted seats available.
- Converse Christian was awarded 15 slots, has enrolled 8 children: 3 infants and 5 toddlers, leaving 7 contracted seats available.

Center	Filled Slots	Open Slots	Total
Converse Christian	3 infant / 7 toddler	2 infant / 3 toddler	15 slots
De Paul	0 infant / 4 toddler	6 infant / 10 toddler	20 slots
La Mision	2 infant / 5 toddler	3 infant / 5 toddler	15 slots

**Alternatives:**

N/A

**Fiscal Impact:**

TWC awarded WSA \$746, 230.00 for the implementation & management of the TRS Contracted Slots pilot.

**Recommendation:**

N/A

**Next Steps:**

- WSA will remain in communication with Child Care contractor and Providers awarded contracted slots to field questions and serve as a liaison for information on Contracted slots.
- WSA will continue to support and guide the Early Learning Programs with implementation.
- WSA will work with Child Care contractors to ensure tracking/monitoring per TWC requirements.
- WSA will continue to track progress of the pilot, logging questions, challenges, and TWC responses, to help other boards who may be interested in future opportunities for Contracted Slots, and to serve as a guide for future staff who implement contracted slots programs.
- WSA has submitted a Contract Action Request (CAR) to TWC to request allowance to extend the contract from March 2023 to December 2023, to allow time for families enrolled to receive the full year of care under the contracted seat grant opportunity.

**Attachments:**

N/A

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## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, C.E.O.

**Presented by:** Jessica Villarreal, Director of Child Care

**Date:** April 21, 2023

**Subject:** Efforts for Access to Quality

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### Summary:

WSA continues to attend community meetings, participate in discussions, and provide opportunities to learn about the needs of the Early Child Care community. WSA is hosting Cohorts to provide guidance and assistance to centers towards TRS certification and beyond. WSA continues to oversee and manage the Quality Budget and the CRRSA funding to ensure that Early Learning Programs have the tools and resources needed to build and maintain quality. WSA is reaching out to rural communities to better understand the childcare needs and to provide and link them with resources available. WSA has partnered with United Way of San Antonio to create a more efficient and seamless process for mentoring/coaching centers towards quality and WSA continues to collaborate and share information on Centers designated as Entry Level to aid mentors/coaches be able to view the landscape on the number of centers that exist that are eligible and in need of outreach to begin the path towards quality.

### Analysis:

WSA continues to collaborate with community partners to create an efficient and robust pathway for centers and homes to attain TRS certification and begin the pathway towards quality. WSA's TRS Fall & Spring Cohort has successfully reached 82 centers.

The cohort, in addition to providing guidance and overviews of the requirements of TRS, has been designed to connect these participants to resources and programs that are available to aid centers on their quest to expand and elevate quality. Examples of the organizations and programs who have been invited to share information with the cohort, are: TWC who has presented on their Pre K Partnerships program, Texas Association for the Education of Young Children (TXAEYC) who has presented on the Teach program, Child Care Regulations (CCR) who has presented on common licensing deficiencies noted by representatives during observations of centers, Children's Learning Institute (CLI), Texas Early Childhood Professional Development System (TECPDS), Civitas/Curant/Avance on business coaching opportunities and we are currently reaching out to National Association for Family Child Care (NAFCC), National Association for the Education of Young Children (NAEYC), as well as Texas School Ready (TSR). WSA understands

that by inviting presenters that offer resources that can assist in elevating the quality of care a child receives, we are helping to create more opportunities for Early Learning Centers who are already on the pathway to TRS certification, see beyond the stars, and recognize that there are many opportunities available to continue to enhance and build quality.

In November 2022, WSA invited several partners to the table to discuss the distribution of the Coronavirus Recovery Relief Supplemental Funding, in order to determine the investment that would have the most impact in the Early Child Care community. After careful consideration, WSA moved forward with the decision to distribute 1.8 million to Early Child Care staff in the way of providing Wage bonuses to those working within the Child Care center, as well as provide incentives for staff who provided support in reaching and maintaining TRS certification and invested \$404,773.01 towards Recruiting/Outreach for new centers to begin the path towards Texas Rising Star. The original goal being to reach 30 centers, WSA has exceeded that goal, and has successfully outreached to 82 centers. 8 out of 11 centers who participated in WSA's Fall Cohort have successfully completed TRS certification and have received a 3 or a 4 STAR rating.

In an effort to better understand the needs for Child Care that rural communities have, and to provide support and resources on Child Care, WSA has been hosting Rural Townhalls/Community conversations with our 12 surrounding communities.

WSA has created a partnership with Child Care Regulations, who is also attending and participating in these discussions and providing the community with additional resources and guidance upon request. WSA has hosted 5 Townhalls, Kerr, Kendall, Bandera, and Gillespie conversation were held in Kerr County on 12/6/2022, Frio, McMullen, Atascosa, Medina was held on 12/8/2022 in Frio County, Wilson and Karnes was held on 1/18/2023 in Wilson County, Guadalupe and Comal was held on 2/9/2023 in Comal County, and Kerr, Kendall, Bandera, Gillespie was held on 2/22/2023 in Gillespie County. WSA currently has these conversations scheduled to continue through November 2023.

In August 2022, WSA partnered with United Way of San Antonio to re-launch & re-brand WSA's Provider Council. An application was sent out, and 32 responses were received from interested Directors/Owners. Based on a variety of characteristics, such as location of center, National accreditation/ TRS certification status, previous membership, and Center type, WSA and United Way, selected 16 Directors/Owners to join the Provider Council. Members meet quarterly to address system level challenges within the early childcare community and members discuss and tackle issues, pose questions, share thoughts, and provide feedback on a variety of Child Care topics.

WSA has continued to align the mentoring/coaching process towards quality TRS, by working with United Way of San Antonio and creating more of a united approach to mentoring and providing for a warm handoff between coaches/mentors between organizations, to continue to support the Provider with a seamless experience towards TRS certification. This newly

implemented process is receiving positive feedback by the Providers in the community, who have expressed feeling a more cohesive and less confusing process as they work towards quality. TRS Mentors work with Early Learning Programs to create Quality Improvement Plans (QIPs) that are designed to allow centers to create goals/expectations that they will work towards in order to achieve and maintain TRS certification. TRS mentors & WSA staff are also participating in the Building Quality Meetings hosted by United Way of San Antonio that includes United Way Coaches.

WSA continues to collaborate and share information on Entry Level Designation centers to United Way and Pre-K 4-SA, to assist each organization with a list of centers who have/have not been outreached to, or placed on the quality pathway so that each is better equipped to manage the landscape of centers still in need of support towards quality. Currently there are 411 Entry Level Designated Centers who are eligible to begin working with a mentor towards TRS certification.

WSA has completed the procurement process for Professional Development/Trainers to support our Early Child Care centers. We are awaiting signed contracts to move forward with reaching out to the vendors to discuss WSA's needs and develop a schedule to begin providing PD to our Early Learning Centers.

**Alternatives:**

N/A

**Fiscal Impact:**

\$926,450 to 60 Providers staff bonuses: 1112 staff have been awarded Quarters 1-3. (Q4 is still being distributed and an additional Q5 bonus will be awarded to 58 centers. \*2 centers have been excluded due to CCS withdrawal and ineligibility.

\$240,100 Texas Rising Star Incentives for 922 Staff

\$404,773.01 Quality materials to include indoor/outdoor kits, parent kits, and ASQs for Centers enrolled in the WSA cohort.

\$41,051 Additional materials/supplies to TRS centers

\$218,550 Monetary incentives

\$12,000 College tuition/incentives

\$67,178 Professional development

\$138,500 Special Incentive: Given to the 8 centers who originally were not selected to be awarded the Staff wage bonuses, but have received 2 quarters & will be receiving an additional 3<sup>rd</sup> Quarter bonus.

**Recommendation:**

N/A

**Next Steps:**

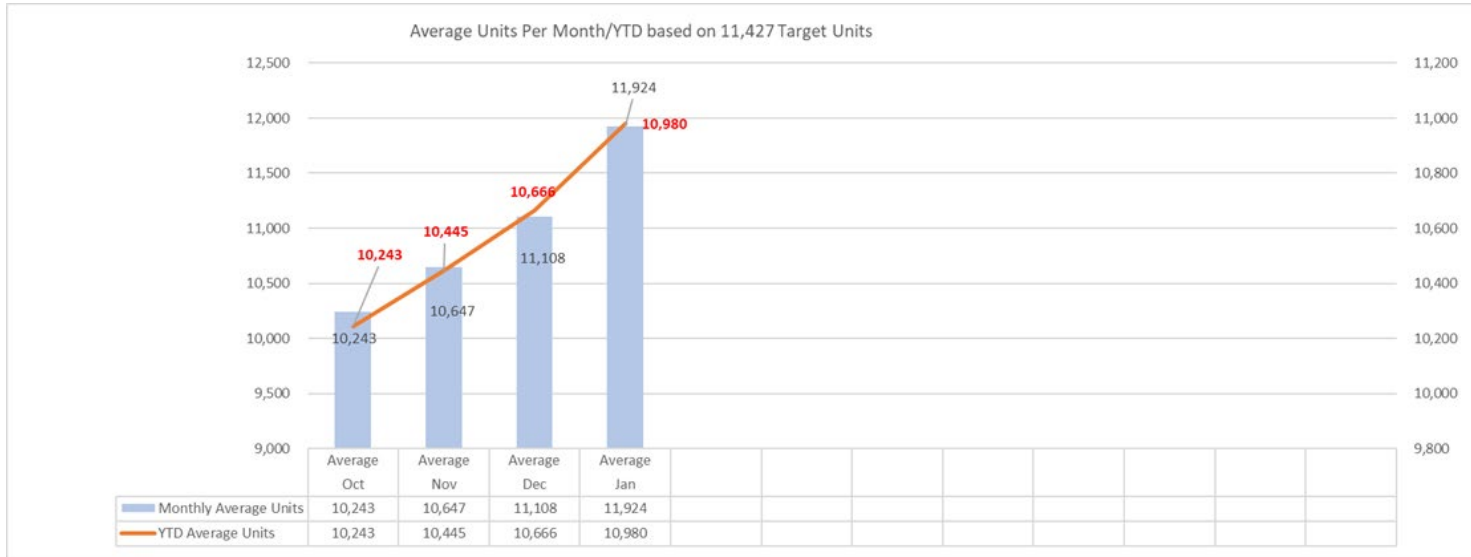
WSA will continue to partner and collaborate with Agencies and Organizations to provide support and resources to Child Care Providers and families throughout the Alamo Board area and to look at additional ways that through partnerships we can support Early Learning Programs on the path towards quality. WSA will continue to work on aligning the Quality budget with the Quality Cohort and Certification process to ensure that centers receive the necessary support to elevate and maintain the quality of their centers.



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# CHILD CARE PERFORMANCE BRIEFING

# Child Care Performance Briefing FY 2023



**WSA's unofficial YTD avg for FY 2023 is 96.09%**

	Oct	Nov	Dec	Jan
	Average	Average	Average	Average
Monthly Average %	89.64%	93.18%	97.21%	104.35%
YTD Average Units %	89.64%	91.41%	93.34%	96.09%

*CCDF Performance Status Methodology*  
 Year-to-Date numbers to calculate performance  
 MP = 95%-105%  
 +P = 105% or above  
 -P = <94.99

*SIR Performance Methodology*  
 Actual enrollments





# Child Care Performance Briefing FY 2023

	Oct	Nov	December	Jan
	Average	Average	Average	Average
Choices	237	229	209	203
Low Income	9,554	9,938	10,419	11,210
Former DFPS	382	401	392	419
Homeless	70	79	88	92
<b>Monthly Average Units</b>	<b>10,243</b>	<b>10,647</b>	<b>11,108</b>	<b>11,924</b>
Monthly % Average	89.64%	93.18%	97.21%	104.35%
<b>YTD Average Units</b>	<b>10,243</b>	<b>10,445</b>	<b>10,666</b>	<b>10,980</b>
YTD % Average	89.64%	91.41%	93.34%	96.09%
<b>TWC Target</b>	<b>11,427</b>	<b>11,427</b>	<b>11,427</b>	<b>11,427</b>



# Enrollment/Waitlist Breakdown



County	Families in Care	Children in Care	Families on waitlist	Children on waitlist
Atascosa	230	373	34	66
Bandera	25	41	6	12
Bexar	6413	11019	1812	2907
Comal	361	540	28	40
Frio	83	153	13	19
Gillespie	44	54	2	3
Guadalupe	398	657	52	81
Karnes	14	23	2	4
Kendall	57	90	8	10
Kerr	171	252	26	41
McMullen	0	0	0	0
Medina	138	238	20	35
Wilson	99	164	8	13
Grand Totals	8033	13604	2011	3231

\* Updated 2/15/2022



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# Texas Rising Star & Quality updates

# TRS Assessment Results

## Percentage of TRS/CCS

Program Location	Total Number of CCS Programs	TRS Programs	Percentage
Bexar Early Learning Programs (CCS)	441	120	27%
Rural Early Learning Programs (CCS)	140	22	16%
<b>Total</b>	<b>581</b>	<b>142</b>	<b>24%</b>

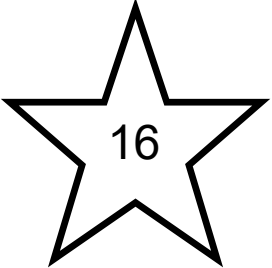


# TRS Assessment Results



Total # of Currently Certified Centers	143
# of Annual Monitoring completed	56
# of Centers increased Star Level	39
• 2- Star to 3-Star	4
• 2- Star to 4-Star	10
• 3- Star to 4-Star	25
# of Centers awaiting assessment	2: initial 87: Annual Monitoring
# of centers submitting application for initial assessment since last Child Care Committee meeting	0

Assessments completed



Initials

\*Since August 2022



Monitoring

## Results of Assessments

2 Star	2
3 Star	21
4 Star	120



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# Texas Rising Star Contracted Slots Pilot

## Texas Rising Star Contracted Slots: Update

- 50 Slots awarded for Infant and/or Toddler expansion
- 1-year contract

Provider Name	STAR	Current CCR Capacity	Current Number of CCS families served	Total Amount awarded	Amount of Infant/Toddler Slots filled	Number of Infant/Toddler Slots awarded to program
<b>Converse Christian School</b> 9146 FM78 Converse, TX 78109	4	94	42	\$184,080.50	<b>Infants – 3 Toddler -7</b>	<b>15</b>
<b>La Mision Child Care and Kid Kamp</b> 2211 S. Hackberry San Antonio, TX 78210	4	90	32	\$137,641.70	<b>Infants – 2 Toddler -5</b>	<b>15</b>
<b>DePaul Children's Center</b> 7607 Somerset Rd. San Antonio TX 78211	4	200	35	\$167,051.20	<b>Infants – 0 Toddler -4</b>	<b>20</b>
Grand Total for all 3 Providers		384	109	\$488,773.40	<b>Infants– 5 Toddler- 16</b>	<b>Total Slots – 50 Awarded</b>



# WSA Efforts for Access to Quality



WSA and United Way host Provider Council meetings to discuss Child Care topics, Child Care policies and gain insight into the areas of importance/concern from Early Learning Centers perspectives.

WSA received extension to continue Texas Rising Star Contracted Slots Pilot through December 2023.

WSA completed Procurement Process for Professional Development/Trainers to support Early Learning Center staff.

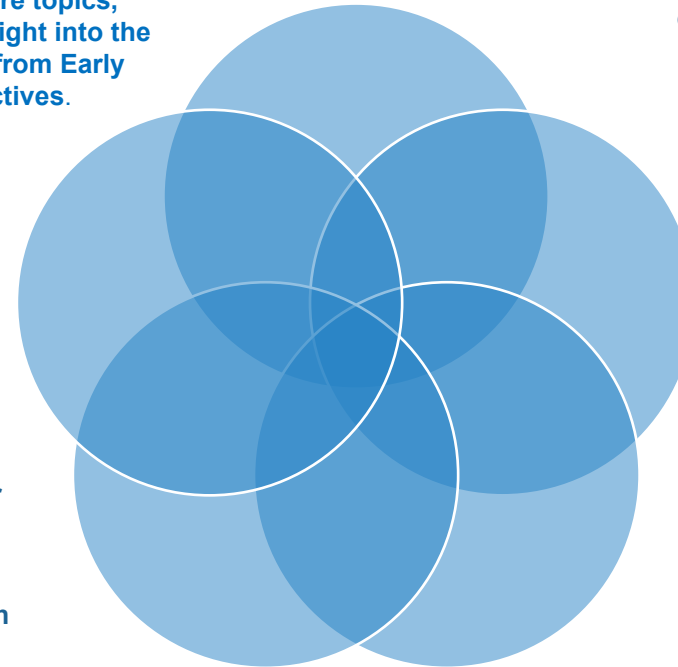
(Awaiting returned signed contracts to begin projected scheduling of PD/trainings with vendors.)

WSA collaborates with United Way & Pre-K 4SA to share information on centers who are in cohorts & those on the Entry Level Designation (ELD) list in an effort to avoid duplication of services and to reach as many centers as possible through mentoring/coaching.

WSA Mentors create QIPs with Early Learning Programs working towards TRS certification and after receiving certification to maintain quality.

WSA continues to explore opportunities to continue to expand reach in coaching/mentoring centers with other prospective partners.

WSA has connected with TWC, TECPDS, CLI, Child Care Regulations, TXAEYC/TEACH, and Texas School Ready, who are/have presented information to cohort.



United Way & WSA alignment of mentoring/coaching process towards Quality





# CHILD CARE SUCCESS STORY - FEBRUARY



# CHILD CARE SUCCESS STORY: MIRANDA MARTINEZ



As a single parent of two, Miranda was able to receive childcare assistance through Workforce Solution Alamo. “There is no way I would be able to work, put a roof over my girl's head, food in their bellies, and provide day care if it wasn't for CCS. This program is God sent and I am forever grateful to receive this help. Thank you!!”

# TEXAS TALENT EXPERTS

## GOAL 1

**TO ESTABLISH THE STATE'S PUBLIC WORKFORCE SYSTEM AS THE GO-TO RESOURCE FOR EXPERTISE ON THE TEXAS TALENT MARKET**

## STRATEGIES



**1.1. STANDARDIZED DATA.** Align data processes across Workforce Development Boards for consistent storytelling of key labor market indicators and statistics.



**1.2. THOUGHT LEADERS.** Position the system as the leading expert on labor market insights with enhanced marketing techniques and economic forecasting.



**1.3. RESOURCE INVESTMENT.** Develop leadership capacity of Workforce Development Boards through professional development opportunities that enhance data analysis skills and strengthen ties with economic development.

## GOAL 2

**TO DEPLOY UNMATCHED SERVICES OF VALUE TO EMPLOYERS AND ECONOMIC DEVELOPMENT ORGANIZATIONS AND MORE EFFECTIVELY TELL THE STORY OF THE PUBLIC WORKFORCE SYSTEM'S TOOLBOX**

### STRATEGIES



#### **2.1. STANDARD MENU OF EMPLOYER SERVICES.**

Transition the marketing of tools from being program-focused to service-oriented and provide a standard menu of employer services that outline requirements and steps for accessibility.

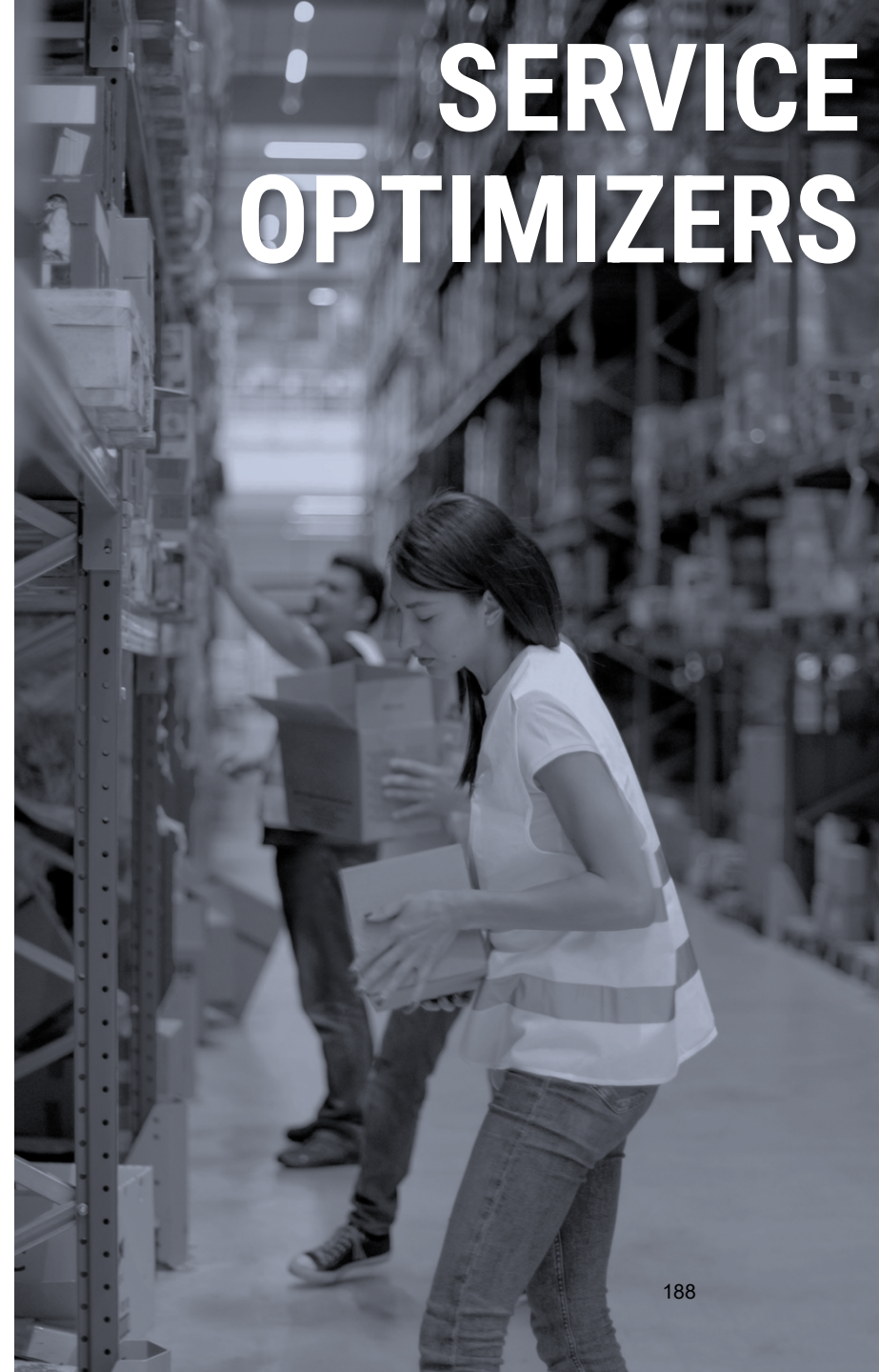


**2.2. TARGETED DELIVERY MODEL.** Implement a targeted service delivery model to focus on employers within in-demand industries and career seekers on paths to quality jobs.



**2.3. EXPANDED TRAINING.** Expand training options to increase the local talent pool with the in-demand skills that employers need and to provide employers more upskilling opportunities as talent retention tools.

# SERVICE OPTIMIZERS



# PARTNERSHIP MANAGERS

## GOAL 3

**TO PROACTIVELY ENGAGE AND MANAGE MORE INTENTIONAL PARTNERSHIPS TO FACILITATE TALENT SOLUTIONS, PURSUE SHARED GOALS TO SUPPORT AND HEALTHY AND ROBUST WORKFORCE, AND LEVERAGE JOINT RESOURCES**

## STRATEGIES



**3.1. INDUSTRY ENGAGEMENT.** Engage employers in a more comprehensive and intentional manner through sector partnerships that verify demand and guide priorities.



**3.2. ECONOMIC DEVELOPMENT COLLABORATION.** Act as a lead collaborator with economic development organizations to identify actionable solutions to address workforce challenges.



**3.3. EDUCATION AND TRAINING ALIGNMENT.** Facilitate efficient connections with training and education opportunities that produce strong outcomes for career seekers.



**3.4. COMMUNITY-BASED ORGANIZATIONS SUPPORT.** Integrate with community-based organizations on talent-adjacent issues like housing and transportation.



# AUDIT & FINANCE COMMITTEE REPORT



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## MEMORANDUM

**To:** Board of Directors

**From:** Jeremy Taub, Director of Procurement and Contracts

**Presented by:** Jeremy Taub, Director of Procurement and Contracts

**Date:** April 21, 2023

**Subject:** Update: Procurement Processes

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**Summary:** This report is intended to summarize Procurement processes and improvements the Board is implementing to increase controls related to contracts and leases. Workforce Solutions Alamo Board Procurement staff contracted with a Procurement Consultant, The Syndicate Wave, LLC. in 2022 to help to improve processes and efficiencies.

In October 2022, the annual TWC monitoring review of Procurement was performed to ensure historical procurements were completed following policies and procedures. During the monitoring, several areas were identified as impacting WSA's compliance with the procurement process. As a result, the Board is strengthening contracts, policies, procedures, and additional tools to implement the recommendations by TWC.

**TWC Recommendations:** The Board should strengthen controls over expiring contracts. The Board should adhere to the requirements of the FMGC and work with TWC Audit Resolution on re-procuring the workforce center leases for Kenedy, New Braunfels, and Hondo in compliance with federal and state requirements. To accomplish this, TWC has recommended putting in additional measures including:

- The Board should reprocure the contract for a broker before requesting additional services.
- The Board should provide documentation of cost reasonableness to demonstrate that a fair market rate is currently being paid for Pearsall, Floresville, and Boerne workforce center leases.

**TWC Lease Recommendation Progress:** The Board has proactively started to implement the recommendations by TWC and contacted TWC's Audit Resolution unit for additional technical assistance on how to cure the non-compliant leases before any future lease renewals. After meeting with TWC, the Board will take the following steps to cure the findings:

- WSA will perform a lease-by-lease summary of each property with required documentation to address findings with implementation of lease procedures and tools not previously in place.
- TWC does not request WSA to break any lease but expects WSA to perform a complete and transparent procurement before exercising any renewal options on a current lease.
- WSA will also review all existing leases to ensure proper procurement.
- For recently exercised options, Audit Resolution may require a market analysis after the fact to make sure the lease option was the best value.

- TWC provided that original lease procurements must indicate renewal option periods. Therefore, additional option periods not included in the original lease cannot be exercised without new procurement.
- TWC acknowledged there is a significant difference between urban and rural leases. The best value in rural areas may include multiple options due to the lack of lease space in that market. Factors such as existing buildout, location, and availability of other locations are all factors that may be considered.

As an outcome of the technical assistance, the Board has taken the following steps and will provide regular updates to the Board as developments progress:

- The RFP for Real Estate Broker Services has been completed, and the contract with Partners Realty has been executed. The contract term is effective March 13, 2023, for 12 months, and has four (4) one-year options to renew.
- The Board staff is conducting an internal review of all property leases. This process analyzes the existing lease procedures to ensure they align with the TWC's Financial Manual for Grants Contracts, including the procurement supplement. In addition, this process will ensure that documentation is on file for each item listed in the Lease Procurement Checklist (**Attachment 1**).
- A preliminary review of leases has determined that similar findings for most properties would have existed. Therefore, as we implement this new procedure, quality assurance will review each lease procurement file before the recommendation is presented to Board committees (Strategic, Executive, and Full Board).
- Board staff developed a Lease Procurement Timeline with lease dates, the status of renewals or amendments, and due dates for action items. (**Attachment 3**).
- In conjunction with our legal team, the Board has standardized all leases through an addendum that will be highly enforced in the negotiation process for renewals and new leases.

**Additional Controls Over Expiring Contracts:** TWC has recommended that the Board review and strengthen controls to ensure contracts are renewed or reprocured promptly and appropriately. Procurement has developed a contract management database that is updated regularly by reviewing contract expiration dates, and in addition to any other contract related action.

Procurement and Contracts utilizes e-procurement software to issue automated reminders to contract end users for necessary action requirements on renewing and expiring contracts. Additionally, procurement staff performs follow up with end users individually for status updates. This follow-up process creates an opportunity for collaboration, training, and development throughout the agency.

**Agency-Wide Procurement Improvements:** In March 2022, the Board contracted with The Syndicate Wave, LLC. to address the prior years' TWC recommendation, listing procurement as an area of concern. The independent consultant assessed the Procurement area, identifying several required vital control needs. The Board had contracted with The Syndicate Wave, LLC to assess, recommend, and implement agency-wide



improvements to the procurement and contract management process. This includes strengthening controls by updating policies and implementing standard operating procedures.

The outcome of the assessment resulted in identifying key risk control areas of capacity, governance, and process effectiveness. The Syndicate Wave, LLC scope and contracted course of action is to recommend, enhance, and implement the following agency-wide:

- Improve Procurement Governing Practices and Enhancing Best Practices
- Capacity Building and Strengthening Policy & Procurement System(s) Performance
- Procurement checklists and other tool kits to improve efficiency and effectiveness
- Contract Compliance and Monitoring Improvements
- Standardization of Procurement Planning, Timeline, Requirements, and Operating Procedures
- Records Management Policies (including the utilization of electronic storage)
- Vendor Diversity Outreach Policy Improvements (SMWVBE/HUB)
- Procurement Professional Development Recommendations and Training
- Support Audit reconciliation activities and any “Cure” actions

WSA and The Syndicate Wave, LLC collectively finalize all enhancements and actively implement these new policy and procedures recommendations. WSA is committed to conducting procurement acquisitions to the maximum extent practical, in a manner providing full and open competition consistent with the standards detailed in the Financial Manual for Grants and Contracts (FMGC), Texas Workforce Commission Procurement Supplement, Grant Management Common Rule, and Uniform Grant Management Standards (2 CFR 200).

**Next Steps:** Procurement and Contracts Management will continue proactively monitoring compliance, embracing a continuous process improvement culture, implementing the recommendations from TWC, integrating an internal quality assurance process, and implementing the recommendations from the Syndicate Wave.

**Timeline:** The procurement process improvements have been ongoing since October 2022, and are anticipated to continue to be implemented through 2023.

**Fiscal Impact:** Strengthening controls will ensure full compliance and guard against future question costs, which none exist for the monitoring review. Additionally, these controls will yield more significant contract negotiation positions.

**Attachments:**

1. Lease Procurement Checklist
2. Needs Determination Form
3. Lease Procurement Timeline
4. Lease Procurement Flow Chart



## Lease Procurement Checklist

<b>Name of Landlord/Contractor/Vendor:</b>	
<b>Property Location and Address:</b>	
<b>Time Frame (lease dates, etc.):</b>	
<b>New Contract or Renewal:</b>	
<b>    If Renewal, what Renewal #:</b>	
<b>    # of Renewals Remaining:</b>	

<b>Item:</b>	<b>Description:</b>	<b>Point of Contact</b>	<b>Start date</b>	<b>Completed:</b>
1	Market Research/RFI Supplementing broker's/agents use of listing services			
2	Needs Determination			
3	Market Analysis			
4	Independent Cost Estimate Determination			
5	Board Approval of Needs Determination			
6	Solicitation Documentation			
7	Evaluation Documentation			
8	Broker/agent identifies commercial properties that meet WSA specifications			
9	Broker/agent and WSA identify which of the properties warrant site visits.			
10	Broker/agent schedules site visits and attends the visits with WSA representatives.			
11	Broker/agent further evaluates the visited properties against WSA specifications.			
12	Broker/agent requests a proposal from landlord/owner of the property or properties that best meet the specifications.			
13	Broker/agent reviews and explains the proposals to WSA.			
14	WSA reviews the broker/agent recommendation and decides whether to execute a lease.			

15	Legal/QA Audit Review			
16	Broker/agent negotiates with the landlord/owner of the property that WSA selected to include WSA lease addendum terms.			
17	Broker/agent assists WSA with the oversight of any alterations or improvements required to make space ready for grantee occupation.			
18	The broker/agent provides Market Analysis report on properties that met the specification, consideration of the properties and basis for the choice for site visits, observations made from the site visits, basis for further selection, including proposals received, broker/agent recommendation, negotiation points, and the resulting lease.			
<b>LEASE AGREEMENT</b>				
Evidence of Agreement Terms				
____ 3 Year Term    ____ 5 Year Term				
Special Terms and Conditions List: _____ _____ _____				
Board Approval of Agreement    Yes <input type="checkbox"/> No <input type="checkbox"/> Supporting Evidence: Board Meeting Minutes/				

WSA shall conduct initial market research to determine whether to supplement the use of listing services with public advertisement of the grantee’s property search.

## Workforce Solutions Alamo - Needs Determination for Market Analysis on Property Lease Search Request:

The purpose of this request is to conduct market research for the lease of properties to administer workforce programs. The initial step in the planning process requires a review of existing facilities that meet our current requirements. WSA’s business needs include but limited to general location (customer populations, local business’s, area crime statistics), access to public transportation, current parking, space required, access to ground floor, ability to build out and compliance with Americans with Disabilities Act (ADA).

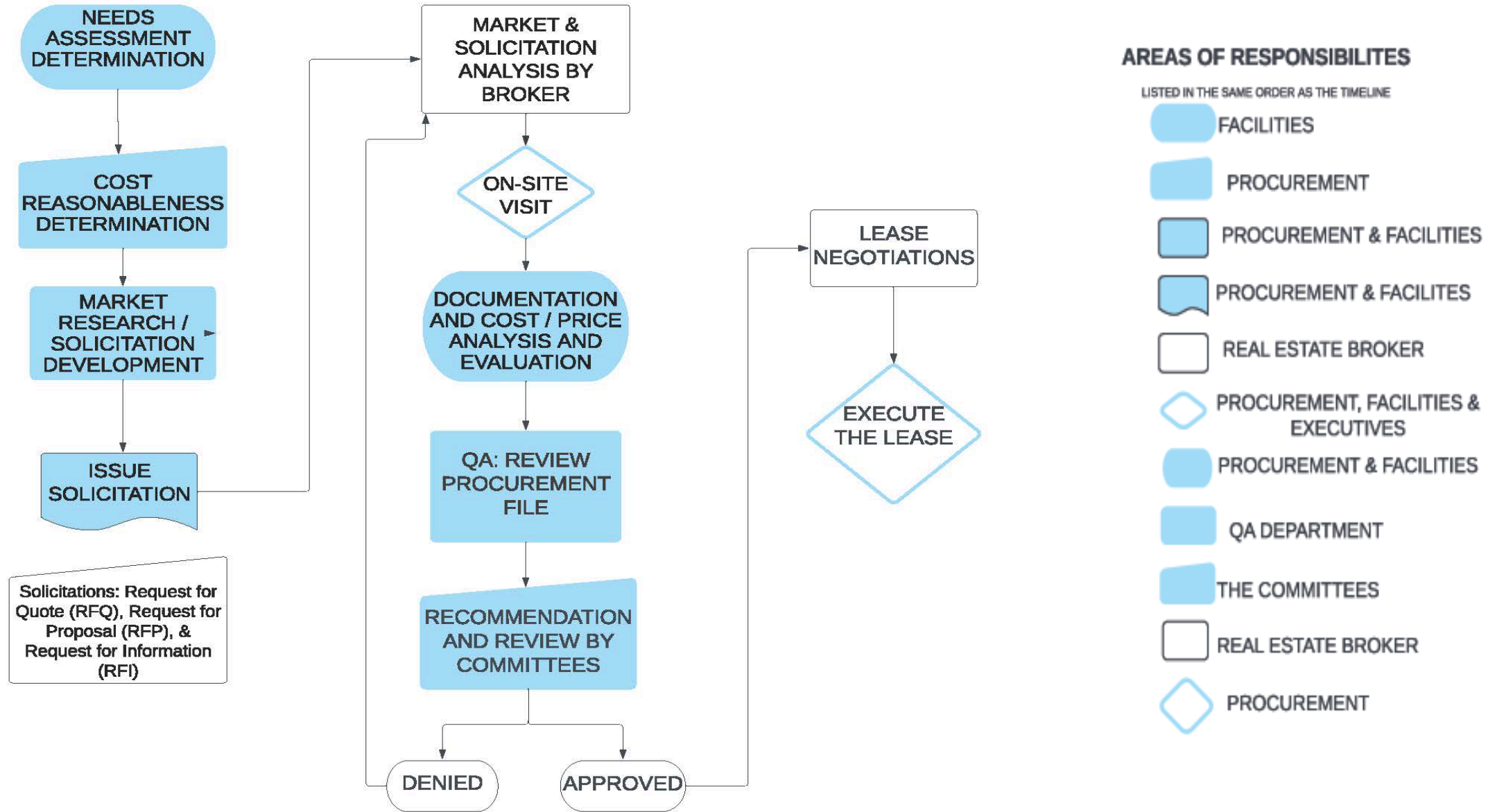
<b>Property Location:</b>	
<b>Area</b>	
<b>Location</b>	
<b>Zip Code</b>	
<b>Existing Square Footage:</b>	
<b>Current Floor Plans</b>	
<b>Diagrams</b>	
<b>Square Footage Needed to accommodate staff and any integrating partners, including potential for future growth:</b>	
<b>Build out Specifications.</b>	
<b>Number of staff currently in this center (Contractor, TWC, Serco, TVC)</b>	
<b>Total number of VR staff integrating:</b>	
<b>Number of walled offices needed:</b>	
<b>Number of modular units needed:</b>	
<b>Number of conference and training rooms needed:</b>	
<b>Number of New Procurements, Renewal of existing:</b>	
<b>Number of Work Spaces, Common Places, Public Restrooms:</b>	
<b>Build out Specifications.</b>	
<b>Number of staff currently in this center (Contractor, TWC, Serco, TVC)</b>	
<b>Total number of VR staff integrating:</b>	
<b>Number of walled offices needed:</b>	
<b>ADA Compliance:</b>	

<b>Wheelchair accessibility</b>	
<b>Access to Public Transportation, Parking, size, space needed:</b>	
<b>Workforce Facility Information</b>	
<b>What is the expiration date of your current lease for this Workforce Solutions Office?</b>	
<b>Is it on a public transportation route? Yes</b>	
<b>Number of current parking spaces:</b>	

WORKFORCE SOLUTIONS ALAMO  
PROCUREMENT LEASE SCHEDULE OF ACTIVITIES

Location	Property Address	Needs Determination due to broker	Current Market Analysis	Market Analysis Due	Renewed	Expiration	Amendments	Initiate Procurement Checklist	Desk Top Review	Complete Checklist	Package due to Board	Termination Clause	Upload to Bonfire
Hondo	402 Carter	1-Dec-23	31-Aug-21	1-Jan-24	1-Jan-2021	31-Dec-24	One (1) renewal term of three (3) years		9-Mar-23				
New Braunfels	183 IH-35 South	1-Jan-31	27-May-21	1-Feb-31	1-Feb-22	31-Jan-32	One (1) renewal of Five (5) years		9-Mar-23				
Kenedy	491N. Sunset Strip	1-Jan-24	26-Jul-21	1-Feb-24	31-Jan-22	31-Jan-25	One (1) renewal term of three (3) years		9-Mar-23				
Walzem	4615 Walzem Rd	1-Dec-22		1-Jan-23	12-Dec-13	31-Dec-23	New Procurement	9-Mar-23	9-Mar-23				
Boerne	124 E Bandera Suite 401	1-Nov-25	14-Jul-21	1-Dec-25			Renew Every Feruary		9-Mar-23				
Floresville	1106 10th St	1-Jun-25	26-May-21	1-Jul-25	1-Aug-21	31-Jul-26	One (1) renewal of Five (5) years	31-Jul-25	9-Mar-23				
Pearsall	107 E Hackberry	1-Oct-23	31-Jul-21	1-Nov-23	31-Oct-21	31-Oct-24	Month to Month <b>NOT TO EXCEED 12 Mo</b>	31-Oct-23	9-Mar-23				
Kerrville	1700 Sidney Baker	1-Mar-23		1-Apr-23	1-Apr-19	1-Apr-24	One (1) renewal term of five (5) years	1-Apr-23	1-Apr-23				
S.A. Food Bank	5200 Enrique M Barrera Pkwy	1-Dec-24		1-Jan-25	1-Jan-22	31-Dec-25	Two (2) renewal term of one (1) years	31-Dec-24	1-Apr-23				
Pleasanton	1411 Bensdale	1-Dec-24	1-May-21	1-Jan-25	1-Jan-23	1-Jan-25	No renewals remaining	1-Jan-24	1-Apr-23				
Headquarters	100 N. Santa Rosa	1-Mar-26		1-Apr-26		16-Mar-27	One (1) renewal term of five (5) years		1-Apr-23				
Seguin	1411 E Court Street	1-Dec-26		1-Jan-27		31-Dec-27			1-Apr-23				
South Flores	6723 S Flores St	1-Jul-27		1-Aug-27	1-Aug-18	31-Jul-28	four (4) renewal terms of (5) years		1-Apr-23				
Datapoint	9725 Datapoint	1-Nov-28		1-Dec-28	1-Dec-19	30-Nov-29	four (4) renewal terms of (5) years		1-Apr-23				
E. Houston	4535 E. Houston	1-Jan-29		1-Feb-29	31-Jan-20	31-Jan-30	Two (2) renewal term of five (5) years		1-Apr-23				
Port of SA	638 Davy Crockett Rd.		28-Feb-21		9-Feb-22				1-Apr-23				
Fredericksburg	Hill Country University	N/A					MOU		1-Apr-23				
Bandera	702 Buck Creek	N/A					MOU		1-Apr-23				
Marbach	7008 Marbach Road	N/A					Month to Month with no amendments		1-Apr-23				

# LEASE PROCUREMENT PROCEDURES



**MEMORANDUM**

To: Board of Directors  
 From: Giovanna Escalante-Vela, Chief Financial Officer  
 Presented by: Giovanna Escalante-Vela, Chief Financial Officer  
 Date: April 21, 2023  
 Regarding: Financial Analysis – SA Ready to Work – Update

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

**ANALYSIS:** A financial analysis of the financial performance, financial position, and prediction of future performance of the SA Ready to Work Program is currently underway. A template was created to show the current expenditures and invoices received from the seven Partners. This template will also include projections provided by the subrecipients. WSA is currently pending projections from the Partners.

**FISCAL IMPACT:** With the year-to-date data through January 31, 2023, total fees earned include Fiscal Agent Fees and Program Support Fees. WSA fees earned, and expenses are summarized as follows:

<b>Ready to Work Profitability Summary as of January 31, 2023</b>	
Fiscal Agent Fees Earned:	\$ 120,623.82
Program Support Fees Earned:	\$ 203,084.17
<b>Total Fees Earned:</b>	<b>\$ 323,707.99</b>
Total WSA Expenses:	(248,187.62)
<b>Profit:</b>	<b>\$ 75,520.37</b>

**RECOMMENDATION:** Continue to work with Ready to Work Partners to obtain current projections detailing Intake and Assessment, Case Management, and Service Delivery Costs. Once these are obtained, the Board will continuously monitor expenditures, projections, and profitability.

**NEXT STEPS:** Ensure that all Partners receive the necessary technical assistance to submit pending invoices by the agreed upon deadline. The Board will additionally make ongoing technical assistance available to Partners, including monthly reviews of projections and actual expenditures.

**ATTACHMENTS:** Ready to Work Partner Update.



### Ready to Work Partner Update

Partner	Allocation	Expenditures Submitted	Projected Expenditures	Projected YTD	Target Expenditures (56.25%)
Avance	\$1,349,021	\$32,728	\$63,023	\$95,752	Partner is at 7.10% of FY23 allocation. Partner expenditures are underspent by approx. \$663,072 or 49.15%.
Chrysalis Ministries	\$2,358,575	\$163,889	\$161,019	\$324,908	Partner is at 13.78% of FY23 allocation. Partner expenditures are underspent by approx. \$1,001,790 or 42.47%.
C2 GPS	\$10,437,689	\$1,159,315	\$371,467	\$1,530,782	Partner is at 14.67% of FY23 allocation. Partner expenditures are underspent by approx. \$4,340,419 or 41.58%.
Family Services Association	\$4,714,759	\$0	\$460,557	\$460,557	Partner is at 9.77% of FY23 allocation. Partner expenditures are underspent by approx. \$2,191,495 or 46.48%.
San Antonio Food Bank	\$3,370,206	\$291,095	\$558,020	\$849,115	Partner is at 25.19% of FY23 allocation. Partner expenditures are underspent by approx. \$1,046,626 or 31.06%.
Texas A&M – San Antonio	\$3,370,206	\$0	\$11,129	\$11,129	Partner is at 0.33% of FY23 allocation. Partner expenditures are underspent by approx. \$1,884,611 or 55.92%.
YWCA	\$2,628,133	\$25,484	\$134,923	\$160,407	Partner is at 6.10% of FY23 allocation. Partner expenditures are underspent by approx. \$1,317,917 or 50.15%.
<b>Total</b>	<b>28,228,589</b>	<b>\$1,672,511</b>	<b>\$1,760,138</b>	<b>\$3,432,650</b>	

## MEMORANDUM

To: Board of Directors  
From: Giovanna Escalante-Vela, Chief Financial Officer  
Presented by: Giovanna Escalante-Vela, Chief Financial Officer  
Date: April 21, 2023  
Regarding: TWC Annual Monitoring Report

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**SUMMARY:** On an annual basis, the Texas Workforce Commission reviews financial, compliance, and contract requirements. This review covered the period July 1, 2021 – to July 31, 2022. This review identified opportunities to strengthen management controls and support compliance with contract requirements. The Board is responsible for providing its Partners, Subrecipients, and Contractors with these findings and areas of concern and following up to ensure that any needed corrective actions are completed.

**ANALYSIS:** The monitoring report identified three findings.

**FINDING #1:** The Board did not comply with federal and state procurement requirements for six workforce center leases. The Board should strengthen controls over expiring contracts. The Board should adhere to the requirements of the FMGC and should reprocure the workforce center leases, in compliance with federal and state requirements. In addition, the Board should reprocure the contract for a broker before requesting additional services.

**TWC RECOMMENDATION:** The Board should strengthen controls over expiring contracts. The Board should adhere to the requirements of the FMGC and should reprocure the workforce center leases, in compliance with federal and state requirements. In addition, the Board should reprocure the contract for a broker before requesting additional services.

**FINDING #2:** In nine of fourteen (64 percent) applicable case files tested, the request to remove was not sent within the required timeframe to the Office of the Attorney General (OAG). The requests were sent ranging from 16 to 87 days late. In addition, four were sent early, prior to participant being non-compliant for 30 days. The Board should strengthen controls to ensure compliance with NCP requirements.

**TWC RECOMMENDATION:** The Board should strengthen controls to ensure compliance with NCP requirements.

**FINDING #3:** The Board did not ensure the Board's external program monitoring services were procured. The Board extended the contract for the Board's external program monitors which expired September 30, 2022, with no more options to renew. Instead of re-procuring, the Board completed a contract extension for 90-days, as of October 1, 2022, to increase the budget, and to test low-income childcare eligibility case files. By not re-procuring the monitoring services contract, full and open competition was limited. At the time of the monitoring review, the Board had not used any TWC funding to pay for the services during the 90-day extension. The Board should strengthen controls to ensure that program monitoring services are procured and conducted in compliance with federal, state, and local requirements to allow for full and open competition. In addition, the Board should ensure that program monitoring services have been reprocured.

**TWC RECOMMENDATION:** The Board should strengthen controls to ensure that program monitoring services are procured and conducted in compliance with federal, state, and local requirements to allow for full and open competition. In addition, the Board should ensure that program monitoring services have been reprocured.

**FISCAL IMPACT:** None

**STAFF RECOMMENDATIONS:** TWC Audit Resolution will contact the Board with an initial notification letter requesting the documentation necessary to resolve the outstanding findings identified in the report. The Board will have 45 calendar days from the issuance of the letter to respond to Audit Resolution with the documentation.

Procurement: The Board has contracted with a procurement consultant to perform, analyze, and make recommendations to strengthen the procurement department's processes, procedures, and controls. We anticipate updating the policies and procedures and implementing additional measures to strengthen procurement by the end of the fiscal year. The Board has reprocured the contract for a real estate broker.

NCP Choices Guidelines: The contractor, C2 GPS, developed a plan to provide learning paths and training for case managers, ensuring quality assurance through a 10% monthly case review, and ensure accurate data entry in TWIST. The Board will strengthen controls to ensure compliance with NCP requirements.

Monitoring Services: The Board has reprocured the external monitoring services and awarded a new contract. The Board will strengthen controls to ensure procurement is conducted in compliance with federal, state, and local requirements to allow for full and open competition.

**NEXT STEPS:** Implement a Technical Assistance Plan for monitoring to clear the findings in subsequent reviews of compliance with NCP requirements. Implement procedural change recommended by the procurement consultant, work with TWC Audit Resolutions team to resolve procurement of current leases. The Board will continue to strengthen the procurement process.

**ATTACHMENTS:** TWC Monitoring Report #23.20.0001

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## MEMORANDUM

To: Board of Directors

From: Jeremy Taub, Director of Procurement and Contracts

Presented By: Giovanna Escalante-Vela, CFO

Date: April 21, 2023

Subject: Discussion and Possible Action: Mobile Workforce Unit

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**SUMMARY:** *For Discussion and Possible Action:* Workforce Solutions – Board of Directors authorizes the board to enter contract negotiations for the purchase of a custom coach recreation vehicle RV to Farber Specialty Vehicles in the amount of \$505,039, as a result of an RFP 2023-011.

**Update:** The prior award had to be canceled, and a new solicitation was issued March 10, 2023. Previously the procurement department notified Mobile Specialty Vehicles that they were the selected vendor for RFP 2023-001; and subsequently the second highest ranked Offeror, Farber Specialty Vehicles, however, during the contract negotiations, both Offerors presented changes to their proposal terms, and the Board was unable to execute an agreement with either.

**Analysis:** The scope of service enables the Contractor to provide the materials, labor, and equipment in the delivery of the Mobile Workforce Unit. The Mobile Workforce Unit will expand access for clients throughout the 13-county area to increase outreach and delivery of immediate workforce services in areas where a brick and motor WFC may not be readily available to participants. Additionally, it is expected the RV will expand the reach of services during times of emergencies, will be utilized during onsite job fairs by sponsored employers which will increase participation, convenience, and access to the community at large.

**FISCAL IMPACT:** The anticipated cost of this purchase is not expected to exceed \$505, 039. The final cost is dependent on contract negotiations and any final customizations of the RV with the awarded Offeror. It's anticipated WSA will take delivery of the RV within approximately 450 days from date of purchase following Board approval.

**RECOMMENDATION:** With Board of Director approval and current approval of Form 7100 from Texas Workforce Commission, WSA will proceed to negotiate with the awarded Offeror to continue the purchase process in procuring a Mobile Workforce Unit (RV) for Workforce Programs.

**ALTERNATIVES:** None.

**NEXT STEPS:** Board staff will negotiate with the awarded Offeror to finalize the purchase agreement for the mobile workforce unit, and Issue a Purchase Order to process this request.

**RFP 2023-011 Proposal Tabulation**

*Purchase of Mobile Workforce Unit – Custom Coach (RV)*

Item #	Item Description	Farber Specialty Vehicles	Matthews Specialty Vehicles
1	Custom Coach (RV) For Mobile Workforce Unit	\$485,039	\$472,638
2	Vehicle Custom Wrap	\$20,000	\$15,030 for ½ wrap \$18,727 for full wrap
	Total	\$505,039	\$491,365
	Price Rank	2	1
	Technical Rank	1	2
	Overall Rank	1	2

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## MEMORANDUM

**To:** Board of Directors  
**From:** Jeremy Taub, Director of Procurement and Contracts  
**Presented by:** Jeremy Taub, Director of Procurement and Contracts  
**Date:** April 21, 2023  
**Subject:** RFP Update: Management and Operations of Adult and American Job Center Services

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**Summary:** Workforce Solutions Alamo – Board of Directors previously approved a contract renewal for the Adult and American Job Services contract from 10/01/2022 – 09/30/2023. This was the third of three one-year renewal options in the procurement cycle of this contract and will need to be procured for the contract cycle pursuant to TWC regulations for continued services. The original contract with C2 Global Professional Services Inc., Contract No. 2022\_C2A000, for Adult Services, was initiated with C2 GPS, Inc. on 10/01/2019.

**Update:** A separate RFQ for independent evaluators was released with a proposal deadline of February 23, 2023. Six of the nine proposals received by the deadline scored high enough to be eligible for award, and the top-three Offerors' have been recommended to be evaluators with the highest ranked Offeror to serve as the Lead Evaluator. It is anticipated the evaluators will review proposals in accordance with the timelines below. WSA has received two proposals which are currently being evaluated.

**Analysis:** The Contractor will provide the Statement of Work for the management and operations of the American Job Centers in the greater San Antonio Area. The selected Contractor will be required to work collaboratively with partner agencies to provide the seamless delivery of employment and training services throughout the 13-county area, as directed and approved by the Board. The selected Contractor will coordinate services with the City of San Antonio, the Youth Contractor, partners, vendors, and service providers as contracted by WSA.

The Contractor will be required to meet compliance with deliverables outlined in the RFP, specifically having adequate operating and management systems to provide services in the 13-county region effectively, maintaining adequate staffing to provide services, and actively participating in the collaboration and development of local partnerships. Additionally, the awarded Contractor will be required to meet or exceed the following criteria:

- Meet or exceed all TWC-contracted and local performance measures.
- Maintain fiscal integrity with a history of a clean audit to include monitoring reports with no or minimal disallowed costs.
- Meet expenditure benchmarks tied to the provision of direct services.
- Adhere to quality assurance and compliance requirements.
- Abide by all local, state, and federal regulations.

- Provide innovation and efficiencies, expanding the delivery of services that aligns with the Board’s local plan, including subsequent plan modifications.
- The contract is expected to consistently maintain a professional attitude toward customers, contractors, and Board staff.

In October 2019, a contract was executed for the Management and Operations of Workforce Solutions Alamo – American Job Centers for Adult Program Services. There are no further options to renew. A notice soliciting a Request for Proposals (RFP) was posted online and in the Texas Electronic State Business Daily (ESBD) on February 8, 2023. The posting will be open for submission for a forty-five (45) day period in accordance with the RFP timelines. Procurement and Contracts will also issue a notice to invite potential respondents to the RFP.

The proposals received by the RFP deadline will be reviewed for responsiveness and evaluated by the contracted evaluators, other Workforce Boards, non-profits, and qualified individuals. The anticipated contract term will be effective October 1, 2023, through September 30, 2024, with the option to renew for up to four (4) one-year periods upon written mutual consent of Workforce Solutions Alamo and the selected Contractor.

**Alternatives:** None.

**Fiscal Impact:** The estimated annual budget for this contract is \$19,538,000.

**Staff Recommendation:** To proceed with the request soliciting proposals from qualified organizations to operate and manage American Job Centers located throughout the Alamo Workforce Development Area in accordance with the proposed timelines:

Action Item	Date - Tentative
Issue/Post/Advertise Solicitation	February 8, 2023
Pre-Submittal Conference	February 22, 2023
Final Date for Questions By	February 24, 2023
Issue Final Addendum By	March 1, 2023
Solicitation Submittal Deadline	April 11, 2023
Proposal Distribution Meeting for Evaluators	April 13, 2023
Proposal Evaluation Committee Meeting	May 3, 2023
Finalists Presentations	May 8, 2023
Fiscal Integrity Review By	May 12, 2023
Lead Evaluator Recommendation Briefing to Board	May 15, 2023
Audit & Finance / Oversight Committee	May 26, 2023
Executive Committee	June 9, 2023
Regular Board Meeting	June 23, 2023

**Next Steps:** Pending receipt of proposals; Procurement to work with Independent Evaluators to review proposals in recommending a Workforce Service Provider.

## FY21 TWC IDENTIFIED AN AREA OF CONCERN

**FY21 Concern:** The monitoring results identify potential administrative concerns around the Board needing to follow federal and state guidelines for procurement consistently.

**Board Response:** As a proactive measure, the Board contracted Alfred Turner and The Syndicate Wave to evaluate current policies and procedures, make recommendations to strengthen the current system, and implement best practices and controls around procurement.





# TWC FINANCIAL MONITORING

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## FY22 TWC FINANCIAL MONITORING

**Review Period:** July 1, 2021 – June 30, 2022

**Response to TWC Due:** May 12, 2023

**Fiscal Impact:** There are no disallowed or questioned costs, but the Board **MUST** strengthen controls around the procurement of leases and expiring contracts.

**Leases-Related Findings:** The Board must comply with procurement requirements for six workforce center lease renewals.

# TWC FINANCIAL MONITORING

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**Contract-Related Findings:** The Board should strengthen controls around expiring contracts.

**Contract Issue #1:** The real estate broker provided services with an expired contract.

**Contract Issue #2:** The monitoring contract was extended 90 days beyond the available renewals provided in the initial procurement.

The 90-day extension was due to the procurement not being completed with adequate time before the contract expired.

# TWC FINANCIAL MONITORING

## TWC Audit Resolution Team:

Board staff requested technical assistance from TWC's Audit Resolution division and developed the following outcomes:

- The Board should procure the Real Estate Broker Services before any additional services are requested.
- The Board should provide documentation of the following for all future leases:
  - Needs analysis
  - Cost reasonableness
  - Full fair and open competition



## **Broker Services Corrective Action:**

Board staff performed a competitive procurement for Real Estate Services.

- **Selected Vendor:** PCR Brokerage San Antonio, LLC DBA Partners
- **Contract Term:** March 13, 2023 - March 13, 2024
- **Available Renewals:** Four One-Year Renewal Options

## Contract Controls Implemented:

- Contract Management Database has been developed that tracks:
  - Contract Expiration Dates
  - All Contract Actions
  - All Follow Up with end users for continuous collaboration, training, and development with program managers, contractors, and vendors.
- Upgraded Contract Manager to Assistant Director of Procurement, manages all contracts and the database.
- Bonfire (e-procurement system) sends automated reminders to end users.

## Contract Automation

TO MAXIMIZE CONTRACT LIFECYCLE  
MANAGEMENT



Automate  
approvals and  
signing



Standardize  
contract  
authoring



Improve  
business  
relationships



Leverage  
electronic  
signature  
integrations



Boost  
compliance  
and decrease  
risk

# TWC FINANCIAL MONITORING

**Lease Corrective Action:** TWC has not requested the Board to break any leases, but the Board **MUST** ensure that they document a needs analysis, cost reasonableness, and full and open competition, prior to renewing or executing any lease.

## TWC Recommendations:

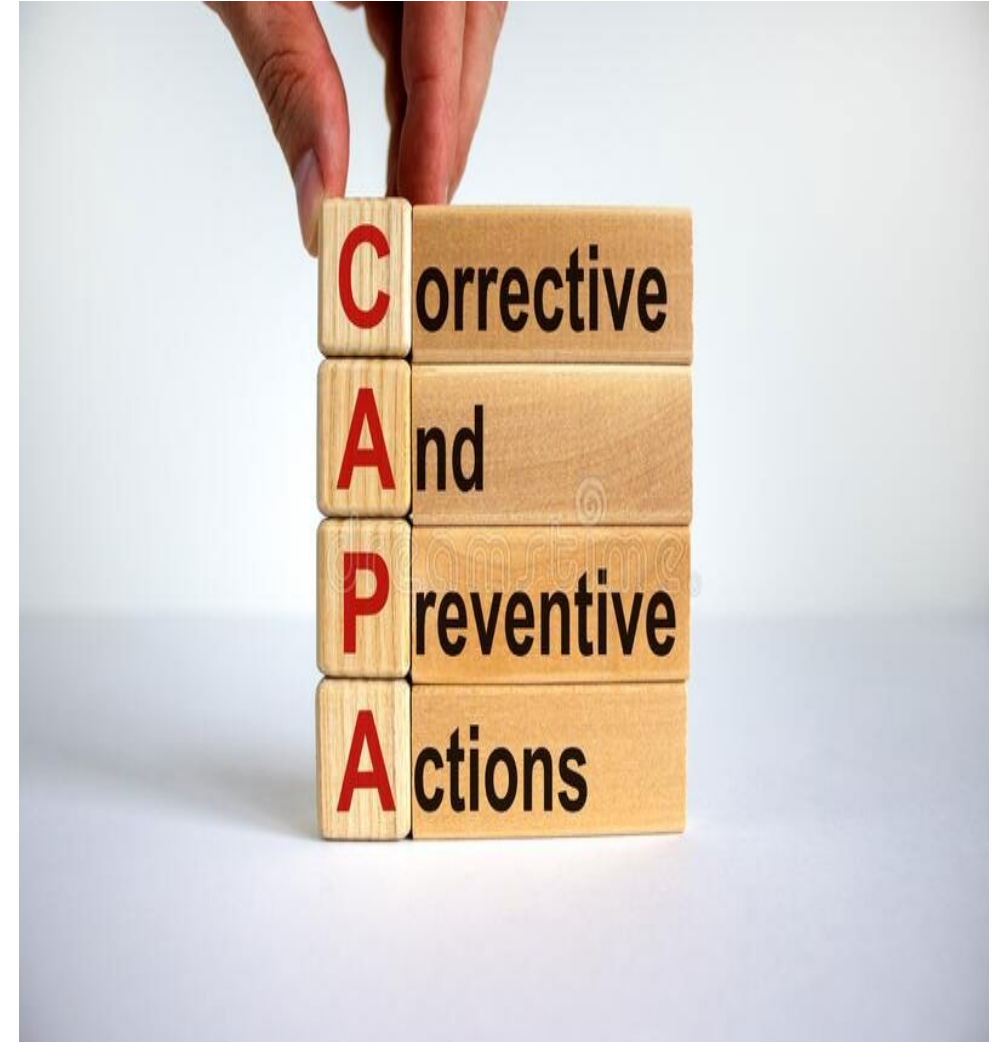
- Completing a 100% review of each lease with the required documentation to address the finding.
- The Board will perform a complete and transparent procurement for each lease **BEFORE** exercising any renewal options.
- Perform an after-the-fact market analysis before exercising any renewal options.
- Original lease procurements must include **ALL** renewal options.
- Additional renewal periods **NOT** in the original procurement may not be exercised.
- TWC acknowledges the differences in market rates between urban and rural locations; factors such as build-out, location, and available properties on the market must be considered.

# TWC FINANCIAL MONITORING

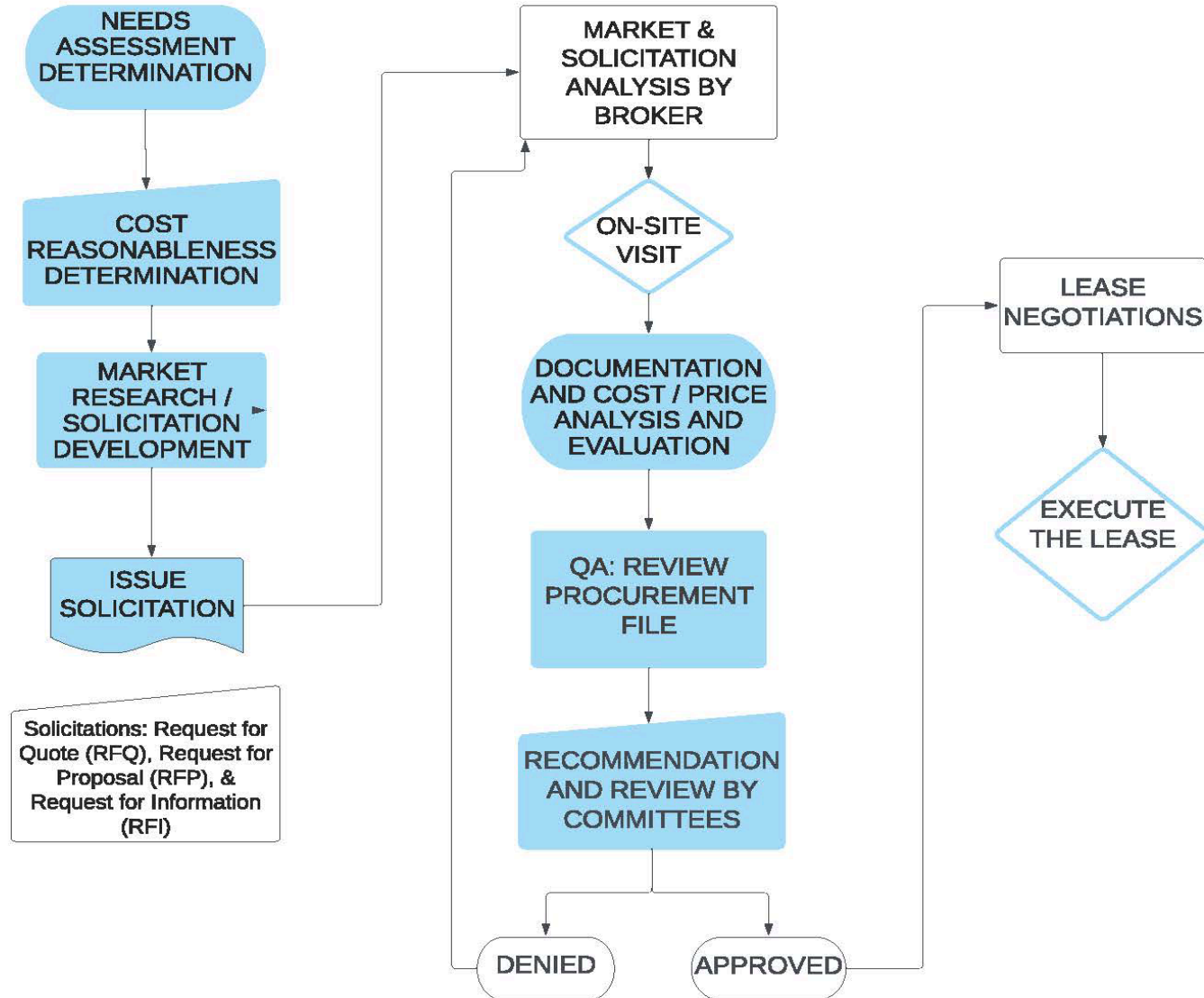
**Lease Corrective Action:** The Board staff has completed a preliminary lease analysis of all leases and determined full and open procurement documentation to comply with the FMGC.

Board staff has developed the following tools to ensure all recommendations are implemented, and adequate controls are in place for the proper and transparent lease procurement and future procurement and lease renewal options:

- Needs Determination Market Analysis
- Lease Procurement Checklist
- Procurement Lease Schedule of Activities
- Internal Quality Review **BEFORE** recommendation is presented to committees for approval
- Lease Addendum provisions to standard leases



# LEASE PROCUREMENT FLOWCHART



## AREAS OF RESPONSIBILITIES

LISTED IN THE SAME ORDER AS THE TIMELINE

-  FACILITIES
-  PROCUREMENT
-  PROCUREMENT & FACILITIES
-  PROCUREMENT & FACILITIES
-  REAL ESTATE BROKER
-  PROCUREMENT, FACILITIES & EXECUTIVES
-  PROCUREMENT & FACILITIES
-  QA DEPARTMENT
-  THE COMMITTEES
-  REAL ESTATE BROKER
-  PROCUREMENT





- Veteran Owned/Minority Owned Small Business
- Texas HUB Certified



## WSA Contract No. 2022VC011 Engagement Scope (Highlights) (April 2021 – May 2022)

- Comprehensive Assessment of the WSA Procurement Department
- Tasked to review current procurement process, recommend and assist in process improvements
- Support Audit reconciliation activities
- Assessment and Advising Federal/State/Local Government Procurement Practices and Enhance Best Practices
- Recommendations on Capacity Building and Strengthening Policy & Procurement System(s) Performance
- Standardize Procurement Practices and Processes Agencywide



## Assessment Results (Overview)

- End User and current staff understanding of policies were not standardized leading to gaps in procedures and functional roles/responsibilities.
- Gaps in current policies and procedures leading to non-documented SOPs to comply with FMGC and Uniform Guidance
- Gaps in appropriate procurement documentation and standard best practices/procedures.
- Gaps in overall procurement operational practices and procedure effectiveness.

## Accomplishments & Implementing Recommendation(s)

- Optimize ongoing monitoring compliance practices and continuous monitoring tools.
- Revised Procurement Policy Manual, developed Standard Operating procedures (SOPs) and document work-flow of procurement practices.
- Implementing and operationalize procurement checklists, standard operating procedures (SOPs) and other tool kits to standardize efficiency and effectiveness of procurement practices.
- Strengthening procurement capacity and improve documentation on all procurement lifecycle actions to include needs assessment, leases and cost/price/market analysis process.
- Advisement and Support on Audit reconciliation and responses.





# Questions

# READY TO WORK ANALYSIS

Ready to Work Summary as of January 31, 2023	
Fiscal Agent Fees Earned:	\$ 120,623.82
Program Support Fees Earned:	\$ 203,084.17
Total Fees Earned:	\$ <u>323,707.99</u>
Total WSA Expenses:	- <u>248,187.62</u>
Surplus/Reserve:	\$ <u><b>75,520.37</b></u>



Ready to Work - Board staff continue to provide technical support to partners. Partners' expenditures are underspent approximately 40-50%.

# Financial Monitoring Update

Sub Recipient	Period	Status	Follow-Up Date
C2GPS	3/1/20-3/31/21 (FY21)	Follow-Up Report issued. Expected completion before April 28 <sup>th</sup>	4/28/2023
C2GPS	4/1/21-1/31/22 (FY22)	Report issued. Expected completion before April 28 <sup>th</sup> .	4/28/2023



# Facility Update- Workforce on Wheels Bus

**Tentative Delivery:** Summer 2024

**Grand Opening:** TBD

## **Purpose:**

- To expand access to service delivery and participant convenience throughout the community.

## **Award Recommendation:**

- WSA – Board of Directors approves a contract award to Farber Specialty Vehicle for purchase of a custom coach mobile workforce unit (RV).

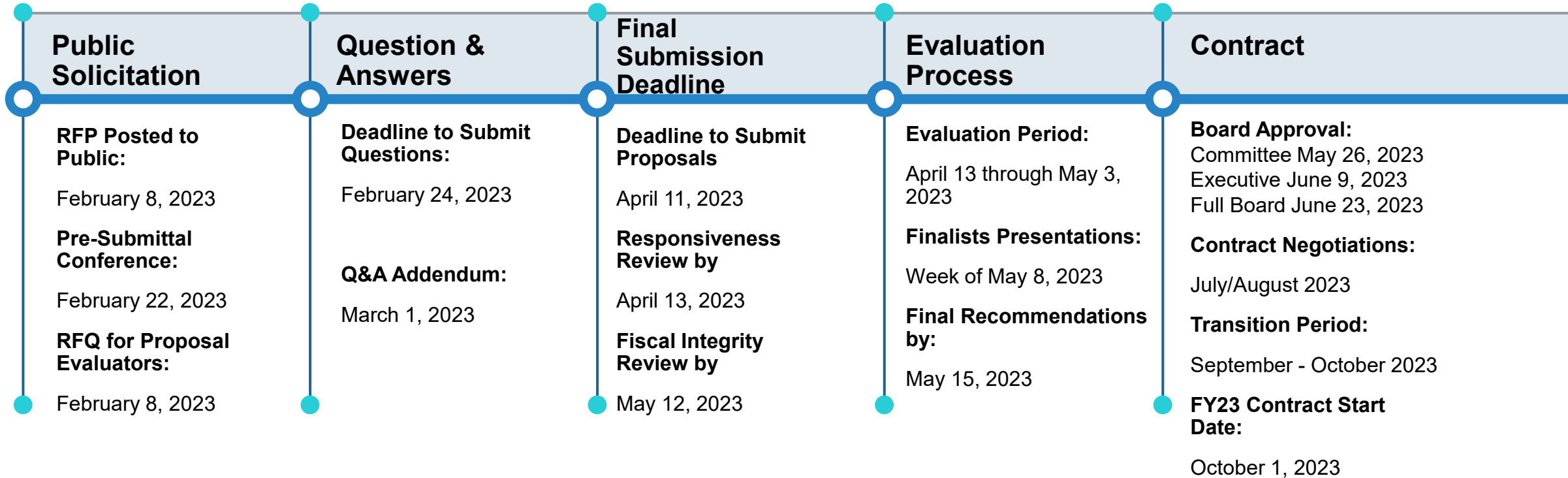
## **Fiscal Impact:**

- Customized RV \$505,039
- CDL Driver
- FY24 Maintenance and Insurance



# ADULT SERVICES RFP TIMELINE

## Management and Operations of Adult Programs



*\*All dates are tentative and subject to change*



# EARLY CARE & EDUCATION COMMITTEE REPORT





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## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented by:** Katherine Pipoly, COO

**Date:** April 21, 2023

**Subject:** Entry Level Designation & Efforts Towards Increasing Quality for CCS Centers (TWC timeline of 24 months)

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### Summary:

House Bill (HB) 2607, 87th Texas Legislature, Regular Session (2021), amended Texas Government Code §2308.3155 to require that all regulated providers of TWC-funded CCS participate in the Texas Rising Star program. HB 2607 also required the creation of a new Entry Level designation and a maximum length of time that a child care program may participate at the Entry Level designation.

Additionally, HB 2607 required TWC to develop a process that allows a child care program to request a waiver to extend the length of time, which may not exceed 36 months, that the child care program may participate at the Entry Level designation.

Prior to the enactment of HB 2607, the TWC's three-member Commission (Commission) approved the amendment of TWC Chapter 809 Child Care Services rules in January 2021 to adopt a Pre-Star designation and a requirement that all regulated CCS child care providers achieve that designation. This provision has been superseded by the new Entry Level designation.

On September 13, 2022, the Commission approved amendments to Chapter 809 to implement the §2308.3155 requirement, removing the Pre-Star designation and replacing it with the legislatively mandated Entry Level designation.

The amended rules regarding the Entry Level designation became effective October 3, 2022.

### Analysis:

- **Entry Level Eligibility and Timelines**
  - Boards must be aware that TWC Chapter 809 Child Care Services rule §809.131(d) establishes a maximum time of 24 months that a CCS provider may remain at the Entry Level designation. The CCS provider must achieve Texas Rising Star certification of at least the Two-Star level within the 24-month period.

**Entry Level Designation Timeline—New CCS Providers**

<b>Deadline</b>	<b>Action</b>
CCS Agreement Start Date	The provider meets Entry Level designation.
12 Months	Boards must screen providers for initial Texas Rising Star certification.
18 Months	If the provider is not meeting Texas Rising Star certification, no new family referrals may be made.
23 Months	If the provider has not met Texas Rising Star certification requirements, notify enrolled families of potential loss of the provider’s CCS eligibility.
24 Months	The provider must achieve Texas Rising Star certification to continue to serve as a CCS provider.

- Alamo board currently has 418 centers requiring outreach to become TRS.
  - 7 centers are not currently eligible. ( all LCCC)
  - 109 Rural
    - 93 LCCC
    - 16 Homes
  - 302 Bexar
    - 255 LCCC
    - 47 Homes
- Currently 71/411 Providers are enrolled in the WSA Quality Cohort
  - 56 Bexar
  - 15 Rural
- Previous cohort 11 Providers completed.
  - 5 have received a TRS Assessment
    - 4 received a TRS 4 Star certification.
    - 1 received a TRS 3 Star certification.
  - 3 have submitted applications for Assessment.
  - 2 centers are still actively working with mentor before preparing to submit application.
  - 1 is not currently eligible for assessment due to licensing deficiencies.

**Alternatives:**

N/A

**Fiscal Impact:**

- An Entry-Level child-care program is not eligible for enhanced reimbursement rates that are available to Two-, Three-, and Four-Star–certified childcare programs.

- Providers that fail to comply with the basic requirements or points threshold by March 31, 2023, will no longer be eligible to serve CCS families, thus ending their provider agreement and transferring any children in care within two weeks.
- For current CCS providers that do not initially comply with Entry Level requirements, the end date is March 2023.
- For current CCS providers that do comply with Entry Level requirements, the end date is September 2024.
- For new CCS providers, the end date is 24 months from the start date (when the CCS Provider Agreement was signed).

**Recommendation:** We are asking some of our Child Care partners/committee members, to share their agencies work being done, that is aimed at increasing the number of quality centers. Learn how efforts being made are helping to reach this community goal, and if any opportunities exist to strengthen our efforts.

#### **Next Steps:**

- WSA must ensure that all CCS providers located within the Board's local workforce development area (workforce area) meet the minimum qualifications and basic requirements for Entry Level designation described in §809.131(b), specifically, that the provider:
  - is not on a corrective or adverse action plan with Child Care Regulation (CCR); and
  - does not exceed the minimum points threshold for high- and medium-high-weighted CCR deficiencies, per the Texas Rising Star Guidelines.
- WSA will ensure that all CCS providers located within the Board's workforce area designated as Entry Level are screened for initial Texas Rising Star certification CCR compliance, per the Texas Rising Star Guidelines, by the end of the first 12 months in order to determine eligibility to begin the initial Texas Rising Star certification assessment process.
- WSA will ensure that any CCS provider designated as Entry Level that does not meet the initial certification screening requirements for Texas Rising Star, per the Texas Rising Star Guidelines, by the 18th month of the 24-month designation time frame does **not** continue to receive new CCS family referrals during this period, unless the provider is located in a child care desert or serves an underserved population and is approved by TWC to accept new family referrals.
- WSA will note: Referrals may be made for siblings of children who are currently enrolled in the program during this period.
- WSA will provide all Entry Level-designated CCS providers located within the Board's workforce area with mentoring services, per the Texas Rising Star Guidelines.

- WSA will ensure TWC compliance with the following deadlines and timeline for new CCS providers designated as Entry Level.
- WSA is aware that current CCS providers—providers with an active agreement as of October 3, 2022—will be administratively designated as Entry Level, effective October 3, 2022, and will be eligible to continue to serve as a CCS provider.



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## **Entry Level Designation & Efforts Towards Increasing # of CCS Quality Centers**

# Texas Rising Star Entry Level Designation

[Texas Government Code, §2308.3155](#) requires all CCS child care and early learning programs be included in the Texas Rising Star program at an Entry Level designation and requires TWC to establish a maximum length of time (24-months) that a child care and early learning program can participate at Entry Level designation.

To qualify for Entry Level designation, a child care and early learning program must meet the minimum quality standards outlined below and will receive technical assistance and support under the Texas Rising Star program.

- licensed or registered with CCR (may have an initial permit) or regulated by the United States Military;
- not on Corrective or Adverse Action with CCR; and
- meets the points threshold of 75 for high- and medium-high-weighted CCR deficiencies (based on a review of CCR licensing history within the most recent 12 months)



**Texas  
Rising Star**

**Entry Level Designation Timeline  
for Child Care Programs**

Child care programs that provide Child Care Services (CCS) will be required to participate in the Texas Workforce Commission Texas Rising Star certification program via an Entry Level Designation. This timeline is for providers that have a current CCS agreement with their Workforce Solutions Board (Board) as of 10.03.22. Timeframes for new CCS providers are the same but deadlines will shift accordingly. CCS programs can be screened as needed or warranted for Texas Rising Star initial certification eligibility at any time between 10.03.22 – 09.30.24.

## **By October 3, 2022** Determine Entry Level Designation Eligibility

- Your Board will evaluate your program to determine eligibility for Entry Level Designation and assign a mentor to support your program.
- Eligible > Begin working toward your Texas Rising Star certification. Certification Deadline: 09.30.24.
- Not eligible > You will receive an allowance to provide CCS for an interim timeframe. Re-evaluation Deadline: 03.31.23.

## **By March 31, 2023** Re-Evaluate Entry Level Designation Eligibility (as applicable)

- Your Board will re-evaluate your program for Entry Level Designation eligibility.
- Eligible > Begin working toward your Texas Rising Star certification. Certification Deadline: 09.30.24.
- Not Eligible > Your CCS provider agreement will be terminated. Children in care will be transferred to an eligible provider.

## **By September 30, 2023** Evaluate Texas Rising Star Certification Eligibility

- Your Board will evaluate your program for Texas Rising Star certification eligibility.
- Eligible > The Board will acknowledge certification eligibility and schedule an assessment prior to 09.30.24.
- Not Eligible > Your program will have six months to meet eligibility. Re-evaluation Deadline: 03.31.24.

## **By March 31, 2024** Re-Evaluate Texas Rising Star Certification Eligibility

- Your Board will re-evaluate your program for Texas Rising Star certification eligibility.
- Eligible > The Board will conduct a Texas Rising Star assessment to award certification prior to 09.30.24.
- Not Eligible > Your program will have six months to meet eligibility. You may NOT receive new family referrals during this time. Re-evaluation Deadline: 09.30.24.

## **By September 30, 2024** Establish Texas Rising Star Certification

- Your Board will re-evaluate your program for Texas Rising Star certification eligibility.
- Eligible > The Board will conduct a Texas Rising Star assessment to award certification. Certification Deadline: within three months, by 12.30.24.
- Not Eligible > Your CCS provider agreement will be terminated. Children in care will be transferred to an eligible provider.

## WSA Texas Rising Star Quality Pathway Cohort

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Currently 71 out of 411 eligible Providers are enrolled in the WSA Quality Cohort

- **56 Bexar**
  - 53 LCCC
  - 3 Homes
- **15 Rural**
  - 13 LCCC
  - 2 Homes

Previous cohort 11 Providers completed

- 4 have received a TRS Assessment
  - All 4 received a TRS 4 Star certification
- 3 have submitted applications for Assessment
- 2 centers are still actively working with mentor before submitting application
- 2 center(s) not currently eligible for assessment (due to deficiencies)

# WSA Efforts for Access to Quality: Investments in Quality

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- **\$1.65M in staff bonuses: 60 Early Learning Providers (1,112 staff) received bonuses supporting retention**
  - Quarters 1-3. Q4 is still being distributed and an additional Q5 bonus will be awarded to 58 centers.
  - 2 centers have been excluded due to CCS withdrawal and ineligibility.
- **\$240,100 Texas Rising Star Incentives for 922 staff**
- **\$445,824 quality materials:** including indoor/outdoor kits, parent kits, and Developmental tools to track developmental milestones for centers enrolled in the WSA cohort.
- **\$218,550 monetary incentives** to purchase quality materials for centers
- **\$12,000 college tuition/incentives in FY22**
  - **FY23 Leverage TEACH Program**
- **\$67,178 Professional development** (i.e. TXAEYC conference, NAFCC conference, CDA renewals, etc)







**Questions?**



# STRATEGIC COMMITTEE REPORT



## MEMORANDUM

**To:** Board of Directors  
**From:** Adrian Lopez, CEO  
**Presented by:** Adrian Perez, CIO  
**Date:** April 21, 2023  
**Subject:** Local Plan 2-Year Modification

---

**Summary:** Staff is requesting WSA Board approval of the Two-Year Local Plan Modification previously approved on February 17, 2023. Due to material changes such as the inclusion of Accommodations as a new Targeted Sector WSA staff is requesting a final approval of these final modifications.

**Analysis:** WSA requests approval of the Modified Plan, to be presented to TWC for final approval in May. In summary, WSA has made the following modifications (1) to address shifting market conditions (2) to better serve the region's employers, job seekers and the overall economy, and (3) to maintain compliance with TWC:

- Updated the methodology to determine Target Occupations by raising the average wage from \$15/hour to \$17/hour. See the new methodology, below.
  - **Industries**
    - Analysis of historical labor market trends, WSA sectors and 2020-2030 industry projections using 4-digit NAICS
    - Primary data targets
      - Job projections
        - 21.6% growth; and/or
        - 500+ number change
      - Mean wages
        - At least \$17/hour
        - At least \$35,360/year
    - Secondary data targets
      - Competitive effect, location quotient
      - % Female employment

- % Regional employment
- Help wanted online postings
- STEM-related
- Local wisdom
- Local investments
- TWC Adding most jobs
- TWC Fastest-growing jobs
- **Occupations**
  - Match industries (NAICS to SOC codes) using staffing patterns
  - Primary data targets:
    - Job projections
      - 21.6% growth; and/or
      - 500+ number change
    - Mean wages
      - At least \$17/hour
      - At least \$35,360/year
    - Educational requirements
      - > High school diploma
      - <= Bachelor's degree
  - Secondary data targets:
    - >= 50 Employment changes due to growth (no exits)
    - Most job openings
    - Top 25 current employment
    - \$15/hour entry wage
    - Help wanted online postings
    - STEM-related
    - Local wisdom
    - Local investments
    - TWC Adding most jobs
    - TWC Fastest-growing jobs
- Reorganized 6 In-demand Industry Clusters based on updated labor market information:
- Reduced In-demand Industry Sectors from 11 to 9 (listed in order of NAICS Code):
  - The following industry sectors were removed:
    - 42 Wholesale Trade;
    - 51 Information; and
    - 44-45 Retail Trade.
  - 72 Accommodation and Food Services was added.
- Reduced In-demand Industries from 23 to 17:
  - The following industries were removed:

- 2373 Highway, Street, and Bridge Construction
- 4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers
- 4441 Building Material and Supplies Dealers
- 5182 Data Processing and Related Services
- 5242 Agencies, Brokerages, and Other Insurance Related Activities
- 5413 Architectural, Engineering, and Related Services
- 6223 Specialty (except Psychiatric and Substance Abuse) Hospitals
- **Traveler Accommodation (7211) was added.**
- Increased Target In-demand Occupations from 62 to 72 (Appendix A):
  - A single asterisk above indicates a new occupation.
  - A double asterisk above indicates that the occupation was requested by a WSA partner.
    - WSA included several occupations as requested by the City of San Antonio to align with the City's Ready to Work program.
  - Career pathway lists tied to Target Occupations and occupations with similar CIP codes are also included.

**Alternatives:** WSA Board may choose not to approve the Modified Plan, in which case WSA would not be permitted to request TWC approval for the modifications. This may result in a lack of funding for relevant training aligned with in-demand and target occupations.

**Fiscal Impact:** Approval of the plan provides for continued funding for all WSA programs.

**Recommendation:** WSA staff recommends approval of this item.

**Next Steps:** This item will be taken before the Rural County Judges, Bexar County Commissioner's Court and the City of San Antonio before submission to the Texas Workforce Commission in May.

**Attachments: Local Plan Modification**

# LOCAL PLAN 2021 - 2024 MODIFICATION





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network

Workforce Solutions Alamo  
Local Plan Update  
2021-2024

Texas Workforce Commission  
Draft Submission May 2023

### **Who We Are**

Workforce Solutions Alamo (WSA) serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. WSA represents the taxpayers of the 13-county Alamo region that includes Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson counties. Our key executives, staff and board members reflect the diverse constituencies of the regional community: business, economic development, education, labor, community organizations, and government.

#### **Mission**

The mission of Workforce Solutions Alamo is to strengthen the Alamo regional economy by growing and connecting talent pipelines to employers.

#### **Vision**

The vision of Workforce Solutions Alamo is to lead the most integrated community workforce network in the nation.

The **Core Values** of Workforce Solutions Alamo are:

- Accountability
- Collaboration
- Excellence
- Innovation
- Integrity



<b>Workforce Solutions Alamo Chief Elected Officials 2023</b>	
<p>Mayor Ron Nirenberg            City of San Antonio</p>	<p>Judge Peter Sakai            Bexar County</p>
<p>Judge Weldon Cude            Atascosa County</p>	<p>Judge Wade J. Hedtke            Karnes County</p>
<p>Judge Richard A. Evans            Bandera County</p>	<p>Judge Shane Stolarczyk            Kendall County</p>
<p>Judge Sherman Krause            Comal County</p>	<p>Judge Rob Kelly            Kerr County</p>
<p>Judge Rochelle Lozano Camacho            Frio County</p>	<p>Judge James E. Teal            McMullen County</p>
<p>Judge Daniel Jones            Gillespie County</p>	<p>Judge Keith Lutz            Medina County</p>
<p>Judge Kyle Kutscher            Guadalupe County</p>	<p>Judge Henry L. Whitman, Jr.            Wilson County</p>

<b>Workforce Solutions Alamo Board of Directors 2023</b>		
<b>Leslie Cantu – Chair</b>	<b>Mary Batch – Vice Chair</b>	<b>Yousef Kassim – Secretary</b>
Private Sector   Toyotetsu Texas, Inc.	Private Sector   Talent Pipeline Consultant, Caterpillar, Inc.	Private Sector   Easyexpunctions.com
<b>Eric Cooper</b>	<b>Ana DeHoyos O’Connor</b>	<b>Angelique De Oliveira</b>
Community Based Organization (CBO)   San Antonio Food Bank	Community Based Organization   YMCA	Adult Basic Continuing Education   Goodwill Industries of San Antonio
<b>Lindsay Dennis</b>	<b>Dawn Dixon</b>	<b>Jerry Graeber</b>
Economic Development   Seguin Economic Development Corporation	Vocational Rehabilitation   Warm Springs Foundation ConnectAbility	Private Sector   Leonard Contracting
<b>Allison Greer Francis</b>	<b>Lowell Keig</b>	<b>Diana Kenny</b>
Public Assistance   The Center for Health Care Services	Public Employment   TWC	Private Sector   A.I.M., LLC
<b>Elizabeth Lutz</b>	<b>Anthony Magaro</b>	<b>Betty Munoz</b>
Community Based Organization (CBO)   The Health Collaborative	Private Sector   Southwest Research Institute	Private Sector   JW Marriott San Antonio Hill Country
<b>Dr. Sammi Morrill</b>	<b>Lisa Navarro Gonzales</b>	<b>Ben Peavy</b>
Education   Alamo College District	Private Sector   Forma, LLC	Private Sector   Accenture
<b>Esmeralda Perez</b>	<b>Kelli Rhodes</b>	<b>Burnie Roper, Jr., Ph.D.</b>
Private Sector   CHRISTUS Santa Rosa Health System	Literacy Council   Restore Education	Education   Lackland I.S.D.
<b>Mitchell Shane Denn</b>	<b>Becky Butler Cap</b>	<b>JR Trevino</b>
Labor   San Antonio Building & Construction Trades Council	Private Sector   GenCure/BioBridge Global	Private Sector   Treco Enterprises, Inc
	<b>David Halverson</b>	
	Private Sector   Scorpion Biological Services	

## **Local Review and Approval of Two-Year WSA Local Plan Update 2021-2024**

The Workforce Solutions Alamo Local Plan was presented in open meetings and approved by the following governing bodies

1. Workforce Solutions Alamo Board of Directors: **2/17/2023 & 04/21/2023**
2. Committee of Six (Co6) (**02/22/2023**) and its individual members:
  - a. Alamo Area Judges: **4/26/2023**
  - b. Bexar County Commissioners Court: **05/02/2023**
  - c. San Antonio City Council: **05/04/2023**

### **Executive Summary**

The Workforce Innovation and Opportunity Act (WIOA) requires each Workforce Development Board to develop a comprehensive 4-year local plan (an interim 2-year modification) that analyzes the local workforce development area and provides specific detail related to the WSA Board strategy to meet the economic and employment needs of the area's job seekers and employers.

Texas Workforce Commission (TWC) provides oversight and workforce development funding for services to employers and job seekers in Texas facilitated by 28 regional workforce boards, Workforce Solutions Alamo. WSA serves the 13-county region including Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson counties.

The City of San Antonio and the 13 counties are parties to an Interlocal Agreement through the Chief Elected Officials (CEOs) of the WSA Service Area. Per this agreement, CEOs provide additional oversight for planning, budgeting, administration, and execution of WSA programs through the Committee of Six whose members include Area Judges as well as members of San Antonio City Council and Bexar County Commissioners. A key function of the Committee of Six is recommending approval of the Local Plan and any major modification for its subsequent submission to TWC.

Workforce Solutions Alamo Board of Directors, Chief Executive Officer, Directors, and staff have produced this document to address key mandates of the WIOA and to ensure alignment with:

- Texas Workforce Consolidated 2021-2025 Strategic Plan,
- Texas Workforce System Strategic Plan FY 2016-FY 2023,
- Texas Workforce Commission 2021-2025 Strategic Plan,
- WIOA Combined State Plan Program Years 2020-2023,
- Strategic Plan for Adult Education and Literacy for the Fiscal Year of 2021-2026,
- Texas Early Learning Strategic Plan, 2020-2025.

This WSA Local Plan 2021-2024 Update fulfills the local partnership agreements and requirements in collaboration with the CEO. The Modified Plan addresses strategic and operational elements that WSA will undertake to support the local workforce development system and to align

with WSA’s mission, vision, and core values. To develop the Modified Plan, extensive research was conducted including a comprehensive regional labor market analysis and an assessment of the delivery of services and partnerships. Substantial focus was placed on incorporating the new WIOA mandates into the local program design.

WSA submits this Modified Plan to represent existing and proposed workforce and economic development activities for the 13-County Alamo Region. This plan has been developed in cooperation with local community stakeholders including elected officials, area employers, education and training partners, community-based organizations, and individuals who are the recipients of services provided by Workforce Solutions Alamo.

Workforce Solutions Alamo is committed to the development of Sector-Based Partnerships model with emphasis on best practices that connect people to training opportunities that are employer-driven and data-informed. Workforce Solutions Alamo is prepared to convene strategic partnerships that align with industry clusters as defined in this plan and according to the Sector-Based Partnership model.

Updates made during the Two-Year Local Plan Update include:

## Local Plan Modifications: 2020 – 2024 Summary



Workforce Solutions Alamo will continue to seek feedback from stakeholders in each of the 13 counties served by WSA. Community voice and employer input is essential to a community-based participatory and responsive methodology for continuous process evaluation and improvement.

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Workforce Solutions Alamo  
Local Plan 2021-2024

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## ***Part 1: Board Vision and Strategies***

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*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).*
- 

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 Consolidated 2021-2025 Strategic Plan: <https://www.twc.texas.gov/files/twc/strategic-plan-fiscal-years-2021-to-2025-twc.pdf>

- The Texas Workforce System Strategic Plan FY 2016–FY 2023  
[https://gov.texas.gov/uploads/files/organization/twic/Strategic\\_Plan\\_Summary.pdf](https://gov.texas.gov/uploads/files/organization/twic/Strategic_Plan_Summary.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 2021-2026  
<https://www.twc.texas.gov/files/partners/adult-education-and-literacy-strategic-plan-2021-2026-twc.pdf>
- Texas Early Learning Strategic Plan, 2020- 2025  
<https://www.twc.texas.gov/files/partners/tx-early-learning-strategic-plan-twc.pdf>

WSA 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 Alamo 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.
- 

### **Core Principles of Inclusive Growth**

---

- Grow 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. Meaningfully engage industries
    3. Deliver services specific to sector-based partnerships
    4. Invest in sustainability and continuous improvement
    5. Invest in capacity of staff to manage partnerships
-



**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 are 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**

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*(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.***

---

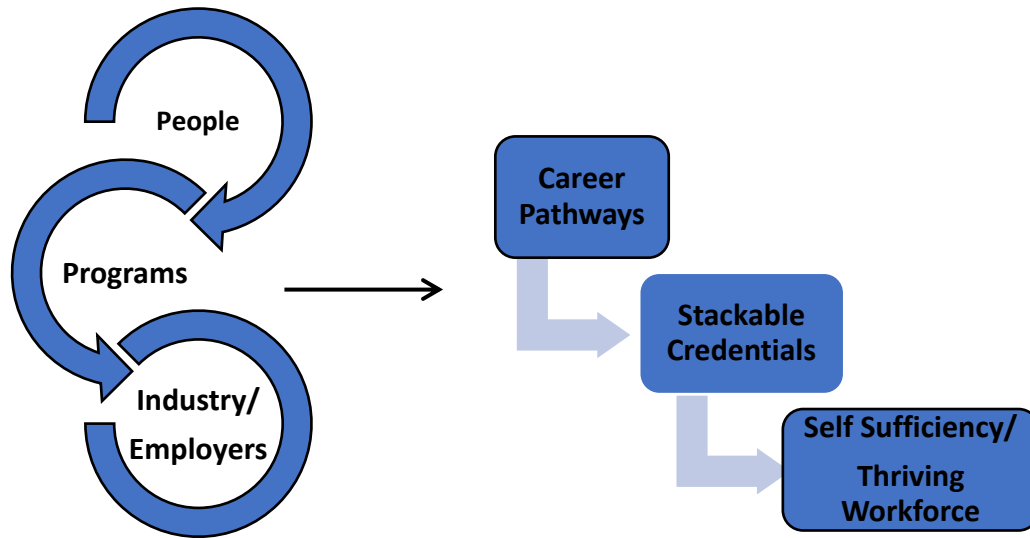
**Sector-Based Partnerships**

Workforce Solutions Alamo is working toward the development of a sector-based partnership model based on best practices in workforce development. WSA has worked to create partnerships within the regional labor market level in the 13-County Alamo Region area served by WSA. These partnerships include a diverse collection of employers, government entities and elected officials, education and training partners, economic development organizations, labor associations and organizations, and community-based and non-profit social service agencies that create an ecosystem focused on the development of the local workforce and driven by industry demand.

WSA is the convener of these partnerships and acts as a coordinating partner across multiple sectors to facilitate communication, funding, innovation, and progress. WSA’s approach incorporates data collection from specific constituencies to create highly customized responses to the needs of target industries.

WSA has transitioned from short-term collaborations that exist for the duration of a single grant or program to the establishment of long-term connectedness that envisions employers as partners with significant participation of the workforce as opposed to external customers. Furthermore, the model emphasizes people and relationships within a replicable process with defined outcome measures. The goal of WSA is to identify and prioritize the existing strengths of its partners to drive workforce and economic development for the region.

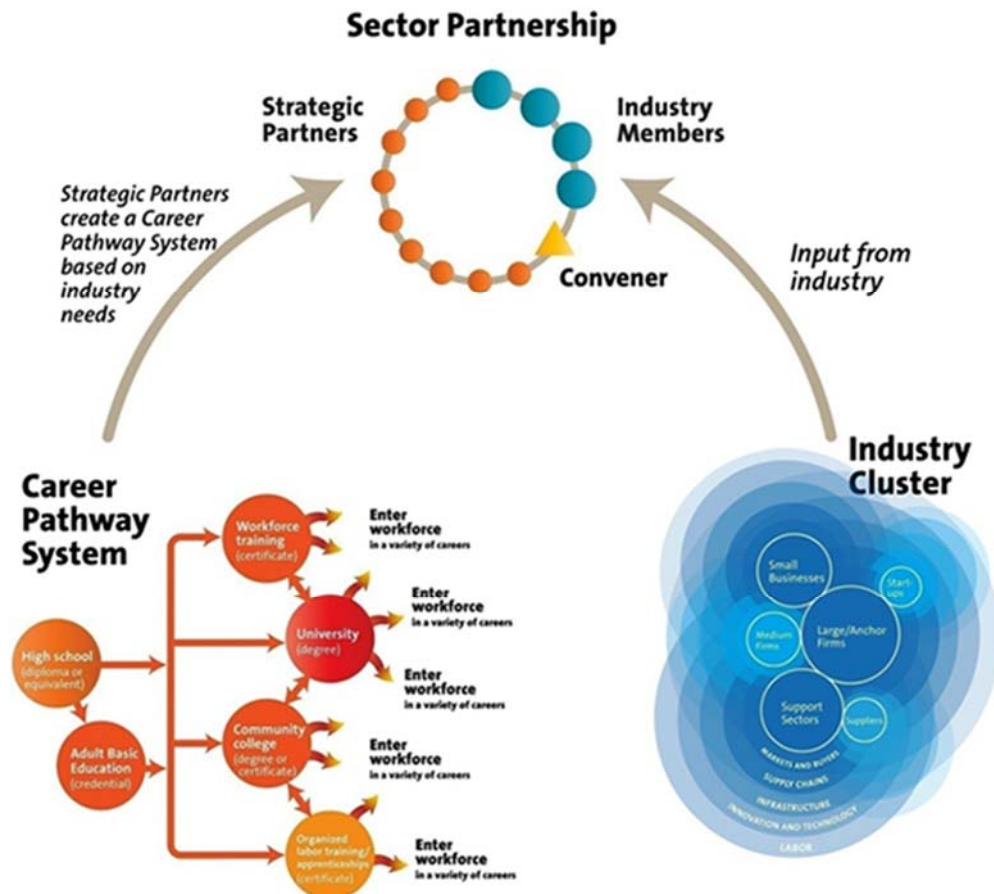
Workforce Solutions Alamo is committed to the people of the Alamo region, the execution of its programs with efficiency and intentionality, and to maintaining fidelity to identified target industries and occupations using data-driven approaches. The dynamic relationship that exists between People, Programs, and Industry serves as an iterative mechanism to facilitate process and program improvement while promoting innovation and collaboration.



This fundamental framework is the foundation for the continued development of plans and programs that support targeted sectors through intentional cooperation and continuous improvement that builds on integration of education, economic, and workforce development.

To accomplish the development of sector-based partnerships, WSA seeks to adopt best practices from other high performing workforce development boards and partnerships throughout the nation. Boards who have created successful relationships share operational elements that are the hallmarks of the sector-based model.

The Sector-Based partnership model (illustrated below) is based on the development of relationships with organizations and entities that facilitate career pathways with entry points, or on-ramps, to the regional workforce. Additionally, representatives from identified target industries provide input and information that drives the development of training and education programming to increase or expand appropriate entry points. WSA, as convener, provides cohesion and coordination to facilitate communication, coordination, and formative and summative evaluation.



Source: [https://www.wtb.wa.gov/wp-content/uploads/2020/02/Improving-Employment-Outcomes\\_Handout.pdf](https://www.wtb.wa.gov/wp-content/uploads/2020/02/Improving-Employment-Outcomes_Handout.pdf)

Best practices associated with the Sector-Based model include:

- The development of collaborative infrastructure with a lead agency in the role of convener or lead organization that facilitates connection with education, industry, and economic development partners with a shared vision for workforce development.
- Transparency and communication among regional partners to promote the shared vision for workforce development.
- Creation of a playbook to define communications plan for programs and partnerships.
- Emphasize local wisdom and community voice in program development and evaluation.
- Create measurable goals and objectives with culturally responsive data-gathering and evaluation processes.
- Clearly define career pathways that address the needs of employers and jobseekers.

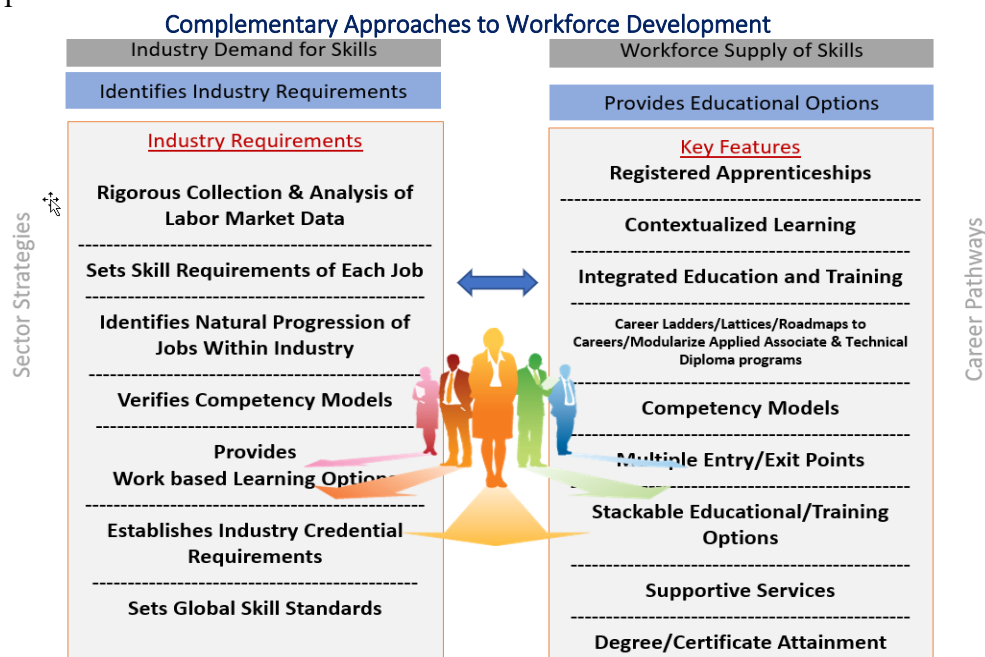
These deliverables must be predicted according to existing or developing circumstances. A study of Gold Standard Workforce Development Partnerships (Armstrong, 2018) outlines key tenets that

inform the development of successful sector-based partnerships. WSA is developing capacity in each of these in order to realize mature sector-based partnerships within the life span of this plan.

- Sector partnerships must be data driven.
  - WSA utilizes multiple sources of data to perform demographic, educational, employment, and wage trend analysis. These sources include industry snapshots and projections to understand the current and future movement in the environment. Other sources of data are labor market data, cost of living data, educational attainment and hiring needs of target occupations, availability of in-demand occupations or occupations that provide lower wages, and growth industries. Analysis also includes community-level US Census data that provide insight on population growth, and place of residence compared to place of work.
- Sector partners should implement data sharing agreements memoranda of understanding to expedite innovation and promote shared accountability.
  - WSA will execute a MOU and data sharing agreement with each of the sector partners. MOUs and data sharing agreements provide valuable information to WSA and its partners to align education and training programming with target labor market skills and credentials. MOUs will outline long-term expectations for the partnership, and data sharing will inform workforce development planning, curricula, marketing and communications, and evaluation.
- Sector partnerships should include K-12 partners and included measurable and connected activities to achieve measurable progress and scale.
  - WSA has established relationships with the largest K12 independent school districts and Pre-Kindergarten initiatives that serve a majority of students in the 13-county region i.e., Pre-K 4 SA, SAISD, Northeast ISD, Northside ISD, and others. WSA and schools will define middle and secondary curricula tracks that align with target industries to establish the prerequisite courses and graduation tracks that lead to career pathways for targeted industries and occupations.
- Sector partnerships should leverage cross-system resources.
  - In addition to the investment of WIOA funds and resources, WSA has forged strategic partnerships with cross-system organizations including municipal governments and city councils, county commissioners and rural, county judges, early childhood education organizations, housing, food and nutrition supplemental programs, and veterans and juvenile and adult corrections programs. WSA will continue to seek partnerships with other programs that support mental health and substance abuse prevention, child abuse and neglect prevention, healthcare, as other organizations that address social determinants of health and coalitions that address systems and systemic change.
- Sector partnerships should be guided by intermediary-level governance boards

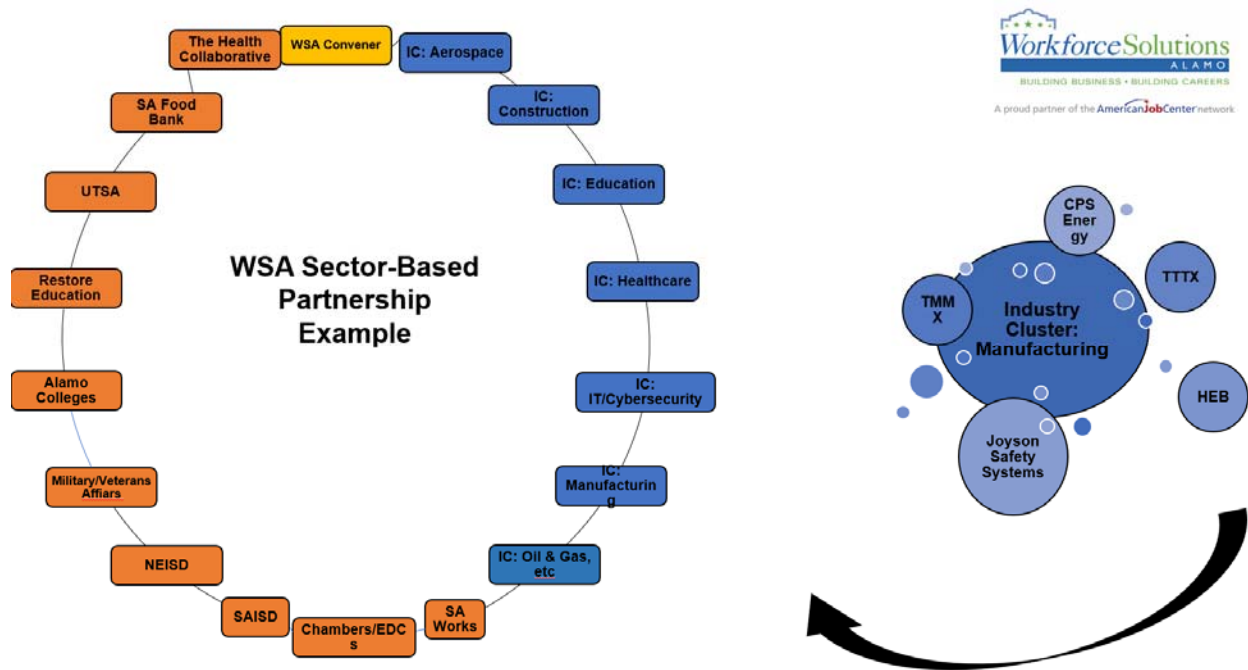
- The sector-based model proposed by WSA will be informed by a wide array of key decision-makers with expertise at the executive operational levels. Sector champions will be identified from target industries to form an advisory board intended to inform strategic planning and program development.
- Sector partnerships should facilitate career pathways that lead to skills required by target industries, industry-recognized post-secondary credentials, and living-wage jobs.
  - WSA has identified career pathways, with stackable credentials, so that job seekers can receive necessary skills instruction within a sector. The criteria for these skills are employer-driven and informed by data collected from employer partners. Demographic and descriptive data ensures that the special needs of target populations are addressed.
- Sector partnerships should be built with business, labor, and industry partners.
  - WSA has created an ongoing survey process to seek input from job seekers, local elected officials, employer, education, and community non-profit partners. These surveys collect both quantitative and qualitative data related to economic priorities, target industries and occupations, specialized populations, and hiring/recruitment/retention of workforce. These surveys provide local wisdom for the development of this plan as well as the framework for formative evaluation of programming.

The sector-based framework of WSA prioritizes strategies that promote systems change, a complimentary approach to workforce development. and partnerships across multiple sectors of the workforce ecosystem. Multiple entry points into the career pathway systems acknowledge varied levels of existing educational attainment to ensure equitable opportunities for career and skills development.



WSA engages partners to foster cooperation based in individual locales as well as larger regional strategies necessary to support the entire Alamo region. WSA continues to focus on data-driven analysis of successful strategies and the promotion of self-sufficiency of its clients.

The following diagram illustrates the structure of the sector-based partnerships infrastructure will be developed for the Alamo regions. Representatives and stakeholders from each industry cluster, from urban and rural counties, will be recruited to provide insight and input specific to their respective industries. Together with representatives from other strategic partners categories to form the sector-based advisory group for the WSA 13-County Alamo Region.



**Resource Alignment - Board Response: Resource Alignment**

Within the WSA operated workforce system, contract partners 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 that consist of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20). Providers offer a variety of adult education services across the 13 county Alamo area. Students can be served as young as 16 years of age, and services are free of charge. Students are eligible if they need to earn their TxCHSE, improve basic skills, or learn English. Classes are offered both in-person and virtually at a variety of locations and times. 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. On November 18 and December 2<sup>nd</sup>, 2016, ESC-20 hosted work sessions for approximately 230 participants from VRS, ESC-20, Workforce Center Contractors and WSA Board staff. The purpose of the work sessions was to share program information, identify gaps between the service delivery system, and implement a referral system. Collaboration and continued planning continues.

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.

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

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

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*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: Local Board Functions**

As defined in WIOA Sec. 107(d), the Board will aim to excel in the following 13 functions. These include:

1. **Local Plan.** In partnership with local chief elected officials and other relevant stakeholders, develop, and submit a 4-year local plan and appropriate modifications as needed or required by TWC.

2. **Workforce research and regional labor market analysis.**
  - a. Analyze of economic conditions in the Alamo region, needed knowledge and skills, the workforce and workforce development activities.
  - b. Collect, analyze and use of workforce and labor market information.
  - c. Conducting research, data collection, and analysis related to workforce needs of the Alamo regional economy, including input from a wide array of stakeholders.
3. **Convening, brokering, and leveraging.** Convene a local workforce development system of stakeholders to assist in the development of the local plan.
4. **Employer engagement.** Lead efforts to engage with a diverse range of employers and with entities involved in:
  - a. Promoting business representation.
  - b. Developing effective linkages with employers through the implementation of sector-based partnerships to support employer utilization of the local workforce development system and support related investments.
  - c. Implementing proven or promising strategies for meeting employment and skill needs of workers and employers, including industry and sector partnerships, providing the skilled workforce needed by employers, expanding employment and career advancement opportunities for workforce development system participants in in-demand industry sectors and occupations.
5. **Career pathways development.** Along with representatives of childcare, K-12, secondary and postsecondary education programs, lead efforts to develop and implement career pathways by aligning employment, training, education, and supportive services needed by adults and youth, particularly individuals with barriers to employment.
6. **Proven and promising practices.** Lead efforts to:
  - a. Identify and promote proven and promising strategies/initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment). This includes providing physical and programmatic accessibility to the one-stop delivery system.
  - b. Identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
7. **Technology.** Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by:
  - a. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area.
  - b. Facilitating access to services provided through the one-stop delivery system, including access in remote areas.
  - c. Identifying strategies for better meeting the needs of individuals with barriers to employment, including those that augment traditional service delivery and increase



- access to services/programs of the one-stop delivery system, such as improving digital literacy skills.
- d. Leveraging resources and capacity within the local workforce development system.
8. **Program oversight.** In partnership with local chief elected officials:
- a. Conduct oversight for local youth, employment and training activities, and the one-stop delivery system, and ensuring the appropriate use and management of the funds for these purposes.
  - b. Ensure the appropriate use, management, and investment of funds to maximize performance outcomes as contracted by TWC for workforce development activities.
9. **Negotiate local performance accountability measures.** Negotiate and reach agreement on local performance accountability measures.
10. **Select one-stop operators.**
- a. Designate or certify one-stop operators and may terminate for cause the eligibility of such operators (in alignment with the inter-local agreement with chief elected officials assigning the responsibility of this function to the Board).
  - b. Select youth providers.
  - c. Identify eligible providers of training.
  - d. Identify eligible providers of career services.
  - e. Ensure consumer choice requirements.
11. **Coordination with education providers.** Coordinate activities with education and training providers, providers of workforce investment activities, adult education and literacy, career and technical education, and agencies administering vocational rehabilitation services.
12. **Budget and administration.** Develop a budget for activities of the local board in the Alamo region consistent with the local plan and the duties of the local board, subject to the approval of the chief elected officials.
13. **Accessibility for individuals with disabilities.** Annually assess the physical and programmatic accessibility as required by applicable laws.

The Board will plan on using a set of criteria to determine whether it attains and retains “high performing” status. These criteria focus on elements that are critical to the nature of our work and include the following (these may be modified, and additional criteria may be added).

**1. Compliance**

- a. Receive no findings or formal determinations in Federal or State monitoring, particularly disallowed or questioned costs, as evidenced by documentation provided by the monitoring agency.
- b. Sustain fiscal integrity, as evidenced through the yearly Single Audit documentation.

- c. Have no recapture of grant funds for failure to obligate at least 95% of program funds within/by each grant's applicable program year.
  - d. Ensure core (required) partners provide access to their services through the One-Stop delivery system (e.g., through at least one Job Center designated as "Comprehensive") in alignment to TWC guidelines.
2. Performance & Services
- a. Meet or Exceed 100% of TWC-contracted performance measures as evidenced by performance reports provided by TWC.
  - b. Attain the highest ratio of TRS Providers in Texas as compared to other Board areas.
3. Sector-Based Strategies
- a. Develop, implement, and sustain at least three (3) sector initiatives each program year directly tied to industry sectors or occupations in the Target Occupation List, and which result in the following. Previous year's data will be used as a baseline.
    - i. Percent of WIOA Adult/Dislocated Worker/Youth in training (goal to be determined).
    - ii. Percent WIOA Adult/Dislocated Worker/Youth training participants in training-related employment (80% goal).

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

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

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*(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: Economic conditions**

##### **Existing in-demand industry sectors**

Prior to the COVID-19 pandemic of 2020, The economic environment of the 13-County Alamo Region strengthened significantly, offering quality employment opportunities for varying occupations and skill levels to local job seekers.. For the past four years, through February 2020, the Alamo region has had a growing economy with record low unemployment. The COVID-19 pandemic significantly affected the 13-County Alamo Region, Texas, the United States, and the rest of the world. A Bureau of Labor Statistics article examined the labor market impacts of establishment shutdowns implemented in response to coronavirus disease 2019 (COVID-19). The article identifies sectors directly exposed to the shutdowns using data from the Quarterly Census of Employment and Wages and Occupational Employment Statistics programs of the U.S. Bureau of Labor Statistics. The six of the most directly exposed sectors include: Restaurants and Bars, Travel and Transportation, Entertainment (e.g., casinos and amusement parks), Personal Services (e.g., dentists, daycare providers, barbers), other sensitive Retail (e.g., department stores and car dealers), and sensitive Manufacturing (e.g., aircraft and car manufacturing). Furthermore, the occupations with lower wages were directly exposed than other occupations. (How many workers are employed in sectors directly affected by COVID-29 shutdowns, where do they work, and how much do they earn?, April 2020).

The magnitude of job loss in March and April 2020 had no precedent since the end of World War II (Elizabeth Weber Handwerker, 2020, December). The effects of the pandemic became widespread, and employment losses were not confined to businesses in industries that were forced to shut down. As localities and states lifted stay-at-home orders and businesses in vulnerable industries began to reopen and the economy is rebounding. However, several uncertainties remain. Will the industries identified as vulnerable continue to face difficulty? Other uncertainties are how COVID will affect how industries operate and the reskilling needs of incumbent workers employed by industries. Another concern is the long-term changes to industries operating processes resulting from the COVID-19 pandemic. How long will it take for the labor market to fully recover? It took more than 5 years for the labor market to recover after the end of the Great Recession (2007-2009) (Elizabeth Weber Handwerker, 2020, December).

**Table 1** reflects the number of jobs February 2020 to February 2022. A review of jobs indicates the labor market is rebounding; as of February 2021 one major industry, Trade Transportation and Utilities indicated growth. By February 2022, six major industries of eleven indicated growth (TWC/Current Employment Statistics). As the Alamo region embarks on the changes due to the

COVID-19 pandemic and the changes occurring during the economic recovery, Alamo WSA reviews the strengths of the existing and emerging economy.

**Table 1: Number of Jobs by Major Industries MSA-San Antonio New Braunfels February 2020 to February 2022 and year-over-year comparison growth (absolute change) of Major Industries San Antonio New Braunfels, MSA**

Industry	No. of jobs Feb 2020	No. of jobs Feb 2021	Change Feb 20- Feb 21	No. of jobs Feb 2022	Change Feb 20- Feb 22
Mining and Logging	9,900	5,600	-4,300	5,900	-4,000
Construction	57,600	55,800	-1,800	57,200	-400
Manufacturing	51,400	50,400	-1,000	51,900	500
Trade, Transportation, and Utilities	183,400	183,600	200	193,700	10,300
Retail Trade	113,000	112,400	-600	118,100	5,100
Information	19,000	17,800	-1,200	17,400	-1,600
Financial Activities	94,500	92,500	-2,000	95,800	1,300
Professional and Business Services	143,300	142,900	-400	155,000	11,700
Education and Health Services	170,500	160,400	-10,100	169,400	-1,100
Leisure and Hospitality	135,600	110,900	-24,700	133,900	-1,700
Other Services	39,600	34,600	-5,000	39,900	300
Government	177,800	172,500	-5,300	175,400	-2,400
<b>Source: TWC/LMCI/CES/February 2020, 2021, 2022</b>					

Source: TWC/LMCI/CES/ San Antonio New Braunfels MSA

As seen in **Table 2.1**, during the period of 2020 4<sup>th</sup> Quarter and 2021 4<sup>th</sup> Quarter (QCEW) twelve of the thirteen counties within the region have shown steady increases in average employment and average weekly wages. During the same time period the number of establishments and firms showed a decrease in Frio County, while Atascosa County showed a downturn in the number of firms. In addition, in McMullen the number of firms increased and in Karnes County both firms and establishments showed an increase.

Between 2019 4<sup>th</sup> Quarter and 2020 4<sup>th</sup> Quarter in twelve of the WSA counties, the average weekly wages showed a steady increase except for Atascosa County in which the average weekly wages reduced. During the same time-period the average employment decreased for all counties except for Bandera County and Comal with an increase of 49 and 823 jobs respectively. During this time-period, Establishments and Firms decreased in three counties, Frio, Karnes, and McMullen.

For the Alamo WDA 2019 4<sup>th</sup> Quarter and 2020 4<sup>th</sup> Quarter as indicated in **Table 2.3**, the weekly wage increased 6.1% and average employment decreased by 51,483 (5%) jobs. Employment rebounded between 2020 4<sup>th</sup> Quarter and 2021 4<sup>th</sup> Quarter for the Alamo region with an increase of 51,296 (6%) jobs and wages increased by 7%. Finally, as seen in **Table 2.3** number of

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establishments in the Alamo WDA region increased between 2019 to 2020 by 949 establishments and between 2020-2021 establishments grew to 1,644 new establishments.

**Table 2.1 Economic Indicators Alamo Region Counties All Industries**

Area	2019 4th Quarter				2020 4th Quarter				2021 4th Quarter			
	Establishments	Firms	Average Employment	Average Weekly Wage	Establishments	Firms	Average Employment	Average Weekly Wage	Establishments	Firms	Average Employment	Average Weekly Wage
Atascosa	906	845	14,055	\$1,092.00	927	867	12,286	\$1,026.00	933	866	12,741	\$1,099.00
Bandera	476	449	3,366	\$769.00	484	456	3,415	\$850.00	500	464	3,656	\$833.00
Bexar	43,878	35,312	889,039	\$1,055.00	44,337	35,526	843,358	\$1,170.00	45,152	36,213	883,920	\$1,228.00
Comal	4,069	3,688	60,083	\$916.00	4,310	3,910	60,906	\$1,022.00	4,667	4,205	66,015	\$1,083.00
Frio	430	407	7,563	\$1,008.00	423	398	6,571	\$1,072.00	418	391	6,594	\$1,149.00
Gillespie	1,136	1,080	11,197	\$821.00	1,176	1,115	11,002	\$903.00	1,202	1,137	11,690	\$946.00
Guadalupe	2,277	2,043	42,358	\$915.00	2,384	2,134	41,965	\$1,000.00	2,517	2,259	43,490	\$1,068.00
Karnes	427	378	6,825	\$1,148.00	417	369	6,067	\$1,178.00	423	378	6,145	\$1,189.00
Kendall	1,619	1,537	17,934	\$1,023.00	1,660	1,579	17,013	\$1,122.00	1,801	1,720	18,404	\$1,230.00
Kerr	1,535	1,405	18,870	\$879.00	1,543	1,411	18,166	\$975.00	1,583	1,449	18,568	\$1,060.00
McMullen	87	82	614	\$1,238.00	77	74	464	\$1,260.00	77	75	594	\$1,363.00
Medina	862	765	10,362	\$780.00	873	777	10,118	\$860.00	906	808	10,397	\$927.00
Wilson	778	719	9,165	\$833.00	818	758	8,617	\$866.00	864	798	9,030	\$941.00

Source: TWC/LMCI/Quarterly Census of Employment and Wages (QCEW)

**Table 2.2 Change in Employment, Wages, Establishments and Firms by County**

Area	Change Employment, Wages 2019 to 2020		Change in Establishments and Firms 2019 to 2020		Change in Employment, Wages 2020 to 2021		Change in Establishments and Firms 2020 to 2021	
	Change 2019 to 2020 Employment	Change 2019 to 2020 Weekly Wage	Change in Establishments 2019 to 2020	Change in Firms 2019 to 2020	Change in Employment 2020 to 2021	Change in Average Weekly Wage	Change in Establishments 2020 to 2021	Change in Firms 2020 to 2021
Atascosa	-1,769	-\$66.00	21	22	455	\$7.00	6	-1
Bandera	49	\$81.00	8	7	241	\$64.00	16	8
Bexar	-45,681	\$115.00	459	214	40,562	\$173.00	815	687
Comal	823	\$106.00	241	222	5,109	\$167.00	357	295
Frio	-992	\$64.00	-7	-9	23	\$141.00	-5	-7
Gillespie	-195	\$82.00	40	35	688	\$125.00	26	22
Guadalupe	-393	\$85.00	107	91	1,525	\$153.00	133	125
Karnes	-758	\$30.00	-10	-9	78	\$41.00	6	9
Kendall	-921	\$99.00	41	42	1,391	\$207.00	141	141
Kerr	-704	\$96.00	8	6	402	\$181.00	40	38
McMullen	-150	\$22.00	-10	-8	130	\$125.00	0	1
Medina	-244	\$80.00	11	12	279	\$147.00	33	31
Wilson	-548	\$33.00	40	39	413	\$108.00	46	40

Source: TWC/LMCI/Quarterly Census of Employment and Wages (QCEW)

Table 2.3

Alamo	2019 4th Quarter				Alamo	2020 4th Quarter				Alamo	2021 4th Quarter				Alamo % Change	Alamo % Change
	Establishments	Firms	Average Employment	Average Weekly Wage		Establishments	Firms	Average Employment	Average Weekly Wage		Establishments	Firms	Average Employment	Average Weekly Wage	Wages 2019-2020	Wages 2020-2021
Total	58,480	48,710	1,091,431	\$959.77	Total	59,429	49,374	1,039,948	\$1,023.38	Total	61,043	50,763	1,091,244	\$1,085.85	7%	6.1%
Change					Change 2019-2020	2019-20	2019-20	2019-20	2019-20	Change 2020-2021	2020-21	2020-21	2020-21	2020-21	Employment	Employment
						949	664	-51,483	\$63.62		1,614	1,389	51,296	\$62.46	-5%	6%

Source: TWC/LMCI/Quarterly Census of Employment and Wages (QCEW)

**Table 3** summarizes Quarterly Census of Employment and Wages (QCEW) data for Quarter 4, 2021.

The five industry sectors with the **greatest number of establishments** are: Healthcare and Social Assistance (62) with 10,223 Professional, Scientific and Professional Services (54) with 7,572, Retail Trade (44-45) with 6,606 and Accommodations and Food Services (72) with 5,583. The five industry sectors with the **highest weekly wages** are Management of Companies and Enterprise (55) Finance and Insurance (52) and Mining Quarrying and Oil and Gas (21) at \$2,634.00, \$1,858.00 and \$1,838.00 respectively. Two IT/Cyber related sectors Professional, Scientific, and Technical Services (54) and Information (51) have high average weekly wages at \$1,755.00 and \$1,514.00 respectively. Finally, following the Professional, Scientific, and Technical (54) Wholesale Trade (42) has the next highest average weekly wages at \$1,687.00.

In terms of **Average Employment**, the Healthcare and Social Assistance sector (62) is the **largest** industry with 173,166 jobs, followed by Retail Trade (44-45) with 125,875 positions, Accommodation and Food Service with 117,614 positions, and Educational Services (61) with 103,611 positions.

**Average Employment** in Accommodation and Food Service (72) and Retail Trade (44-45), **exhibit an inverse relationship with Average Weekly Wages** of \$503 and \$835 respectively. Among the sectors, Accommodation and Food Services (72), Unclassified (99), and Retail Trade (44-45), Agriculture, Forestry, Fishing and Hunting (11) indicate the lowest average weekly wage with \$503, \$771, \$835, \$855, respectively.

**The Healthcare and Social Assistance (62) sector** is the largest in the Alamo Region based on establishments and Average Employment. This industry is spearheaded by the South Texas Medical Center, the University of Texas Health Science Center, and the surrounding major cluster of healthcare facilities. **Information Technology and Cybersecurity** lead by Joint Base San Antonio (JBSA) Airforce Cyber, UTSA Cyber Security and Southwest Research Institute (SwRI) create a nucleus of cyber and defense technology Professional, Scientific, and Technical Services (54) sector, industries 5416, 5417 and 5415 respectively, are Cybersecurity related NAICS. The NAICS 5182 Data Processing and Related Services is an IT related industry component of the 51-Information industry sector. In the Alamo region NAICS 5182, the cloud computing industry, is led by the company, Rackspace.

**Table 3-Economic Indicators Alamo Region 2021 Quarter 4**

Industry Code	Industry	Establishments	Firms	Average Employment	Average Weekly Wage	Average Hourly Wage
62	Health Care and Social Assistance	10,223	8,893	173,166	\$ 1,208.00	\$ 30.20
44-45	Retail Trade	6,606	3,979	125,875	\$ 835.00	\$ 20.88
72	Accommodation and Food Services	5,583	4,127	117,614	\$ 503.00	\$ 12.58
61	Educational Services	803	736	103,611	\$ 1,038.00	\$ 25.95
56	Administrative and Support and Waste Ma	3,370	3,009	76,223	\$ 1,092.00	\$ 27.30
52	Finance and Insurance	3,314	1,982	67,743	\$ 1,858.00	\$ 46.45
54	Professional, Scientific, and Technical Servi	7,572	6,712	62,592	\$ 1,755.00	\$ 43.88
23	Construction	5,152	4,871	62,528	\$ 1,384.00	\$ 34.60
31-33	Manufacturing	1,747	1,576	55,584	\$ 1,420.00	\$ 35.50
92	Public Administration	525	173	47,934	\$ 1,551.00	\$ 38.78
48-49	Transportation and Warehousing	1,691	1,439	46,553	\$ 1,097.00	\$ 27.43
42	Wholesale Trade	2,758	2,443	36,164	\$ 1,687.00	\$ 42.18
81	Other Services (except Public Administrati	4,927	4,372	30,088	\$ 861.00	\$ 21.53
53	Real Estate and Rental and Leasing	3,254	2,435	18,021	\$ 1,342.00	\$ 33.55
71	Arts, Entertainment, and Recreation	815	723	17,228	\$ 764.00	\$ 19.10
51	Information	727	570	17,066	\$ 1,514.00	\$ 37.85
55	Management of Companies and Enterprise	286	268	13,972	\$ 2,634.00	\$ 65.85
21	Mining, Quarrying, and Oil and Gas Extract	470	422	8,118	\$ 1,838.00	\$ 45.95
22	Utilities	128	94	7,540	\$ 1,632.00	\$ 40.80
11	Agriculture, Forestry, Fishing and Hunting	640	635	2,742	\$ 855.00	\$ 21.38
99	Unclassified	452	452	881	\$ 771.00	\$ 19.28

Source: TWC/LMCI/QCEW/Q4 2021

According to **Table 4**, in 2020 the annual average employment in the WSA Alamo region was 1,122,429. By 2030, the annual average employment is projected to grow to 1,364,578, showing an increase of 21.6% in comparison to the base year of 2020.

**Table 4: Employment Projections within the Alamo Region  
2020-2030 All Industries Combined**

Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030
Total, All Industries	1,122,429	1,364,578	242,149	21.6

**TWC/Industry Projections 2020-2030**

**Table 5** is the 2020-2030 projection of the number and percent change of Annual Average Employment for the Alamo Region.

Healthcare and Social Assistance (62) is represented as a primary driver of the local economy as far as Average Annual Employment. As seen in the table, in 2020 the estimated annual average employment for this sector was 154,904 jobs. According to TWC projections it is expected that by the year of 2030 the Healthcare and Social Assistance (62) sector will continue to be the largest industry employer with 196,420 jobs, and 41,516 new jobs will be added by 2030, the end of the projection period.

Mining, Quarrying, and Oil and Gas Extraction (21), an industry with historical downturns, is projected to add 6,514 new jobs by the year 2030, representing a 71.1 percent employment growth in comparison to the base year of 2020. This industry represents the highest percent change in Average Annual Employment among all sectors for the 2020-2030 projection years. At the low end of the spectrum, the Agriculture, Forestry, Fishing and Hunting (11) is projected to add only 135 new jobs by the year of 2030 representing a 5 percent change in comparison to the base year of 2020.

Regarding **employment and wages** for the projection decade, Health Care & Social Assistance (62), Accommodation & Food Services (72), Retail Trade (44-45) and Educational Services (61) are projected to be the four sectors within the WSA Alamo region with the most jobs at the end of the 2030 projection year with 196,420, 142,019, and 135,202 and 111,172. The sectors with the highest hourly wages are Management of Companies and Enterprises (55) at \$65.85, Mining, Quarrying and Oil and Gas Extraction (21) at \$45.95 and Professional, Scientific and Technical Services (54) at \$43.88.

**Table-5** also shows all target sectors for 2018-2028 projection years and compares the 2020-2030 target sectors. The 2018-2028 sectors are highlighted in blue, the sectors with the asterisk (\*) are the 2020-2030 target in-demand sectors. The WSA industries analysis for the years of 2020-2030 projection years will focus on a subset of the 2018-2028 identified target sectors. As defined, these 2020-2030 new target sectors have a substantial current or potential impact on the local economy. Workforce Solutions Alamo (WSA) recognizes the following in-demand target sectors for the period of 2020-2030: Healthcare and Social Assistance (62), Educational Services (61), Finance and Insurance (52), Construction (23), Professional, Scientific, and Technical Services (54), Manufacturing (31-33), Transportation & Warehousing (48-49), and Mining, Quarrying, and Oil and Gas Extraction (21) and one sector added by local wisdom (72) Accommodation and Food Service. The target sectors align to the in-demand four-digit industries. Analysis was conducted using primary and secondary data targets at the four-digit NAICS. Both the numeric employment change and percent employment change as well as the target wage of \$17.00 hourly are primary data targets. Numeric change indicates employment is growing due to creation of jobs and percent change indicates how fast employment is growing. The target wage assures investment in self-sufficiency jobs.

Table 5. 2020-2030 Industry Sector Projections



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Industry Code	Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030	Average Weekly Wage Q4 21	Average Annual Wage	Average Hourly Wage
55	Management of Companies and Enterprises	13,658	17,727	4,069	29.8	\$2,634	\$136,968	\$65.85
52	Finance and Insurance *	67,818	83,515	15,697	23.1	\$1,858	\$96,616	\$46.45
21	Mining, Quarrying, and Oil and Gas Extraction *	9,168	15,682	6,514	71.1	\$1,838	\$95,576	\$45.95
54	Professional, Scientific, and Technical Services *	55,189	70,600	15,411	27.9	\$1,755	\$91,260	\$43.88
42	Wholesale Trade	35,043	42,043	7,000	20.0	\$1,687	\$87,724	\$42.18
22	Utilities	1,535	1,985	450	29.3	\$1,632	\$84,864	\$40.80
51	Information	17,574	20,831	3,257	18.5	\$1,514	\$78,728	\$37.85
31-33	Manufacturing *	49,989	61,201	11,212	22.4	\$1,420	\$73,840	\$35.50
23	Construction*	58,141	70,394	12,253	21.1	\$1,384	\$71,968	\$34.60
53	Real Estate and Rental and Leasing	16,646	20,189	3,543	21.3	\$1,342	\$69,784	\$33.55
62	Health Care and Social Assistance *	154,904	196,420	41,516	26.8	\$1,208	\$62,816	\$30.20
48-49	Transportation and Warehousing *	37,448	47,256	9,808	26.2	\$1,097	\$57,044	\$27.43
56	Administrative and Support and Waste Management and Remediation Services	66,195	79,965	13,770	20.8	\$1,092	\$56,784	\$27.30
61	Educational Services *	99,153	111,172	12,019	12.1	\$1,038	\$53,976	\$25.95
81	Other Services (except Public Administration)	36,838	44,216	7,378	20.0	\$861	\$44,772	\$21.53
11	Agriculture, Forestry, Fishing and Hunting	2,693	2,828	135	5.0	\$855	\$44,460	\$21.38
44-45	Retail Trade	114,580	135,202	20,622	18.0	\$835	\$43,420	\$20.88
999000	Government, Except Postal Services, State and Local Education & Hospitals	80,181	85,911	5,730	7.1	\$771	\$40,092	\$19.28
71	Arts, Entertainment, and Recreation	12,898	19,088	6,190	48.0	\$764	\$39,728	\$19.10
72	Accommodation and Food Services *	104,092	142,019	37,927	36.4	\$503	\$26,156	\$12.58

Source: Projections/Sectors/2020-2030

Source: QCEW/Q4 2021

**Economic Development Alignment:** WSA regional workforce partners have a history of collaborative planning and have executed strategic economic development initiatives aligned with targeted industry sectors and occupations.

The WSA Target Industry Clusters/Sectors/Industries are in strong alignment with those of regional economic development partners in metropolitan Bexar County and surrounding counties. Bexar County partners, the greater SATX: Regional Economic Partnership Bexar County Economic Development (Bexar Co ED), SA 2020, SA Tomorrow, SA WORX, the City of San Antonio Economic Development Department (COSA EDD), and the Alamo Area Council of Governments (AACOG) as articulated in the region’s Comprehensive Economic Development Strategy (CEDS) and the Ready to Work Alliance. **Table 6** shows the aligned industry clusters with these regional partners.

Table 6. Alignment Of Target Industries by Regional Partners

Clusters	SA2020	SA Tomorrow Growth	greater: SATX	AACOG (CEDs)	WSA	Ready to Work Alliance
Healthcare/Bioscience	•	•	•	•	•	•
Aerospace	•	•	•	•	•	•
Manufacturing	•	•	•	•	•	•
IT/Cybersecurity	•	•	•	•	•	•
Finance			•	•	•	•
Oil and Gas/Energy		•		•	•	•
Warehousing & Transportation				•	•	•
Construction/Utilities					•	•
Accommodations	•*	•*		•*	•	•
* Included in San Antonio as a measure of downtown job growth or economic activity and Tourism as a Rural Areas						

In addition to the economic development partners identified above, WSA works with economic development professionals from rural communities to best align community resources and target/demand occupations to meet their needs, and to support initiatives identified as key drivers of future economic growth in the Alamo region. Communities throughout the region have unique needs that WSA strives to support related to the presence of military bases throughout Bexar County, to robust and balanced economic growth in New Braunfels (Comal County) and the development of micro-cluster vineyard communities in Fredericksburg (Gillespie County). WSA strives to support all communities throughout the region to both capitalize on regional efforts driven by large economic development partners, but also to further economic development strategies capitalizing on their own unique community assets.

### Emerging-Industry Sectors and Growth Areas:

Historically, through decades, the Alamo area, had traditional economic influencers that were drivers of the economy. The traditional economic assets for the San Antonio and surrounding area are Tourism (Accommodation, Food Service, Retail), Healthcare, Education, and the Military. Among the original big three, tourism, healthcare and the military, the military influence remains the strongest. Manufacturing, aviation, finance, technology, healthcare, bioscience, and education, all are tied to the military. Following the federal Base Realignment and Closure (BRAC) in 2005, many of the Pentagon’s medical functions were transferred to San Antonio. This is highlighted by the Medical Education and Training Campus built at Fort Sam Houston, the world’s largest facility for military medical education, research, and training. Brooke Army Medical Center, an inpatient hospital that is the military’s largest health care organization is also housed at Ft. Sam Houston.

The aviation industry, also a product of both the military and aerospace manufacturing, has remained important for San Antonio since the closure of Kelly AFB. Key to the aerospace manufacturing industry has been Port San Antonio. In 1995, following the Cold War’s end, Kelly

AFB was closed. A government entity was created to repair and lease out the vast space to private companies, since then, the port has become an important facility and economic driver in San Antonio. Port San Antonio is located at the former Kelly AFB, with access to an airport and adjacent to Lackland AFB. Port San Antonio houses heavy industrial and aerospace companies and includes tenants like Boeing, and StandardAero. Port San Antonio has more recently evolved into a cybersecurity and IT center. The military has driven technology growth, as well. Some of this billion-dollar impact is generated by federal agencies that contract with local IT and cybersecurity firms, making San Antonio a lead in the country in concentration of data centers. Ventures such as Rackspace, Geekdom, have strengthened the IT economy for the region. A San Antonio Express News Article in July 2022 discussed a private study by Tech Block and Port San Antonio analyzed job data by zip codes to identify where most IT professionals work, the data showed that the Port San Antonio 900-acre campus was the home of 80 private sector and military affiliated organizations and is the city of San Antonio's top hub for IT/Cyber employment. This designation is due largely to federal and DoD employment. The same study cited in this article indicated that in recent years, San Antonio has integrated into the economy large concentration of data centers lead by local companies like Rackspace and Frost Bank and international companies' such as Microsoft Corp, Lowe's and J.P. Morgan Chase & Co. This report indicated that the IT industry, largely a service industry of computer programming, internet services, web hosting and training, has evolved from a \$500 million payroll industry in 2000 to a 1.8 billion payroll industry in 2022 (Killelea, 2022). This article also indicates the importance of cybersecurity jobs, with at least 16,447 cybersecurity professionals working locally for the federal government. This is one-third of the city of San Antonio's approximately 48,000 plus IT workers. IT/Cyber is one of the industries that spearheads the region's growth economy.

The backbone of a growth economy is strength and diversity. Today San Antonio has evolved beyond its "traditional three" economic influencers — tourism, military, and health care. Although these industries remain important economic assets, the target growth areas for economic partners include industries with the "new mid-skill, mid-wage" jobs. Newer mid-skill/mid-wage jobs require technical certifications and associate degrees and work experience. These jobs are well compensated, show considerable employment growth over time, and their performance requires more skilled technical, analytical, problem solving, administrative, and communicative skills. The target job growth areas where the "new" analytical, high-tech jobs are found in the industries and clusters identified by Workforce Solutions Alamo partners including greater SATX: Regional Economic Partnership, San Antonio Tomorrow, San Antonio 2020, AACOG and other economic agencies. Target growth Industries include: 1) Healthcare, Bio-Science, Life Sciences, Bio-Scientific-Research and Development, 2) Information Technology and Cybersecurity, 3) Advanced Manufacturing (Aero, Auto and Heavy Equipment) 4) New Energy (Solar, Battery, Natural Gas) (Report, San Antonio Tomorrow).

Economic growth in the traditionally "rural" counties surrounding San Antonio also provide many economic assets for the WSA. A new economic corridor is emerging in the center of Texas. Hays and Comal Counties are part of the Austin and San Antonio metropolitan areas respectively. But they are not merely suburbs capturing overflow from larger cities. They are becoming part and parcel of an emerging 80-mile-long economic corridor between San Antonio and Austin, along Interstate 35. Texas State Demographer Lloyd Potter foresees an additional 1.5 million people in the corridor by 2030, a nearly 34 percent jump. In Hays and Comal counties, the state projects between 69 and 44 percent in population growth during that period. "Over the next 50 years, Austin

and San Antonio will become a single mega-metro area” says Potter. Companies such as the Sysco distribution facility in New Braunfels, and other distribution facilities such as Amazon are driving forces in this growth. The entire I-35 corridor is among the national leaders in job creation. The Alamo Counties affected by this growth are Bexar, Comal, Guadalupe, and Kendall. The corridor may also be a catalyst for an emerging high-tech corridor between Austin and San Antonio (Beyer, 2016).

Sharing the longest border with Mexico of any U.S. state, Texas has become an important part of the realigned North American “auto alley,” now running north from Mexico through several southern U.S. states. The Alamo Manufacturing Partnership is a Department of Commerce special designation targeting the Transportation Equipment Manufacturing subsector, NACIS 336. This designation has placed the Alamo Region in the top third of the country for employment in this manufacturing category. A catalyst to this subsector is the Toyota Motor Manufacturing Texas plant and suppliers on the Southside of San Antonio. Other transportation manufacturing companies located in the Alamo WSA are Caterpillar, Boeing, Independent Rough Terrain Center, Navistar Diesel and Electric Truck Manufacturing.

Education has traditionally been a part of a high-tech corridor’s success. Education levels in many of the counties in the WDA have remained below the national standards. Efforts to educate and upskill the workforce are critical to advancing in the target growth industries. Big changes are happening in the once rural areas of the Alamo WDA. WSA’s target industries are inclusive of industrial strengths throughout the Alamo Region and most of the WSA target occupations fall within the “new mid-skill, mid-wage” jobs. Recent partnerships with the City of San Antonio and Bexar County have provided opportunity to offer reskilling opportunities to many Bexar County and COSA residents affected by COVID-19. Bexar County’s “Bexar Strong” and the City of San Antonio’s “Training for Jobs SA” initiative combined to provide significant relief to residents. The City of San Antonio’s unprecedented “Ready to Work” training and employment initiative provides tuition assistance and wraparound supports to enable over 28,000 people to obtain post-secondary education. WSA is a prime partner for the City’s Ready to Work program and has built a consortium of subcontractors to accomplish its goals. Census data indicates continued population growth in the Alamo WSA 13 Counties. This continued population growth is an asset to the local economy.

### **COVID Essential Sectors:**

As the nation comes together to respond to COVID-19, the Cybersecurity, and Infrastructure Security Agency (CISA) identified essential sectors and the critical workers employed in these sectors that will assist to address the “new” requirements. Over 104 million U.S. workers, or 71 percent of the total U.S. workforce, are employed in the “Essential Critical Infrastructure Workforce” battling COVID-19. Critical worker occupations and numbers vary by state. The following sectors were identified as essential:

#### **Healthcare/ Public Health Workers,**

Includes laboratory personnel, that perform critical clinical, biomedical, and research, development, and testing needed for COVID-19 or other diseases. Healthcare providers including, but not limited to, physicians, dentists; psychologists; mid- level practitioners; nurses; emergency medical services; infection control and quality assurance personnel; phlebotomists; pharmacists; physical, respiratory, speech and occupational therapists and assistants; social workers;

optometrists; speech pathologists; chiropractors; diagnostic and therapeutic technicians; and radiology technologists. The healthcare industry also requires many support occupations.

### **Law Enforcement, Public Safety and Other First Responders**

Includes public, private, and voluntary personnel in emergency management, law enforcement, fire and rescue services, emergency medical services (EMS), and security, public and private hazardous material responders, air medical service providers (pilots and supporting technicians), corrections, and search and rescue personnel. Personnel involved in provisioning of access to emergency services. Personnel that are involved in the emergency alert system (EAS) (broadcasters, satellite radio and television, cable, and wireline video) and wireless emergency alerts (WEA).

### **Education**

Workers who support the education of pre-school, K-12, college, university, career and technical education, and adult education students, including professors, teachers, teacher aides, special education, and special needs teachers, ESOL teachers, para-educators, apprenticeship supervisors, and specialists. Workers who provide services necessary to support educators and students.

**Food and Agriculture Workers** enabling the production, sale, distribution of human food, animal food. This includes many other support service and supplier workers producing food supplies and other agricultural inputs for domestic consumption and export. Also includes manufacturing, packaging, and distribution of veterinary drugs and biologics (e.g., vaccines).

### **Energy**

Workers supporting the energy sector, regardless of the energy source (including, but not limited to, nuclear, fossil, hydroelectric, or renewable), segment of the system, or infrastructure the worker is involved in, who are needed to construct, manufacture, repair, transport, permit, monitor, operate engineer, and maintain the reliability, safety, security, environmental health, and physical and cybersecurity of the energy system, including those who support construction, manufacturing, transportation, permitting, and logistics.

### **Water and Wastewater**

Workers needed to operate and maintain drinking water and wastewater and drainage infrastructure.

### **Communications and Information Technology**

*Communications:* Maintenance of communications infrastructure, -- including privately owned and maintained communication systems, -- supported by technicians, operators, call centers, wireline and wireless providers, cable service providers, satellite operations, Internet Exchange Points, Points of Presence, Network Access Points and manufacturers and distributors of communications equipment.

*Information Technology:* Workers who support command centers, including, but not limited to, Network Operations Command Centers, Broadcast Operations Control Centers, and Security Operations Command Centers. Data center operators, including system administrators, IT managers and purchasers, data transfer solutions engineers, software and hardware engineers, and database administrators for all industries. Workers who support client service centers, as well as manufacturers and supply chain vendors that provide hardware and software, support services,

research and development, information technology equipment. Workers supporting communications systems, information technology, and work from home solutions and remote education. Workers required in person to support Software as a Service businesses that enable remote working, and education performance of business operations, distance learning, media services, and digital health offerings, or required for technical support crucial for business continuity and connectivity.

### **Other Community – Or Government – Based Operations and Essential Functions**

Workers to ensure continuity of building functions, including but not limited to security and environmental controls (e.g., HVAC), building transportation equipment, the manufacturing and distribution of the products required for these functions, and the permits and inspections for construction supporting essential infrastructure. Elections personnel. Workers supporting the operations of the judicial system. Workers who support administration and delivery of unemployment insurance programs, income maintenance, employment services, vocational rehabilitation programs and services, disaster assistance, workers' compensation insurance and benefits programs, and pandemic assistance. Workers providing dependent care services, including childcare, eldercare, and other service providers necessary to maintain a comprehensive, supportive environment for individuals and caregivers needing these services.

### **Critical Manufacturing**

Workers necessary for the manufacturing of: metals (including steel and aluminum), industrial minerals, semiconductors, materials and products needed for medical supply chains, including PPE, medical equipment, products to support essential services, remote workforce including computing, communications devices, security tools to support communications, information technology and for supply chains associated with transportation, building transportation equipment, aerospace, energy, food and agriculture, chemical manufacturing, nuclear facilities, wood products, commodities used as fuel for power generation facilities, the operation of dams, water and wastewater treatment, processing and reprocessing of solid waste, emergency services, and the defense industrial base. Additionally, workers needed to maintain the continuity of these manufacturing functions and associated supply chains, and workers necessary to maintain a manufacturing operation.

### **Defense and Industrial Base**

Workers who support the essential services required to meet national security commitments to the federal government and U.S. Military, including, but are not limited to, space and aerospace workers, nuclear matters workers, mechanical and software engineers (various disciplines), manufacturing and production workers, transportation logistics and cargo handling workers, IT support, security staff, security personnel, intelligence support, aircraft and weapon system mechanics and maintainers, and sanitary workers.

### **Residential /Shelter Facilities, Housing**

Workers who support food, shelter, and social services, and other necessities of life for needy groups and individuals, including in-need populations and COVID-19 responders, including traveling medical staff.

### **Hygiene Products and Services**

Workers to support production of hygiene products, home cleaning, disinfection services, sanitation of food manufacturing, pest control, home cleaning and pest control products.

### **Chemical**

Workers supporting the chemical and industrial gas production and supply chains.

### **Commercial Facilities**

Workers who support the supply chain of building materials from production through application and installation, including plumbing (including parts and services), electrical, heating and cooling, refrigeration, appliances, paint and coatings, and repair materials and equipment for essential functions. Workers supporting ecommerce of essential goods through distribution, warehouse, call center facilities, and other essential operational support functions, that accept, store, and process goods, and that facilitate their transportation and delivery.

### **Financial Services**

Workers who are needed to provide, process, and maintain systems for processing, verification, and recording of financial transactions and services, including payment, clearing, and settlement; wholesale funding; insurance services; consumer and commercial lending; public accounting; and capital markets activities.

### **Transportation And Logistics**

Workers supporting or enabling transportation and logistics functions, including truck drivers, bus drivers, dispatchers, maintenance and repair technicians, warehouse workers, third party logisticians, driver training and education centers, DMV workers, enrollment agents for federal transportation worker, towing and recovery services, roadside assistance workers, intermodal transportation personnel, and workers that construct, maintain, rehabilitate, and inspect infrastructure. Workers who are critical to the manufacturing, distribution, sales, rental, leasing, repair, and maintenance of vehicles and other equipment. Warehouse operators, including vendors and support personnel critical for business continuity. (Guidance on the Essential Critical Infrastructure Workforce: Ensuring Community and National Resilience In COVID-19 Response, V. 4.0, 2020. August 18).

### **COVID-19 Pandemic Recovery:**

The COVID-19, pandemic led to declines to employment for many industries due to business shutdowns or business losses. As per the Bureau of Labor Statistics a recession lasted a few months (Source BLS: Employment Projections Summary, September 8, 2022) as the economy started to recover in 2021, adding many jobs. The recovery led to structural and cyclical changes during the subsequent recovery process. When an industries employment declines during a recession this is referred to cyclical decline and grows during the recovery following the recession this is referred to cyclical growth. Eventually the industry may return to long-term trend levels. The Bureau of Labor Statistics (BLS) projects most industries most affected by COVID will grow on account of a cyclical recovery in employment rather than a long-term structural increase in demand.

Since the on-set of the pandemic many of the industries most affected by business shutdowns are now experiencing cyclical recovery growth. Consequently, the fast projected growth over the 2020-2030 decade for these industries will stem largely from recovery from low 2021 employment. Projected rapid cyclical employment growth is expected to continue throughout the

decade for industries that employment was most affected in 2020 and that employment remained low in 2021. Occupations highly concentrated in the industries most affected by the pandemic are also expected to experience strong cyclical growth (Source BLS: Employment Projections Summary, September 8, 2022). For example, leisure and hospitality sector is projected to experience the fastest employment growth of all sectors, owing mostly to the employment loss of 2020 and the low base employment in 2021 (US Bureau of Labor Statistics, Economic Daily, October 2022). The expected cyclical recovery growth is a positive expectation for these hard-hit industries.

Structural changes in industries or occupations are based on factors such as changes in consumer preferences that affect demand for goods or services or new technologies. Some industries most affected by job loss during the pandemic such as retail trade, food and beverage services have also experienced structural changes in operations. To serve customers and reduce the economic impact of lockdown measures, many retailers began to provide or expand their Buy On-line, Pick-up in Store options (BOPIS) offerings. This option is expected to remain as a structural change because of continued customer demand. The growth of BOPIS is also expected to affect occupational staffing patterns within retail trade over the 2020–2030 projection decade. Online shopping applications and curbside pick-up and kitchens that only produce for these on-line options are also expected to remain throughout the decade. Some industries and occupations are projected to have long-term structural demand arising from economic changes resulting from the pandemic. For example, many computer occupations are expected to have elevated long-term demand, in part due to increased business demand for telework, computing infrastructure and information technology (IT) security. The increased use of remote and hybrid work models implemented during the pandemic expected to continue after the pandemic will also continue to affect business structures and technologies ( Lindsey Ice and Michael J. Rieley, *Monthly Labor Review*, U.S. Bureau of Labor Statistics, February 2022).

Nationwide, the healthcare and social assistance sector is projected to create the most jobs over the decade, mostly because of the growth of the population that is age 65 and over. Various healthcare occupations, especially those involved in caring for the elderly and occupations such as nurse practitioner, related team-based healthcare is expected to increase in demand. Understanding these structural changes in operations, recoveries due to cyclical recovery growth, rather than long-term gains are important. Users of projection data should therefore understand that fast growth rates in the projections can be cyclically driven, reflecting cyclical recovery growth, or structurally driven (in the long term), or driven by a combination of cyclical and structural factors.

Total projected employment growth is conditional upon expected growth of the economy and of the labor force, both of which can be influenced by changes in the population. These factors will be further reviewed in this narrative. The statewide priorities such as the governor’s clusters and the industry workforce concentration maps are also factors to review and consider.

**Texas Governor’s Industry Clusters:** The Governor’s Industry Clusters are: 1) Aerospace and Defense Cluster, 2) Advanced Technologies and Manufacturing Cluster, 3) Biotechnology and Life Science Cluster, 4) Energy cluster, 5) Petroleum Refining and Chemical Products Cluster, 6) Information and Computer Technology Cluster.



San Antonio, sometimes referred to as “Military City, USA” is home to tens of thousands of U.S. Air Force personnel and is a major national hub for aircraft maintenance, repair and overhaul (MRO).

WSA identified targeted industry clusters that align with the Governor’s Industry Clusters which positions the region to capitalize on state investments to support WSA’s regional economic and workforce development initiatives. The Governor’s Industry Clusters workforce concentration maps are color coded for **high, above average, and moderate concentrations**. For industries in the WSA regional area:

- There are three industries with a **high concentration** in the WSA region: Data Management, Hosting and Related Services -Funds, Trusts & other Financial Vehicles (Mutual) - Insurance Carriers.
- The maps also indicate an **above average** concentration in the WSA region for: Aerospace Products & Parts Manufacturing - Support Activities for Air Transportation - Medical & Diagnostic Laboratories - Motor Vehicle Parts Manufacturing - Motor Vehicle Manufacturing - Scientific Research & Development Services - Specialized Hospitals - Oil & Gas, Financial Services - Other Financial Investments - HVAC and Refrigeration Equipment Manufacturing - Food Manufacturing – Beverage Manufacturing - Support Activities for Air Transportation.

There was a **moderate concentration** of the Consumable Pharmaceutical & Medicine Manufacturing - Architectural and Engineering Services, Legal Services - Medical Equipment Supply Manufacturing - Credit and Consumer Lending Services – Architectural and Structural Metals Manufacturing. A sample map is below:

Figure 1: Specialized Hospitals Texas Industry Concentrations: Where the State’s Key Sectors Cluster - Office of The Governor Economic Development & Tourism (p. 4)

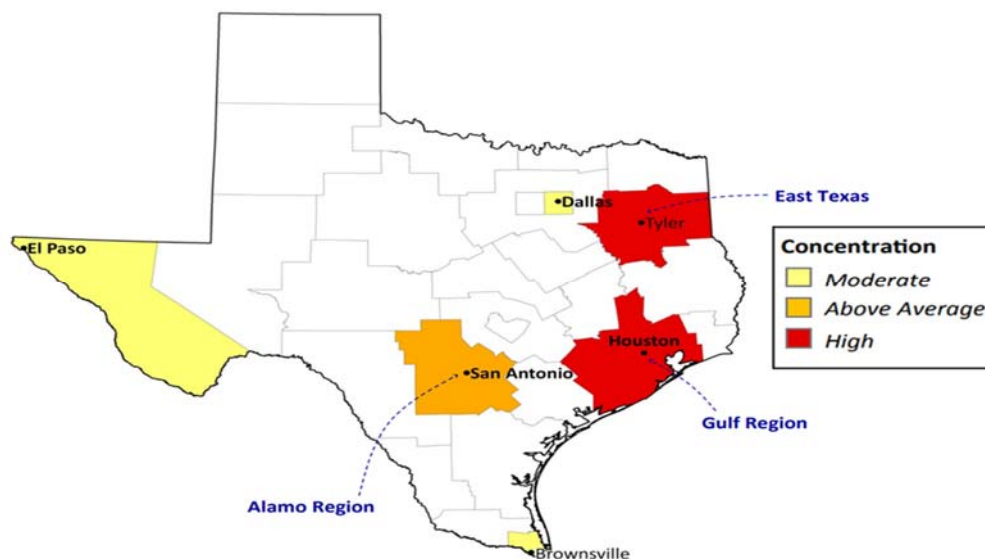


Table 7. Target Clusters & In-Demand Industries

The table shows our target clusters and their related target industries in the Alamo Region for 2022 to 2024.

<b>TARGETS 2022-2024</b>	
<b>Clusters</b>	<b>Industries</b>
<b>Aerospace/Manufacturing</b>	3361 Motor Vehicle Manufacturing 3363 Motor Vehicle Parts Manufacturing 3364 Aerospace Products and Parts Manufacturing
<b>Health</b>	6211 Offices of Physician 6221 General Medical and Surgical Hospitals 6212 Offices of Dentists 6215 Medical and Diagnostic Laboratories
<b>Information Technology/Cybersecurity</b>	5415 Computer Systems Design 5416 Management/Scientific, and Technical Consulting Services
<b>Construction/Utilities</b>	2382 Building Equipment Contractors 2371 Utility System Construction
<b>Oil &amp; Gas/ Warehousing &amp; Transportation/Finance/Traveler Accomodation/Others</b>	5221 Depository Credit Intermediation 2111 Oil & Gas Extraction 4931 Warehousing and Storage 2131 Support Activities for Mining 7211 Traveler Accommodation
<b>Education</b>	6111-Elementary and Secondary Schools

Source: LMCI/Industry Projections 2020-2030

The WSA region continues to have strong and diversified industries, and many industry sectors in the area are considered emerging in-demand industry sectors. For 2020-2030 projection decade, the WSA Board will target industries for both the high-demand and target occupations that are expected to continue to experience high growth, high demand and offer living wages. The following table shows WSA’s in-demand industry sectors for 2020-2030.

Table 8. Target In-Demand Industry Sectors 2020-2023

Industry Code	Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030	Average Hourly Wage
21	Mining, Quarrying, and Oil and Gas Extraction *	9,168	15,682	6,514	71.1	\$45.95
23	Construction *	58,141	70,394	12,253	21.1	\$34.60
31-33	Manufacturing *	49,989	61,201	11,212	22.4	\$35.50
48-49	Transportation and Warehousing *	37,448	47,256	9,808	26.2	\$27.43
52	Finance and Insurance *	67,818	83,515	15,697	23.1	\$46.45
54	Professional, Scientific, and Technical Services *	55,189	70,600	15,411	27.9	\$43.88
61	Educational Services *	99,153	111,172	12,019	12.1	\$25.95
62	Health Care and Social Assistance *	154,904	196,420	41,516	26.8	\$30.20
72	Accommodation and Food Services *	104,092	142,019	37,927	36.4	\$12.58

Source: Projections/Sectors/2020-2030

WSA applies TWC’s long term projections to identify industries and occupations that will likely grow the fastest (by % change). Long term projections also point to industries and occupations likely to have the largest absolute employment growth (by numeric change) over the projection period, from 2020-2030. The projections for fastest growing or most added jobs were included in the data analysis of target industries and occupations for the Alamo region. Industries were also selected based on secondary data targets, such as average weekly wages, competitive effect, Location Quotient (LQ), regional percent of Industry, percent female employment and “local wisdom.” Growth assumes an adequate supply of workers with relevant skills; therefore, an analysis of trained/available workers and a validation of skills gaps were also completed. The local labor market analysis included input from all relevant stakeholders.

A recent employer survey conducted in collaboration with the UTSA Policy Institute utilized Qualtrics an online survey tool, to analyze survey responses. The questions measured the employer’s knowledge of occupations with labor shortages. The target population were employers within the 13 county WSA regions. A qualifying question assure the response was from the target population. Utilizing convenience sampling, the survey indicated the response to the following:

Q1.5 - Please list and describe the top occupation where your organization has a critical labor shortage. (e.g., Welder, fill holes, indentions, or seams of metal products)

The results of the survey indicated labor shortages in the following top fifteen occupations: Sales, Data Analyst, Childcare Providers, Electricians, Electrician Apprentice, Electrician Helper, Sheet Metal Technicians, Electrical Engineers, Contracting Specialist, Qualified Office Staff, Qualified Sales Staff, Registered Nurses, Carpenters, Property, Casualty Insurance, Security Officer. The survey responses were considered during the target occupation analysis.

Table 9. In-Demand (formerly High-Demand) Occupations

They represent occupations that are in high demand but do not meet as many secondary data targets. These Occupations fall within the staffing pattern of the target industries and Selection Criteria includes Percent change >=21.6% and/or Number change (absolute), >= 500 Mean Wage, >= \$17.00 hourly (\$35,360 annual). Occupations may fall within the career pathway of the Target Occupations either at a more advanced or entry education level. These In-Demand Occupations are not supported by WIOA training (i.e., Individual Training Accounts), unless otherwise included in the Target Occupation List. However, these Occupations are supported through Job Fairs, as well as Work Experience and On the Job Training (OJT) programs.

Count	SOC	SOC Title	Current Employment (2021)	Education	Entry Level Wage (as of 2021)	Experienced Level Wage (as of 2021)	Change in employment 2030 - 2020	Percentage Change	Change in Emp by Growth	Help Ads - 2nd	Career Cluster	STEM	Mean Wage	Target Industry Title- Staffing Pattern
<b>Information Technology/Cybersecurity</b>														
1	15-2051	Data Scientists	450	Bachelor's Degree	\$69,581	\$120,987	228	55.47	23	N/A	Science, Technology, Enginee	Yes	\$103,852	Computer Systems Design and Related Services
<b>Education</b>														
2	21-1091	Health Education Specialists	470	Bachelor's Degree	\$36,209	\$57,382	140	35.62	14	205	Education and Training	Yes	\$50,325	General Medical and Surgical Hospitals
3	25-2011	Preschool Teachers, Except Special Ec	3,110	Associate's Degree	\$23,552	\$49,273	389	22.19	39	751	Education and Training	No	\$40,699	Elementary and Secondary Schools
<b>Healthcare</b>														
4	19-2041	Environmental Scientists and Speciali	340	Bachelor's Degree	\$50,722	\$89,047	225	28.23	22	44	Science, Technology, Enginee	Yes	\$76,272	Management, Scientific, and Technical Consulting Services
5	29-1031	Dietitians and Nutritionists	410	Bachelor's Degree	\$46,170	\$75,976	106	22.36	11	313	Health Science	Yes	\$66,040	Denist
6	29-9091	Athletic Trainers	190	Bachelor's Degree	\$42,470	\$67,577	52	32.91	5	40	Health Science	Yes	\$59,208	Elementary and Secondary Schools
<b>Finance and Insurance/Other</b>														
7	13-2061	Financial Examiners	790	Bachelor's Degree	\$55,172	\$91,035	240	23.19	24	80	Finance	Yes	\$79,081	Credit intermediation and related activities (5221 and 5223 only)
8	41-3031	Securities, Commodities, and Financi	3,080	Bachelor's Degree	\$37,270	\$92,831	809	25.68	81	590	Finance	No	\$74,310	Credit intermediation and related activities (5221 and 5223 only)
9	41-3091	Sales Reps of Svcs, Ex Advertising, Ins	7,640	High-School Diploma or Equivalent	\$30,092	\$72,527	1,769	24.55	177	462	Marketing, Sales and Service	No	\$58,382	Credit intermediation and related activities (5221 and 5223 only)
10	43-3021	Billing and Posting Clerks	3,320	High-School Diploma or Equivalent	\$31,370	\$44,131	884	20.85	88	216	Business, Management and I	No	\$39,877	Offices of Physicians
11	43-9041	Insurance Claims and Policy Processir	4,770	High-School Diploma or Equivalent	\$36,254	\$48,726	1,364	24.81	136	207	Finance	No	\$44,569	Offices of Physicians
12	11-2022	Sales Managers	3,210	Bachelor's Degree	\$65,140	\$156,181	554	25.9	55	1,485	Marketing, Sales and Service	No	\$125,834	Credit intermediation and related activities (5221 and 5223 only)
13	11-3121	Human Resources Managers	1,000	Bachelor's Degree	\$81,777	\$147,973	212	26.6	21	538	Business, Management and I	No	\$125,908	Elementary and Secondary Schools
14	13-1151	Training and Development Specialist:	2,780	Bachelor's Degree	\$31,829	\$70,464	836	30.56	84	487	Education and Training	No	\$57,586	Credit intermediation and related activities (5221 and 5223 only)
15	13-1161	Market Research Analysts and Marke	3,640	Bachelor's Degree	\$31,295	\$77,853	1,069	40.26	107	914	Marketing, Sales and Service	Yes	\$62,334	Management, Scientific, and Technical Consulting Services
16	27-3031	Public Relations Specialists	1,860	Bachelor's Degree	\$35,395	\$73,075	472	24.49	47	383	Arts, Audio & Video Technol	No	\$60,515	Management, Scientific, and Technical Consulting Services
<b>Manufacturing /Construction</b>														
17	47-1011	First-Line Supervisors of Construction	5,670	High-School Diploma or Equivalent	\$46,084	\$77,931	1,390	25.12	139	220	Architecture and Constructio	No	\$67,315	Utility System Construction
18	47-2031	Carpenters	2,380	High-School Diploma or Equivalent	\$33,043	\$48,923	639	17.12	64	286	Architecture and Constructio	No	\$43,629	Transportation Equipment Manufacturing
19	51-1011	First-Line Supervisors of Production a	3,660	High-School Diploma or Equivalent	\$35,451	\$71,601	734	24.86	73	446	Manufacturing	No	\$59,551	Transportation Equipment Manufacturing
20	51-9124	Coating, Painting, and Spraying Mach	960	High-School Diploma or Equivalent	\$32,438	\$58,959	324	28.3	32	67	Manufacturing	No	\$50,119	Transportation Equipment Manufacturing
Source: TWC/LMCI 2020-2030 Projections/LMI Tools														

## Target in-demand industry sectors and occupations

A list of the target industry sectors and occupations are found below:

Industries and Occupations identified as priority investment areas for WSA are included in the Target Occupation List which, (Target List). Targeted occupations are those that are authorized for training expenditures from the Workforce Innovation Opportunity Act (WIOA). WSA will commit resources in the form of Individual Training Accounts (ITAs) to promote high-growth/high-demand industries and occupations that include educational programs offering industry-recognized credentialing. While On-the-Job Training (OJTs), Work Experience, and other individualized services for customers are related to these occupations, these services are tied to the career lattices and industries (and not specifically the occupation, as allowable).

**Scope.** It is important to note that WSA’s investments to meet labor demands of industry/employers is not limited to the Target List. WSA’s mission and scope includes offering services to businesses in need of labor – generating quality matches between job seekers and employers is perhaps the most critical workforce development task. Please refer to Business Engagement Model as described further in the Plan. The Target List also represents local regional economic and workforce development priorities, for which WSA will pursue opportunities for special projects, potential grants, etc., through regional collaboration.

**Methodology.** To select the industries and occupations, we applied a specific methodology and used specific data sources as guided and required by TWC, including the use of both ‘primary’ and ‘secondary’ data targets. TWC recommends for the Target List to include 20-40 target occupations. It is permissible (and conducive) for large Board regions (such as WSA) to have more than 40 but not in excess.

**Local Wisdom.** WSA’s original target list, prior to public comment included 57 occupations. Based on local wisdom and comments received through the public comment period held between December 19, 2022, to January 19, 2023, as well as WSA Board, local public official, and key stakeholder feedback an additional 15 occupations were added for a total of 72 Target Occupations.

**Local Partnerships.** The work that several key partners do with industry and employers ties into other local funding streams and resources. These funding streams depend on and/or are tied to the occupations on the Target List. WSA is cognizant of this extended type of role that the Target List plays at the local level and is fully in support of this type of regional collaboration. For this reason, we have included occupations that, based on local wisdom, help leverage local resources. Targets of investments and growth targets of key local stakeholders (e.g., AACOG, SA Tomorrow, SA2020, greater SATX: Regional Economic Partnership/COSA EDD, Port of San Antonio, Ready to Work Alliance) play a primary role for alignment of WSA’s target in-demand industries.

**Standard Occupational Classification (SOC) Crosswalks.** Sometimes during the comment period WSA receives recommendations for occupations without a specific SOC code tied to them. As best as possible, these occupations are cross-walked, and all the occupations for which a SOC code was identified are reviewed using primary and secondary data targets.

**Classification of Instructional Programs (CIP) Codes.** Some occupations that are submitted for review during the comment period are not tied or do not crosswalk to a formal educational/training credentialing

program, or CIP Code. All occupations in the Target List are required to have a CIP code. CIP codes are tied to our Occupational/Vocational Training, and to specific programs as offered by training providers registered through the Eligible Training Provider System (ETPS), and which must meet additional State requirements.

**In-demand Industries.** In-demand industries are defined by TWC as an industry or industry sector that has a substantial current or potential impact on the local economy. They include jobs that lead to economic self-sufficiency and opportunities for advancement, and that contribute to the growth or stability of other industry sectors or businesses.

**WSA Target In-Demand Industries.** Target industries have a high demand for workers due to growth or expansion. These industries provide sustainable job opportunities and opportunities for advancement. Three key characteristics of the staffing patterns of these industries show that they are projected to provide good pay, job security, and job portability. The target wage for these industries was set at a minimum average of \$17.00 an hour.

Target In-Demand industries should reflect the following:

- Turnover that is consistently moderate (including most of their occupations);
- High unmet demand for labor that may be a good option for:
  - career changers,
  - students selecting a major, or
  - officials who develop training programs.
- Workers do not move from site to site and from employer to employer with a high degree of turnover (separations with replacement hires).
- Other optional economic factors that affect the outlook of staffing patterns may include:
  - A high-technology occupation,
  - The degree to which they are tied to “newer” middle-skill, middle-wage occupations and/or STEM,
  - Local targets for investments and job trends that indicate:
    - expansion hiring,
    - continued growth,
    - demand for or emerging skills (such as high technical, analytical, communicative skills).
- Be minimally impacted by business cycles, or seasonal hiring. Traditionally there are industries with occupations that are affected by business or seasonal cycles, the ups and downs due to weather or contracted jobs. The occupations in the staffing pattern of these industries may reflect replacement hiring due to high turnover, as well as seasonal hiring rather than expansion hiring. For example, many of the occupations within the accommodations, food services, and retail trade are industries characterized with changes in employment due to seasonal cycles. Construction Laborers may be an occupation affected by business cycles and is often affected by contracted jobs. However, the more technical occupations in the construction industry such as plumbers, electricians, sheet-metal workers, iron-steel workers are not readily affected by the business cycle because of the demand for the technical skills for these occupations.
- Includes local wisdom from the perspective of Chief Elected Officials and balances the importance of economic activity in targeted distressed areas with skill level of existing and proximate population.

## **In-demand Industries & Target Occupations**

### **Policy Statement**

WSA is committed to move towards in-demand industry sectors and target occupations that pay a living wage and invest funds in ways that promote sustainability. These occupations do qualify for ITA's in addition to all services associated with In-Demand Occupations as noted on Table 9 above.

Table 10. Target Occupation List (2022-24)- Selection Criteria Percent change  $\geq 21.6\%$  and/or Number change (absolute)  $\geq 500$  Mean Wage  $\geq \$17.00$  hourly (\$35,360 annual), Educational requirements  $>$ Highschool Diploma,  $\leq$ Bachelors.

Secondary Data Targets: Employment change due to growth (not exits)  $\geq 50$ , Entry Wage  $\geq \$15.00$  hourly, Help Wanted Online (HWOL) postings  $\geq 300$  2<sup>nd</sup> Q 2022, STEM related, Staffing Pattern Target Industry, Occupations identified by TWC as adding the most jobs or fastest growing, most projected job openings, Local Targets for Investment, Top 25 occupations current employment, Occupation has a related CIP Code, Local Wisdom, Stakeholder Input. \* Red are occupations not on the 2021 Target Occupation List.

Table 10: Target Occupations 2022-2024

\*\*\*\*\*Please refer to the Appendix for detailed information.\*\*\*\*\*

No. SOC	SOC Title	Additional Information
<b>Aerospace /Manufacturing</b>		
1	43-5061 Production, Planning, and Expediting Clerks	
2	49-1011 First-Line Supervisors of Mechanics, Installers, and Repairers	
3	49-3011 Aircraft Mechanics and Service Technicians	
4	49-9041 Industrial Machinery Mechanics	
5	49-9071 Maintenance and Repair Workers, General	
6	51-4121 Welders, Cutters, Solderers, and Brazers	Includes all specializations 51-4122
7	17-3021 Aerospace Engineering and Operations Technologists and Technicians*	
8	51-4041 Machinists**	
<b>Healthcare</b>		
9	11-9111 Medical and Health Services Managers	
10	29-1141 Registered Nurses	
11	29-1292 Dental Hygienists*	
12	29-2032 Diagnostic Medical Sonographers	
13	29-2034 Radiologic Technologists and Technicians	
14	29-2052 Pharmacy Technicians	
15	29-2061 Licensed Practical and Licensed Vocational Nurses	
16	29-2099 Health Technologists and Technicians, All Other *	Crosswalks to 29-2036, 29-2072, 29-2054, 29-2071, 29-9093, 29-9021, 29-2098, 29-2054-Respiratory Therapy Technicians
17	31-2021 Physical Therapist Assistants	
18	31-9091 Dental Assistants	
19	31-9092 Medical Assistants	
20	43-6013 Medical Secretaries and Administrative Assistants	
21	29-2072 Medical Records Specialists*	
22	29-1126 Respiratory Therapists **	
23	29-2010 Clinical Laboratory Technologists and Technicians **	
24	29-2031 Cardiovascular Technologists and Technicians **	
25	29-2055 Surgical Technologists **	
26	31-2011 Occupational Therapy Assistants **	
<b>Information Technology/Cybersecurity</b>		
27	11-3021 Computer and Information Systems Managers	
28	15-1211 Computer Systems Analysts	Includes 15-1121
29	15-1212 Information Security Analysts	Includes 15-1122
30	15-1231 Computer Network Support Specialists	
31	15-1232 Computer User Support Specialists	Includes 15-1151
32	15-1241 Computer Network Architects	
33	15-1242 Database Administrators*	
34	15-1243 Database Architects *	Includes 15-1143
35	15-1244 Network and Computer Systems Administrators	Includes 15-1142
36	15-1252 Software Developers *	Includes 15-1256
37	15-1253 Software Quality Assurance Analysts and Testers *	Includes 15-1256 * 15-1133, *15-1132
38	15-1254 Web Developers*	
39	15-1255 Web and Digital Interface Designers	Includes 15-1134, *15-1257
40	15-1299 Computer Occupations, All Other*	
41	15-2031 Operations Research Analysts	

Source: TWC/LMCI 2020-2030 Projections/LMI Tools  
 \*New Occupations  
 \*\* Requested by Partners (some are new)  
 Notes: Career Pathway Lists tied to Target Occupations and occupations with similar CIP codes are included



Table 10: Target Occupations 2022-2024 Continued

No. SOC	SOC Title	Additional Information
<b>Constructon/Utilties</b>		
42	47-2111 Electricians	
43	47-2152 Plumbers, Pipefitters, and Steamfitters	
44	49-9021 Heating, Air Conditioning, and Refrigeration Mechanics and Installers	
45	11-9021 <b>Construction Managers*</b>	
46	47-2073 Operating Engineers and Other Construction Equipment Operators **	
47	47-2231 Solar Photovoltaic Installers **	
<b>Oil &amp; Gas/Warehousing &amp; Transportation/Finance/Travelers Accomadations/Others</b>		
48	43-3031 Bookkeeping, Accounting, and Auditing Clerks	
49	19-2042 <b>Geoscientists, Except Hydrologists and Geographers*</b>	
50	11-1021 General and Operations Managers	
51	11-3031 Financial Managers	
52	11-3071 <b>Transportation, Storage, and Distribution Managers*</b>	
53	13-1071 Human Resources Specialists	
54	13-1081 Logisticians	
55	13-1111 Management Analysts	
56	13-2011 Accountants and Auditors	
57	13-2072 <b>Loan Officers*</b>	
58	43-9061 Office Clerks, General	
59	53-3032 Heavy and Tractor-Trailer Truck Drivers	
60	49-3023 Automotive Service Technicians and Mechanics	
61	11-9051 Food Service Managers **	
62	11-9081 Lodging Managers **	
63	13-1121 Meeting, Convention, and Event Planners **	
64	19-4021 Biological Technicians **	
65	23-2011 Paralegals and Legal Assistants **	
<b>Education</b>		
66	43-1011 <b>First-Line Supervisors of Office and Administrative Support Workers*</b>	
67	25-2021 Elementary School Teachers, Except Special Education	Includes all specializations *25-2052 Special Education Teachers, Kindergarten and Elementary School
68	25-2022 Middle School Teachers, Except Special and Career/Technical Education	Includes all specializations *25-2057 Special Education Teachers, Middle School
69	25-2031 Secondary School Teachers, Except Special and Career/Technical Education	Includes all specializations *25-2058 Special Education Teachers, Secondary School
70	35-1011 Chefs and Head Cooks	
71	33-3051 Police and Sheriffs Patrol Officers **	
72	21-1094 Community Health Workers **	

Source: TWC/LMCI 2020-2030 Projections/LMI Tools

**\*New Occupations**

**\*\* Requested by Partners (some are new)**

**Notes: Career Pathway Lists tied to Target Occupations and occupations with similar CIP codes are included**

\*\*\*\*\*Please refer to the Appendix for detailed information. \*\*\*\*\*

**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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**Minimum Plan Requirements:**

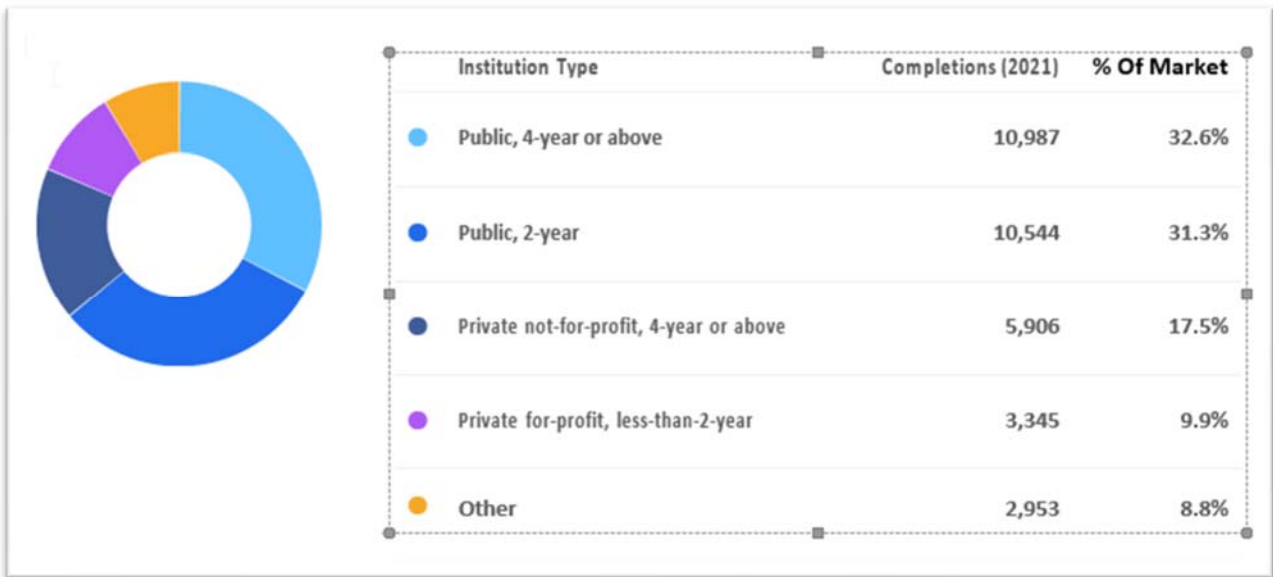
*An analysis of knowledge and skills needed to meet the following:*

*Employers’ needs, employment needs in in-demand industry sectors, in-demand occupations, and target occupations.*

**Board Response:**

**Table 11** shows the number of regional institutions degree and certificate completions by institution type. Regional Trends indicate a total of 33,735 Completions between 2017 and 2021 from 48 Institutions.

Table 11: All Completions for All programs by Institution Type

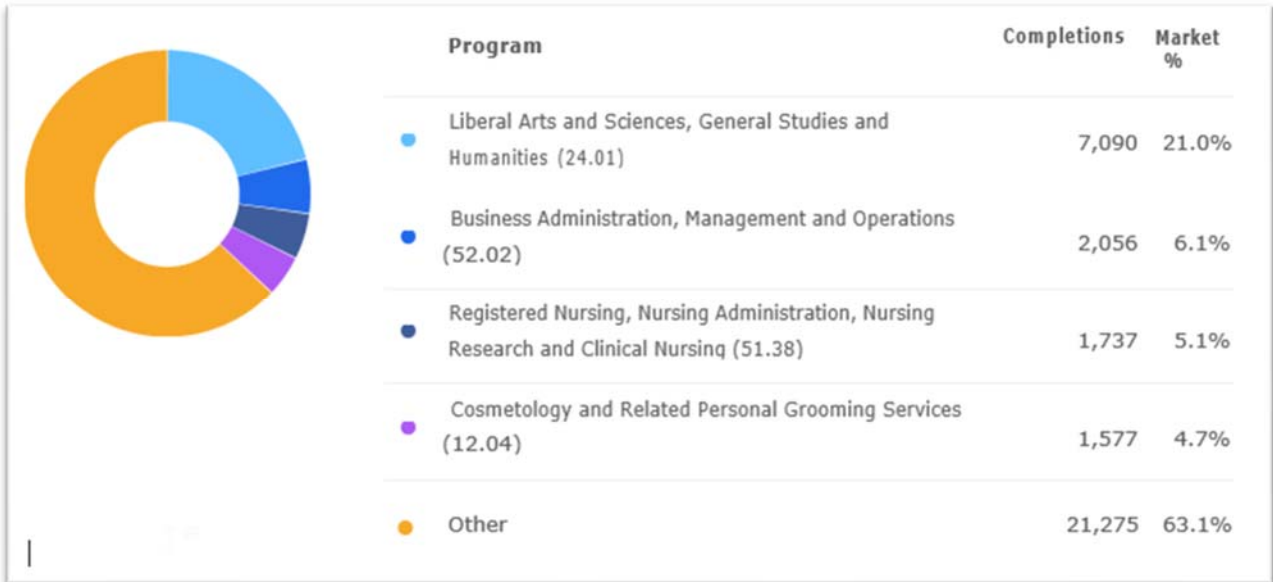


Source: EMSI-Lightcast/Educational Snapshot/2021

The top educational programs’ completions are indicated in **Table 12**. The top programs are in Liberal Arts and Sciences, General Studies, and Humanities, followed by Business Administration, Management and Operations, Registered Nursing programs are the third most completions for the

region. Top completions include General Studies there were 6,893, Business Administration 1,644, Registered Nurse are 1,602, Medical Assistant are 889, Psychology 850, Cosmetology 697, Kinesiology 697, Biology 673, Computer Information System, Security 583 and Accounting 564. From a total of 524 programs of study there were 33,735 completions.

Table 12: Completions by Program Area of Study



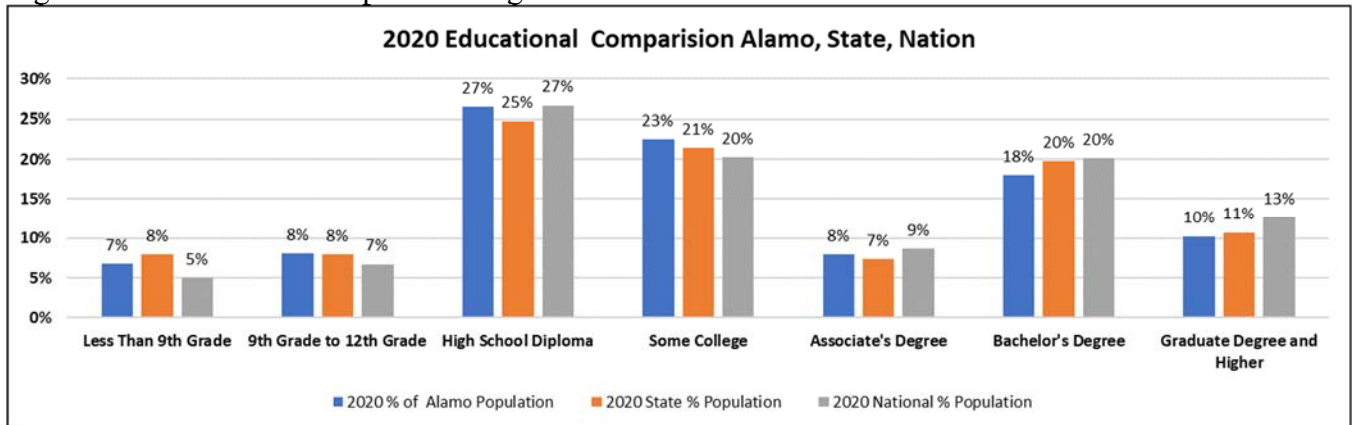
In 2021, there were 33,735 graduates in the 13 Alamo Counties. This pipeline has grown by 1 % from 2017 to 2021. The highest share of these graduates come from Liberal Arts and Sciences, General Studies and Humanities, Business Administration, Management and Operations, Registered Nurse, and other nursing. Table 13 shows the primary educational pipeline and the number of graduates.

Table 13: Educational Institutions Creating a Pipeline with Total Graduates

<b>Educational Pipeline</b>	
<b>School</b>	<b>All Programs 2020 Graduates</b>
<b>The University of Texas at San Antonio</b>	<b>7,563</b>
<b>San Antonio College</b>	<b>3,901</b>
<b>Northwest Vista College</b>	<b>3,227</b>
<b>University of the Incarnate Word</b>	<b>2,233</b>
<b>St Philip's College</b>	<b>2,188</b>
<b>Palo Alto College</b>	<b>1,931</b>
<b>Texas A&amp;M University-San Antonio</b>	<b>1,594</b>
<b>The University of Texas Health Science Center at San Antonio</b>	<b>1,288</b>
<b>St. Mary's University</b>	<b>997</b>
<b>Galen College of Nursing-San Antonio</b>	<b>956</b>
<b>Our Lady of the Lake University</b>	<b>889</b>
<b>Trinity University</b>	<b>772</b>
<b>Southern Careers Institute-San Antonio</b>	<b>545</b>
<b>Platt College-STVT-San Antonio</b>	<b>407</b>
<b>Concorde Career College-San Antonio</b>	<b>372</b>
<b>Baptist Health System School of Health Professions</b>	<b>368</b>
<b>Source EMSI Lightcast/ Educational Snapshot 2020</b>	

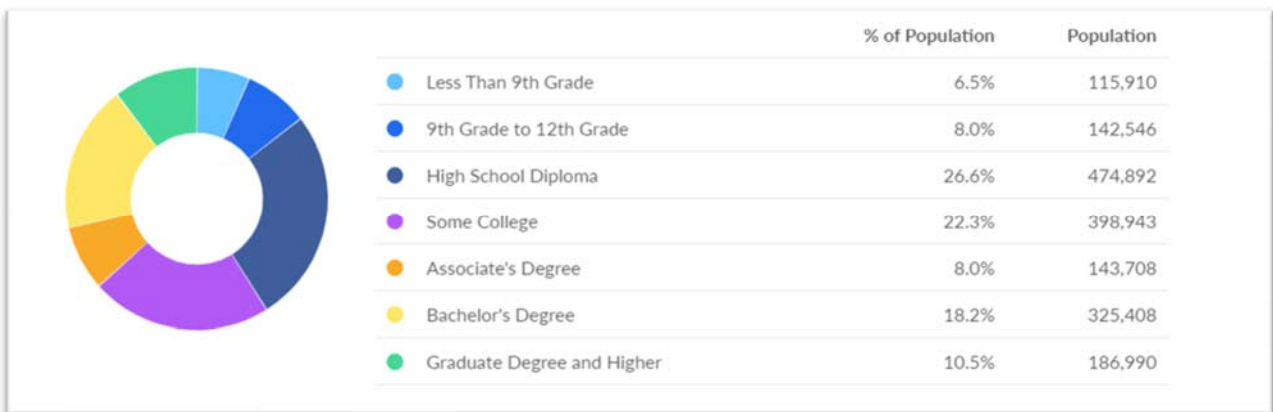
**Figure 2-** below compares the education attainment at for the Alamo Region, the State, and the Nation. The percent of the population having attained High School Diploma is higher than the State of Texas and Some College completion is higher, in comparison with the State of Texas and the Nation. On the contrary, the percentage of the population with a bachelor’s and Graduate degree is less than the State or the Nation.

Figure 2: Educational Completions Regional Trends:



Source: EMSI/ Lightcast Q4 2022 Data Set/ Educational Attainment Snapshot

Figure 3: Regional Completions by Award Level (EMSI)



Source: EMSI/ Lightcast Q4 2022 Data Set/ Economic Overview Alamo WDA

While 22.3% of the population in the Alamo Region have some college, but no degree, most program completions in 2022 are bachelor's degree with 18.2% of the population obtaining an award.

**Knowledge & Skills In-Demand.**

Using Job Postings Analytics, EMSI, Table 14. shows the top 440 most requested Certifications & Degrees. Table 15 provide insight into the supply and demand of relevant skills. The skills associated with workforce profiles represent workers of all education and experience levels.

Table 14. Certifications & Degrees

Certifications - Degrees Qualification	Postings with Qualification
Basic Life Support (BLS) Certification	7,446
Advanced Cardiovascular Life Support (ACLS) Certification	2,948
Licensed Vocational Nurses	2,279

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Security Clearance	2,270
Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	2,091
Licensed Practical Nurse	1,548
Certified Nursing Assistant	1,478
Commercial Driver's License (CDL)	1,388
Board Certified/Board Eligible	1,217
CDL Class A License	1,100
Secret Clearance	1,036
Nurse Practitioner	950
Food Handler's Card	899
Pediatric Advanced Life Support	887
Project Management Professional Certification	753
Certified Information Systems Security Professional	724
Certified Public Accountant	608
CompTIA Security+	606
Certified Medical Assistant	545
Basic Cardiac Life Support	535
IAT Level II Certification	511
Top Secret Clearance	508
Certified Pharmacy Technician	480
American Registry Of Radiologic Technologists (ARRT) Certified	467
Certified Information System Auditor (CISA)	461
ServSafe Certification	452
Forklift Certification	450
Medical License	434
Licensed Clinical Social Worker (LCSW)	425
Barber License	420
GIAC Certifications	420
Certified Internal Auditor	384
Licensed Professional Counselor (LPC)	375
Certified Nurse Practitioner	361
Registered Dental Assistant	361
CDL Class B License	347
American Society For Clinical Pathology (ASCP) Certification	327
CompTIA A+	325
Patient Care Technician	312
Cisco Certified Network Associate	307
Source: EMSI-Lightcast Q4 2022 Data Set/ Certifications and Degrees/Jun 2022 - Oct 2022	

Table 15. Hard Skills & Soft Skills

Hard Skills	Postings	% of Total Postings	Common (Soft) Skills	Postings	% of Total Postings
Nursing	11,285	7%	Communications	58,160	37%
Marketing	9,636	6%	Customer Service	42,158	27%
Auditing	9,108	6%	Management	38,105	24%
Accounting	7,436	5%	Operations	26,400	17%
Merchandising	6,613	4%	Leadership	23,732	15%
Cardiopulmonary Resuscitation (CPR)	6,407	4%	Sales	23,322	15%
Warehousing	6,083	4%	Valid Driver's License	20,367	13%
Selling Techniques	5,671	4%	Planning	19,090	12%
Finance	5,551	4%	Detail Oriented	18,650	12%
Restaurant Operation	5,515	4%	Problem Solving	17,081	11%
Data Entry	4,907	3%	Writing	16,115	10%
Invoicing	4,807	3%	Microsoft Excel	13,589	9%
Nursing Care	4,713	3%	Microsoft Office	13,355	8%
Data Analysis	4,705	3%	Interpersonal Communications	13,228	8%
Housekeeping	4,696	3%	Lifting Ability	13,079	8%
Billing	4,508	3%	Coordinating	12,075	8%
Office Equipment	4,482	3%	Multitasking	11,362	7%
Workflow Management	4,318	3%	Research	11,196	7%
Medical Records	4,179	3%	Professionalism	10,940	7%
Computer Science	4,004	3%	Computer Literacy	10,079	6%
Process Improvement	3,954	3%	Self-Motivation	10,059	6%
Bilingual (Spanish/English)	3,820	2%	Scheduling	9,902	6%
Customer Relationship Management	3,751	2%	Time Management	9,793	6%
Agile Methodology	3,715	2%	Organizational Skills	9,734	6%
Construction	3,657	2%	Troubleshooting (Problem Solving)	9,533	6%
Inventory Management	3,502	2%	Presentations	9,421	6%
Risk Management	3,441	2%	Verbal Communication Skills	9,397	6%
Project Management	3,374	2%	Teamwork	9,310	6%
Food Safety And Sanitation	3,328	2%	Microsoft Outlook	7,614	5%

Source: EMSI/Lightcast Jun 2022 - Oct 2022

### Further Gap Analysis

The following tables (**Tables 16 & 17**) indicate a gap in demand and supply. **Table 16.** indicates the occupations groups that have a hiring gap. Monthly job postings June 2022-October 2022 indicate a hiring gap in 5 major occupational groups (highlighted in blue). The highest hiring gap between Job Postings and Hires is the Healthcare Practitioners and Technical Occupation Group with a gap of 2,407.

Table 16. Hiring GAP June 2022-October 2022 Job Postings vs. Hires

ALAMO WDA	31,427.00 Avg. Monthly Postings (Jun 2022 - Oct 2022)	71,798.00 Avg. Monthly Hires (Jun 2022 - Oct 2022)	
Occupation	Avg Monthly Postings (Jun 2022 - Oct 2022)	Avg Monthly Hires (Jun 2022 - Oct 2022)	Hiring Gap (Blue more postings than hires)
<b>Healthcare Practitioners and Technical Occupations</b>	<b>4,387</b>	<b>1,980</b>	<b>2,407</b>
<b>Management Occupations</b>	<b>3,384</b>	<b>2,934</b>	<b>450</b>
Office and Administrative Support Occupations	3,072	9,039	(5,967)
Sales and Related Occupations	2,707	7,873	(5,166)
<b>Computer and Mathematical Occupations</b>	<b>2,543</b>	<b>1,184</b>	<b>1,359</b>
Business and Financial Operations Occupations	1,988	3,070	(1,082)
Transportation and Material Moving Occupations	1,711	7,619	(5,908)
Food Preparation and Serving Related Occupations	1,558	13,489	(11,931)
Installation, Maintenance, and Repair Occupations	1,405	2,607	(1,202)
Healthcare Support Occupations	1,148	4,619	(3,471)
Educational Instruction and Library Occupations	1,091	2,024	(933)
<b>Unclassified Occupation</b>	<b>1,077</b>	<b>0</b>	<b>1,077</b>
<b>Architecture and Engineering Occupations</b>	<b>822</b>	<b>458</b>	<b>364</b>
Production Occupations	817	2,953	(2,136)
Building and Grounds Cleaning and Maintenance Occupations	766	2,576	(1,810)
Construction and Extraction Occupations	554	2,854	(2,301)
Arts, Design, Entertainment, Sports, and Media Occupations	543	641	(98)
Personal Care and Service Occupations	435	2,372	(1,937)
Protective Service Occupations	427	1,341	(914)
Community and Social Service Occupations	425	773	(348)
<b>Life, Physical, and Social Science Occupations</b>	<b>324</b>	<b>307</b>	<b>17</b>
Legal Occupations	198	209	(11)
Farming, Fishing, and Forestry Occupations	35	330	(295)
Military-only occupations	10	545	(535)
Source: EMSI/Lightcast/June 2022-October 2022			

A key question for WSA is: “Are educational completions tied to key clusters for the Alamo region supported by WSA and partners sufficient to meet regional employer hiring needs?”

Key clusters reviewed include Aerospace-Manufacturing, Healthcare, Information Technology/Cybersecurity, Oil & Gas, Transportation & Warehousing, Finance, Construction and Education. The occupations fall within staffing patterns and are identified as 2020-2030 target occupations. The following **Table 17** focuses is on this type of “Gap Analysis” as it reflects both the gap in demand and supply and the gap in annual openings and graduates and gap in employment (growth) for occupations on the Target Occupation List.

**Table 17** below identifies the gap in current labor demand (job postings) and supply (WIT candidates) **in gray and pink**, and the results show how employer demand *is not* being met for many of the listed occupations (by either worker supply, supply gap, or annual number of graduates, education gap).



An employment growth gap (absolute, numeric change, in jobs for 2021 and projected jobs 2030) in **blue** is indicated for all except for six of the listed Target Occupations. Thus, for the listed occupations, in key occupational clusters, the region does not have a current supply of candidates in the occupation registered nurses and is not graduating enough candidates in 23 occupations to supply the number of job openings.

If our labor exchange, Business Engagement, and Program services are working efficiently, then, WSA should identify qualified jobseeker candidates and train these jobseekers to meet the employer demand. Then employers should hire job seekers mostly from within the region (e.g., as opposed to mostly importing talent from other areas).

Table 17. Demand And Gaps For 57 2020-2030 Target Occupations

Workforce Solutions Alamo  
Local Plan 2021-2024

SOC Code	SOC Title	Current Demand (HWOL - Oct 2022)	Current Supply (WIT - Oct 2022)	Supply GAP (Current) Additional Workers Needed	Avg. Annual Openings	Annual Graduates	Education GAP (Annual) Additional Graduates Needed	Current Employment (2021)	Projected Employment (2030)	Employment Gap (# Change) Jobs to Fill
<b>Aerospace / Manufacturing</b>										
17-3021	Aerospace Engineering and Operations Technologists and Technicians	6	81	-75	31	109	-78	50	290	240
43-5061	Production, Planning, and Expediting Clerks	173	253	-80	310	N/A	N/A	2,190	2,798	608
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	253	303	-50	482	N/A	N/A	4,620	4,860	240
49-3011	Aircraft Mechanics and Service Technicians	54	304	-250	169	115	54	1,790	1,911	121
49-9041	Industrial Machinery Mechanics	70	173	-103	289	N/A	N/A	2,070	2,899	829
49-9071	Maintenance and Repair Workers, General	805	1,086	-281	1,272	N/A	N/A	9,960	12,272	2,312
51-4121	Welders, Cutters, Solderers, and Brazers	34	730	-696	292	46	246	2,240	2,564	324
<b>Healthcare</b>										
11-9111	Medical and Health Services Managers	673	712	-39	503	485	18	3,410	5,319	1,909
29-1141	Registered Nurses	2,294	1,050	1,244	1,667	1,741	-74	19,650	26,337	6,687
29-1292	Dental Hygienists	27	117	-90	131	52	79	940	1,620	680
29-2032	Diagnostic Medical Sonographers	43	58	-15	48	60	-12	870	561	-309
29-2034	Radiologic Technologists and Technicians	91	138	-47	148	126	22	1,490	1,833	343
29-2052	Pharmacy Technicians	201	307	-106	336	54	282	3,410	4,044	634
29-2061	Licensed Practical and Licensed Vocational Nurses	441	655	-214	785	578	207	6,640	9,314	2,674
29-2072	Medical Records Specialists	219	807	-588	287	112	175	1,910	3,558	1,648
29-2099	Health Technologists and Technicians, All Other	211	345	-134	287	105	182	1,350	3,558	2,208
31-2021	Physical Therapist Assistants	76	148	-72	123	96	27	960	946	-14
31-9091	Dental Assistants	156	492	-336	606	255	351	3,420	4,746	1,326
31-9092	Medical Assistants	365	1,621	-1,256	1,281	452	829	8,380	10,225	1,845
43-6013	Medical Secretaries and Administrative Assistants	352	857	-505	1,134	16	1,118	6,230	9,810	3,580
<b>Information Technology/Cybersecurity</b>										
11-3021	Computer and Information Systems Managers	31	496	-465	248	1,541	-1,293	3,260	2,815	-445
15-1211	Computer Systems Analysts	231	350	-119	466	630	-164	3,310	5,622	2,312
15-1212	Information Security Analysts	338	417	-79	155	1,061	-906	1,270	1,625	355
15-1231	Computer Network Support Specialists	65	222	-157	151	1,067	-916	870	1,729	859
15-1232	Computer User Support Specialists	365	1,103	-738	516	N/A	N/A	5,020	6,087	1,067
15-1241	Computer Network Architects	136	211	-75	126	1,411	-1,285	900	1,673	773
15-1242	Database Administrators	125	186	-61	108	1,043	-935	600	1,271	671
15-1243	Database Architects	N/A	69	N/A	108	1,339	-1,231	310	1,271	961
15-1244	Network and Computer Systems Administrators	252	483	-231	305	1,067	-762	2,700	3,862	1,162
15-1252	Software Developers	1,043	412	631	875	243	632	5,130	9,627	4,497
15-1253	Software Quality Assurance Analysts and Testers	N/A	107	N/A	875	623	252	1,070	9,627	8,557
15-1254	Web Developers	103	168	-65	110	153	-43	350	1,282	932
15-1255	Web and Digital Interface Designers	N/A	57	N/A	110	571	-461	320	1,282	962
15-1299	Computer Occupations, All Other	1,160	1,172	-12	412	414	-2	4,090	4,906	816
15-2031	Operations Research Analysts	222	72	150	101	54	47	1,350	1,176	-174
<b>Construction/Utilities</b>										
11-9021	Construction Managers	223	837	-614	465	1,640	-1,175	2,360	5,558	3,198
47-2111	Electricians	80	610	-530	632	92	540	4,620	5,561	941
47-2152	Plumbers, Pipefitters, and Steamfitters	50	388	-338	485	8	477	3,100	4,375	1,275
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	157	465	-308	339	87	252	2,940	3,257	317
<b>Oil &amp; Gas/Warehousing &amp; Transportation/Finance/Others</b>										
19-2042	Geoscientists, Except Hydrologists and Geographers	4	50	-46	32	47	-15	170	306	136
43-3031	Bookkeeping, Accounting, and Auditing Clerks	297	1,562	-1,265	1,369	60	1,309	10,830	11,929	1,099
43-9061	Office Clerks, General	172	9,196	-9,024	3,245	35	3,210	18,140	27,629	9,489
49-3023	Automotive Service Technicians and Mechanics	373	750	-377	668	154	514	4,800	6,438	1,638
53-3032	Heavy and Tractor-Trailer Truck Drivers	551	2,354	-1,803	2,208	N/A	N/A	15,290	18,609	3,319
11-1021	General and Operations Managers	546	2,028	-1,482	2,035	2,189	-154	25,430	21,525	-3,905
11-3031	Financial Managers	312	585	-273	453	313	140	4,090	5,106	1,016
11-3071	Transportation, Storage, and Distribution Managers	111	1,005	-894	93	1,868	-1,775	840	1,067	227
13-1071	Human Resources Specialists	335	1,131	-796	675	1,804	-1,129	5,670	6,592	922
13-1081	Logisticians	87	298	-211	228	1,646	-1,418	1,330	2,175	845
13-1111	Management Analysts	365	449	-84	701	1,882	-1,181	4,380	6,909	2,529
13-2011	Accountants and Auditors	441	1,226	-785	1,068	516	552	7,900	10,912	3,012
13-2072	Loan Officers	98	352	-254	260	313	-53	2,360	2,999	639
<b>Education</b>										
25-2021	Elementary School Teachers, Except Special Education	102	284	-182	962	532	430	10,440	12,401	1,961
25-2022	Middle School Teachers, Except Special and Career/Technical Educatio	151	94	57	437	214	223	4,740	5,645	905
25-2031	Secondary School Teachers, Except Special and Career/Technical Educa	67	218	-151	653	1,897	-1,244	8,660	8,761	101
35-1011	Chefs and Head Cooks	78	626	-548	95	132	-37	1,120	684	-436
43-1011	First-Line Supervisors of Office and Administrative Support Workers	252	1,089	-837	1,295	107	1,188	11,600	12,381	781

To meet employer needs, WSA will implement a process described as follows. Some employers take the initiative to contact WSA for assistance, and these will be provided with labor exchange and other services.

To be strategic, WSA will develop strategies for specific occupations, occupational groups, individual employers, and groups of employers. For instance, we will review data that reflects real-time demand, such as job postings.

Business Services staff – which at the Centers are now specializing by key industry, using sector strategies, – will strengthen current and develop new initiatives with each of these employers (along with the top ten employers for all job postings in a specific target occupation).

Staff dedicated to Programs will work with Business Service staff to first understand the characteristics of workers that these employers are looking for. To match job seekers to these employers, the top *Credentials* sought for ‘juniors’ or entry-level (0 to 2 years of experience) in the occupation for these employers will be utilized.

For example, using a sample occupation, **15-1212, Information Security Analyst, \*15-1122:**

Using tools such as ONET ONLINE and Help Wanted On-Line (HWOL) a profile of the occupation will be developed.

The identified occupation, **Information Security Analyst**, will plan, implement, upgrade, or monitor security measures for the protection of computer networks and information. Assess system vulnerabilities for security risks and propose and implement risk mitigation strategies. May ensure appropriate security controls are in place that will safeguard digital files and vital electronic infrastructure. May respond to computer security breaches and viruses.

As per ONET-Online the *Hard Skills for this occupation* include the following software and certificates:

**Software**

- Development environment software — C; Go; Microsoft PowerShell; Microsoft Visual Studio
- Network monitoring software — IBM QRadar SIEM; Nagios; Symantec Blue Coat Data Loss Prevention; Wireshark
- Operating system software — Linux; Microsoft Windows Server ; Shell script ; UNIX
- Transaction security and virus protection software — HP WebInspect; McAfee; Portswigger BurP Suite; Symantec
- Web platform development software — AJAX; Hypertext markup language HTML ; Node.js ; Spring Framework

**Certification Name**

- Cisco Certified Network Associate Security
- Certified Information Systems Auditor
- GIAC Assessing and Auditing Wireless Networks
- EC-Council Certified Security Analyst
- Certified Secure Software Lifecycle Professional

The related *Soft Skills* include Oral and Written Communication, Critical Thinking, Complex Problem Solving, Monitoring, System Analysis, Troubleshooting, etc. Additional information about the occupation can be found at O\*NET OnLine.Org.

Individual conversations with and surveys of these employers will be used to validate their needs, which combined with the posting analysis can be used to identify potential talent. Identifying potential talent involves finding and developing talent pipelines. These include, primarily, priority populations (e.g., Transitioning Service Members, Veterans, and Foster Youth) and individuals

with barriers to employment. Some of these job candidates will come from job seekers whom we serve directly (through WorkInTexas, our Job Centers, and our grants and Programs), while others will be identified by working closely on these initiatives with our partners (organizations that invest in and/or work with these populations).

WSA will administer assessments that will let us determine which individuals from the potential talent either meets the requirements and/or needs short-term or occupational/vocational training to meet the job requirements. Knowledge of principles and processes for providing customer services to appropriately match job seekers to employers will be targeted for staff training. This includes administering customer needs assessment and/or assessment to identify knowledge skills and abilities and customer interest. Workforce Center staff training will also include meeting quality standards for job seeker, providing wrap around services and follow-up that will assure job seekers success in training and success on the job, once placed. Appropriate referrals to the employers, along with the provision of needed soft skills as offered through the Job Centers (and/or partners), will be provided to job seekers. The further ramp-up of short-term pre-vocational training and employability skills as well as the provision of services to address specific barrier to employment will be a focus for the 2021-2024 plan years. Finally, an evaluation of customer satisfaction at different points of job seeker services will be implemented.

The usage of our labor exchange system (WorkInTexas/WIT) by these employers is also critical – the system is used to post the job openings and match the job seekers with the employers. To be effective, the BE team will recruit employers and market WIT – this will help ensure that the postings for these occupations are a part of WSA’s and the State’s system. Part of our marketing and of BE team involvement includes developing the needed promotional materials and a more strategic approach to promote the use of WIT. Varied media production, communication, and dissemination techniques and methods will be utilized. This includes alternative ways to inform and entertain via written, oral, and visual media.

Lastly, WSA will work with training providers and educational institutions to promote the needed training for these occupations. This involves working with TWC (e.g., for skills development and other funds), community colleges, public and private universities, and other training providers (e.g., through the Eligible Training Provider System/ETPS). Having current and adequate training – training that meets employer needs for the job – can be challenge in Bexar County but also particularly in the rural counties. Many of the training providers in the rural counties are in adjacent counties outside of the Board Area. The BE team and staff in the rural centers will develop relationships with those training providers and identify training available at their institutions in the target occupations.

At an industry-wide level, WSA aims to develop plans that address industry’s immediate goals (0-1 year), medium term goals (2-5 years), and long-term goals (more than 5 years). These plans would specifically address the hiring needs of employers, along with plans for each employer. Industry-wide level plans/strategies will be based on the plans that are developed for individual employers and/or groups of employers.

### ***C. Labor Force Analysis and Trends***

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

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

- *WD Letter 18-20, Attachment 2 5*
  - *employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.*
  - *Analysis of regional workforce and labor market*
  - *An analysis of the regional workforce, including current labor force 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:**

The regional information provided in the following sections pertains to the 13-county Alamo region unless otherwise stated.

**Labor Market for Alamo WSA:**

- As of October 2022, the estimated Labor Force was reported at 1,295,641.
- With an unemployed population of 45,393 or 3.5%, and  
An estimated employment for all occupations of 1,250,248

The unemployment rate in the region has continued to decrease from 2015 to 2019 and was reported at a low of 2.7 % in April of 2019, in April 2020 because of COVID-19 related business closures the unemployment rate rose to 12.3%. This was the largest March to April unemployment rate increase in the series that began in 1976. *Source: TWC LAUS*

The unemployment rate for the counties also rose over the year 2020 because of Coronavirus related business closures. As indicated in Table 18, in October of 2021 the lowest unemployment rate of the 13 Alamo counties was reported in McMullen at 1.8% and the highest was in Atascosa County at 5.4%. From 2019 to 2020 all the 13 counties indicated an increase in the employment rate over the year. In contrast, 2021 indicate a decrease in the unemployment rate over the year (2020-2021) for all counties in the Alamo WDA. In October 2022 decreases in unemployment rates continued for all counties. (Source: TWC LAUS, 2019,2020,202, 2022).

Figure 4. Unemployment Rate, Alamo Workforce Development Area (WDA)

Workforce Solutions Alamo  
Local Plan 2021-2024



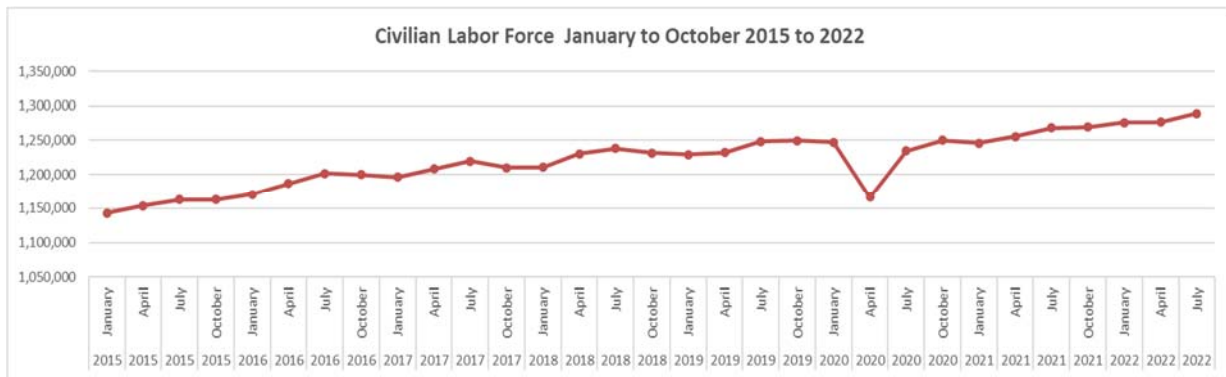
TWC/LMCI/LAUS/2015-2022

Table 18. Unemployment Rate by Alamo Counties

San Antonio New Braunfels MSA					
Month	Counties	Unemployment Rate 2019	Unemployment Rate 2020	Unemployment Rate 2021	Unemployment Rate 2022
October	Atascosa	3.4	7.9	5.4	3.9
October	Bandera	3.2	4.9	4.2	3.6
October	Bexar	3.0	6.4	4.5	3.6
October	Comal	2.8	5.0	3.9	3.3
October	Frio	2.4	5.5	4.2	3.2
October	Gillespie	2.2	3.6	2.9	2.3
October	Guadalupe	2.8	5.0	3.9	3.2
October	Karnes	2.4	6.7	4.4	2.9
October	Kendall	2.6	4.1	3.4	3.0
October	Kerr	2.9	4.5	4.1	3.4
October	McMullen	1.6	2.6	1.8	1.8
October	Medina	3.0	5.6	4.3	3.6
October	Wilson	2.7	4.9	3.8	3.0
Source: TWC/LMCI/LAUS					

Figure 5 shows that the civilian labor force for the Alamo Region continued to grow from January 2015 until the dramatic drop in April 2020, due to coronavirus related affects. Since 2020, years 2021 and 2022 indicate a recovery in the Civilian labor force.

Figure 5: Labor Force 2015-2022 Alamo WDA



TWC/LMCI/LAUS

### Educational Attainment

Table 19 shows that educational attainment in the Alamo region indicates some challenges. For the population ages 18-24, four counties show a high number not having completed high school: Atascosa 21.4%, Medina 25.50% and Frio 28.4% and Karnes at 28.20%.

Table 19. Educational Attainment, Ages 18-24

Counties	Population 18 to 24	Less than high school graduate	%	High school graduate (includes equivalency)	%	Some college or Associate's degree	%	Bachelor's degree or higher	%
Atascosa	4,496	961	21.4%	2,013	44.8%	1,471	32.7%	51	1.1%
Bandera	1,504	150	10.0%	641	42.6%	592	39.4%	121	8.0%
Bexar	203,818	26,186	12.8%	73,481	36.1%	85,972	42.2%	18,179	8.9%
Comal	11,349	1,540	13.6%	4,977	43.9%	3,439	30.3%	1,393	12.3%
Frio	2,808	798	28.4%	1,650	58.8%	286	10.2%	74	2.6%
Gillespie	1,757	304	17.3%	724	41.2%	559	31.8%	170	9.7%
Guadalupe	14,376	1,675	11.7%	6,689	46.5%	5,019	34.9%	993	6.9%
Karnes	1,637	461	28.2%	558	34.1%	478	29.2%	140	8.6%
Kendall	3,694	746	20.2%	1,585	42.9%	996	27.0%	367	9.9%
Kerr	4,268	567	13.3%	1,991	46.6%	1,590	37.3%	120	2.8%
McMullen	49	0	0.0%	21	42.9%	28	57.1%	0	0.0%
Medina	5,030	1,285	25.5%	1,936	38.5%	1,384	27.5%	425	8.4%
Wilson	4,078	655	16.1%	1,432	35.1%	1,653	40.5%	338	8.3%

Source: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates

For the population 25 years of age and older, **Table 20** indicates that three counties show high rates of individuals not having completed high school: Frio 35.10%, Karnes 24.30%, and Atascosa 21.10%. The completion of bachelor's degrees in the region is a challenge with the highest % occurring in Kendall County at 28.7% and followed by Comal County at 24.7%. The lowest completion of bachelor's degrees was in Frio County at 4.2%.

Table 20. Educational Attainment 25 And Older

Counties	Population 25 +	Less than 9th grade	%	9th to 12th grade, no diploma	%	High school graduate (includes equivalency)	%	Some college, no degree	%	Associate's degree	%	Bachelor's degree	%	Graduate or professional degree	%
Atascosa	32,110	3,171	9.9%	3,584	11.2%	12,739	39.7%	6,336	19.7%	1,363	4.2%	3,651	11.4%	1,266	3.9%
Bandera	17,461	721	4.1%	1,073	6.1%	5,570	31.9%	4,671	26.8%	1,511	8.7%	2,671	15.3%	1,244	7.1%
Bexar	1,269,771	90,443	7.1%	107,192	8.4%	318,911	25.1%	288,263	22.7%	103,458	8.1%	227,899	17.9%	133,605	10.5%
Comal	103,971	2,684	2.6%	3,893	3.7%	26,439	25.4%	24,334	23.4%	7,198	6.9%	25,639	24.7%	13,784	13.3%
Frio	12,515	2,177	17.4%	2,214	17.7%	4,217	33.7%	2,077	16.6%	804	6.4%	528	4.2%	498	4.0%
Gillespie	19,583	1,026	5.2%	993	5.1%	5,869	30.0%	3,797	19.4%	1,211	6.2%	4,666	23.8%	2,021	10.3%
Guadalupe	107,800	4,971	4.6%	7,093	6.6%	33,049	30.7%	22,463	20.8%	10,020	9.3%	19,500	18.1%	10,704	9.9%
Karnes	10,540	1,266	12.0%	1,292	12.3%	3,824	36.3%	1,938	18.4%	545	5.2%	1,190	11.3%	485	4.6%
Kendall	31,162	1,009	3.2%	844	2.7%	5,983	19.2%	6,740	21.6%	2,481	8.0%	8,944	28.7%	5,161	16.6%
Kerr	37,918	1,545	4.1%	2,505	6.6%	10,714	28.3%	9,736	25.7%	2,731	7.2%	6,890	18.2%	3,797	10.0%
McMullen	460	23	5.0%	28	6.1%	210	45.7%	98	21.3%	33	7.2%	47	10.2%	21	4.6%
Medina	34,123	2,433	7.1%	2,901	8.5%	10,838	31.8%	8,181	24.0%	2,846	8.3%	4,294	12.6%	2,630	7.7%
Wilson	33,963	1,689	5.0%	2,193	6.5%	11,661	34.3%	8,166	24.0%	2,472	7.3%	5,430	16.0%	2,352	6.9%

Source: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates

## Individuals with Barriers to Employment

In alignment with WIOA purposes, WSA is committed to increase for individuals, particularly for those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market (WIOA Sec. 2.1). WIOA includes individuals with barriers to employment as members of one or more of the following populations (WIOA Sec. 3.24):

- 1) Displaced homemakers,
- 2) Low-income individuals,
- 3) Indians, Alaska Natives, and Native Hawaiians,
- 4) Individuals with disabilities, including youth who are individuals with disabilities,
- 5) Older individuals,
- 6) Ex-offenders,
- 7) Homeless individuals,
- 8) Youth who are in or have aged out of the foster care system,
- 9) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers,
- 10) Eligible migrant and seasonal farmworkers,
- 11) Individuals within two years of exhausting lifetime eligibility under part A of the title IV of the Social Security Act,
- 12) Single parents (including single pregnant women),
- 13) Long-term unemployed individuals, and
- 14) Such other groups as the Governor determines to have barriers to employment.



WSA has a document that provides definitions for each of these populations, and which is available upon request.

To serve these individuals, WSA partners with organizations that have it as part of their mission to serve them. We help develop and participate in coalitions that pilot initiatives to help integrate these individuals into the labor market. WSA also invites staff from these organization to offer services from and/or be housed at one of our Job Center locations.

To further promote workforce development, WSA plans on developing an asset and/or resource mapping that identifies local organizations that specialize in or focus on providing services to these populations.

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

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

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

*Workforce development activities, including education and training.*

*An analysis of workforce development activities in the region, including education and training.*

*Note: This analysis must include the strengths and weaknesses of workforce development activities and an evaluation of the effectiveness of programs and services. It must evaluate the Board's capacity to provide workforce development activities to address the identified education and skills needs of the workforce. The analysis must include individuals with barriers to employment. The analysis also must address the employment needs of employers.*

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#### **Board Response**

In reviewing strengths and weaknesses, WSA includes a review of poverty, disparities, and population growth. There are great challenges in the Alamo region, including for example, low to moderate educational attainment and skills particularly as these relate to meeting employer demand and the technological changes occurring in the labor market. At another level, the area has high levels of inequality and vast disparities of wealth. Segregation is high and there are multiple geographical pockets that historically have been isolated.

A strong San Antonio area economy has helped reduce poverty over the past 5-Years prior to the COVID-19 Pandemic. For the 13 WSA counties, the new 2020 American Community Survey (ACS) Five-Year Estimates found in Table 21, indicate disparities for the population living below the poverty level. The highest estimates for individuals living below the poverty levels are found in Frio County at 19.6%, Karnes at 17.2%, followed by Bexar and Bandera Counties at 15.6% and 13.8% respectively. Further disparities in the WSA thirteen (13) counties are indicated for childhood poverty.

For children less than 18 years of age who are living below poverty, ACS Five-Year-Estimates indicate that in WSA counties the highest rate of 28.7% is found in Frio County, followed by Bexar

at 22.2%, and Bandera at 21.4%. These numbers indicate that almost a quarter of children under 18 years of age were living below poverty in Bexar County and in Bandera County.

Bexar County's childhood poverty rate for 2016-2020 at 22.2 percent, accounts for 110,321 children. That's a decline from the 25.4 percent reported for 2010-2014, covering almost 120,000 children. According to the Chronical quote from Lloyd Potter, the State Demographer, "the numbers indicate the economy was getting better prior to the coronavirus pandemic" (O'Hare P. , December 9, 2020 11:05 p.m.). However, Dr. Potter is concerned progress may have been halted by the pandemic sweeping across the nation. "Certainly, it's a sign that the economy has been continuing to recover since the recession that we had in 2008," said Potter, who is also a University of Texas at San Antonio professor of demography. "And that was continuing to have positive impacts on those people who are at the lower end of the socioeconomic spectrum." (O'Hare P. , December 9, 2020 11:05 p.m.)

The ACS survey focuses solely on the years 2016 through 2020. In Bexar County as a whole, overall five-year poverty rate from 2016 to 2020 was 15.6 percent, lower than San Antonio's at 17.6 percent. That amounts to more than 300,000 Bexar County residents living below the poverty level. San Antonio's poverty rate dropped to 17.6 percent in 2020, an improvement from five years earlier, when 19.8 percent of the city's residents were estimated to be living below the poverty level. The city of San Antonio's poverty rate remained higher than those reported for the nation and Texas. The nation's poverty rate was estimated at 12.8 percent, while Texas stood at 14.2 percent (O'Hare P. O., 2022) (O'Hare, San Antonio Express News, March 16, 2022). \

The U.S. Census Bureau defines the 2021 poverty threshold as persons younger than 65 living alone who earn less than \$14,097 annually or seniors 65 and older who live alone and get by on less than \$12,996 per year. The poverty threshold for a family of four, with two children is \$27,479 per year or \$13.21 hourly.

Table 21. Poverty By Alamo Counties-5-Year Estimates

Courties				<18 Years		
Alamo WDA	Population	In Poverty	Percent	of age	In Poverty	Percent
Atascosa	49,491	5,448	11.0%	13,273	1,794	13.5%
Bandera	22,260	3,079	13.8%	3,469	744	21.4%
Bexar	1,944,919	303,389	15.6%	497,510	110,321	22.2%
Comal	147,787	11,323	7.7%	33,216	3,064	9.2%
Frio	15,751	3,095	19.6%	3,968	1,138	28.7%
Gillespie	26,301	2,841	10.8%	5,268	1,091	20.7%
Guadalupe	161,021	14,502	9.0%	40,453	4,812	11.9%
Karnes	12,181	2,101	17.2%	3,164	785	24.8%
Kendall	44,993	2,180	4.8%	10,500	525	5.0%
Kerr	50,648	6,341	12.5%	9,737	1,873	19.2%
McMullen	724	76	10.5%	215	31	14.4%
Medina	48,450	5,099	10.5%	11,695	1,886	16.1%
Wilson	49,409	4,934	10.0%	11,869	1,486	12.5%
<b>Total</b>	<b>2,573,935</b>	<b>364,408</b>	<b>11.8%</b>	<b>644,337</b>	<b>129,550</b>	<b>16.9%</b>
<b>Source: US Census/5 year Estimates ACS/2020</b>						

**Table 22** indicates poverty remains high with 11.88% persons in poverty for the Alamo WSA, this percent is slightly higher than the national average which is around 11.6%, but lower than Texas’s 14.2%. Per capita income is a measure of the amount of money earned per person in a nation or geographic region. Per capita income can be used to determine the average per-person income for an area and to evaluate the standard of living and quality of life of the population. the lowest per capita incomes are found in Frio and Atascosa counties at \$20,036 and \$25,385 respectively, the highest per capita incomes are found in Kendall and Comal at \$47,725 and \$39,924 respectively. For the **City of San Antonio**, the largest urban area, the percent of persons living in poverty is also high at 17.6%, with a 2021 one year estimate median income of \$55,084 and per capita income of \$28,579. The median household income for San Antonio is approximately \$12,000 less than the median household income of \$67,321 for Texas and \$13,000 less than the \$69,021 median household income for the nation.

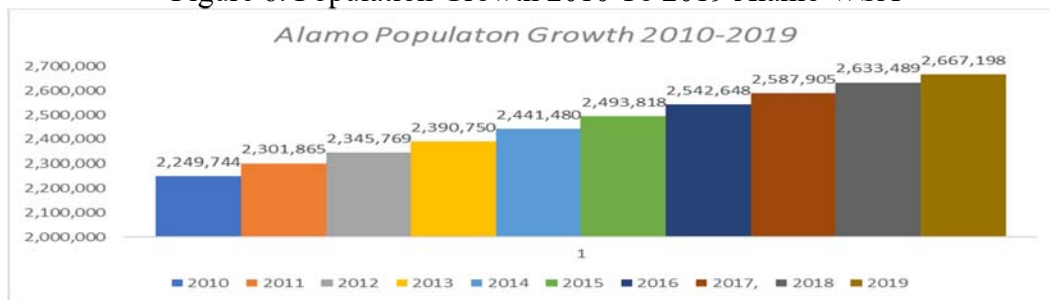
Table 22. Population 1-Year Estimates 2021 Population, Income and Poverty by County

Courties Alamo WDA	Population, Census, Apr 1, 2010	Population Census, Apr 1, 2020	Population Percent change Apr 2010 to 2020	Population Estimates, Jul 1 2021,	Population Percent change Apr 1, 2020 to Jul 1, 2021	Median household income 2016-2020	Per capita income 2016-2020	Persons in poverty, percent
Atascosa	44,911	48,981	9.1%	49,939	2.0%	\$59,251	\$25,385	14.9%
Bandera	20,485	20,851	1.8%	21,565	3.4%	\$60,361	\$32,993	11.0%
Bexar	1,714,773	2,009,324	17.2%	2,028,236	0.9%	\$58,288	\$28,313	15.0%
Comal	108,472	161,501	48.9%	174,986	8.3%	\$80,781	\$39,942	7.5%
Frio	17,217	18,385	6.8%	18,436	0.3%	\$48,708	\$20,036	22.3%
Karnes	14,824	14,710	-0.8%	14,754	0.3%	\$52,896	\$25,978	17.5%
Kerr	49,625	52,598	6.0%	53,161	1.1%	\$57,196	\$32,361	11.6%
Kendall	33,410	44,279	32.5%	46,788	5.7%	\$98,692	\$47,724	6.7%
Guadalupe	131,533	172,706	31.3%	177,036	2.5%	\$75,774	\$32,406	8.5%
Gillespie	24,837	26,725	7.6%	27,297	2.1%	\$61,445	\$34,689	9.2%
McMullen	707	600	-15.1%	608	1.3%	\$67,386	\$31,191	9.7%
Medina	46,006	50,748	10.3%	51,981	2.4%	\$62,701	\$27,200	11.2%
Wilson	42,918	49,753	15.9%	51,257	3.0%	\$80,082	\$33,972	9.4%

Source: US Census/Quick Facts

Table 22 also reflects population growth and population percent change. This table indicates that the July 2021 population estimates shows growth for all Alamo counties. In Figure 6, the change in a population for five years is depicted. For the Alamo WSA counties population growth from 2010 to 2019 is evident. Population growth is a very positive indicator for a growing economy.

Figure 6. Population Growth 2010 To 2019 Alamo WSA



US Census-Population Estimates

WSA’s services have quite a large impact in the well-being of the population and the economic productivity of the region. This is significant because WSA’s region indicates a growing population with a percent change of 18.56% from 2010 to 2019.

From October 2021 to September of 2022, our Job Centers welcomed and served approximately 83,737 in-person visitors at job centers and 62,089 virtual guests for a total of 145,826 visitors. During the COVID-19 Pandemic, WSA, immediately took steps to provide technology and support for staff to work from home and began to implement virtual orientations and other services usually

Workforce Solutions Alamo  
Local Plan 2021-2024

provide in-person at job centers. Eventually, services were returned to in-person operations with virtual options. As of September 2022, there were 53,096 active job seekers in Work-In-Texas (WIT).

Additionally, 9,834 jobs were filled, 40,127 job postings, and 2,515 active employers are in the WIT system. Over 6,184 participants are enrolled in workforce development programs from October 2021 through September 2022 with approximately 87% and 13% residing in urban and rural counties, Job centers provided 37,119 units of service to all job seekers and universal customers (those not enrolled in a program).

The following graphic provides detail on job center activity from October 2021-September 2022.

## WORKFORCE DEVELOPMENT ACTIVITIES AT OUR JOB CENTERS OCTOBER 2021 - SEPTEMBER 2022

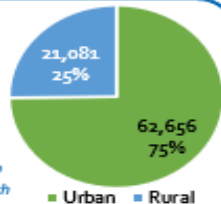
DATA SOURCES:  
WORKINTEXAS.COM (WIT), TWC WORKFORCE REPORTS, THE WORKFORCE INFORMATION SYSTEM OF TEXAS (TWIST) AD  
HOC REPORTS

### GUESTS AT JOB CENTERS

**83,737**

(OCT 2021 - SEP 2022)

COVID-19 Stay at Home orders led to center closures in the month of March

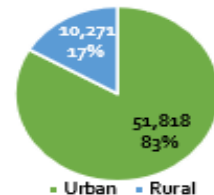


### VIRTUAL GUESTS AT JOB CENTERS

**62,089\***

(OCT 2021 - SEP 2022)

\*Number of phone calls and emails sent/received by staff working remotely



### LABOR EXCHANGE SUMMARY – WorkInTexas.com

JOB PLACEMENTS  
(OCT 2019 - SEP 2020)

**9,834**

ACTIVE JOB SEEKERS  
(as of SEP 2022)

**53,096**

JOB ORDERS  
(OCT 2021 - SEP 2022)

**40,127**

ACTIVE EMPLOYERS  
(as of SEP 2022)

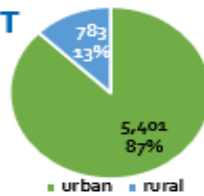
**2,515**

### PARTICIPANTS ENROLLED IN WORKFORCE DEVELOPMENT PROGRAMS

**6,184**

(OCT 2021 - SEP 2022)

Some programs not available outside Bexar County.



### UNITS OF SERVICE AT JOB CENTERS

**37,119**

(OCT 2021 - SEP 2022)

Provided to all job seekers and universal customers (those not enrolled in a program)



### PROGRAM PARTICIPANTS WITH BARRIERS TO EMPLOYMENT

(OCT 2019 - SEP 2020)

BARRIER	# ENROLLED
Not Self Sufficient	1,841
Lack Work Histories	1,098
Criminal Justice Involved	928
Individuals With Disabilities	716
Deficient in Basic Literacy	226
Homeless	356
American Indians Alaska Natives, and Native Hawaiians	159
Limited English	130
Long Term Unemployed	20
Displaced homemakers	89

For a description of "Individuals with barriers to employment" please refer to Part A, Question #7

A review of training for the past program year, October 1, 2020, to September 30, 2021, indicates the following customer choice of occupational training:

Table 23: Customer Choice of Occupational Training - October 1, 2020, to September 30,

<b>Training Analysis Adult, Dislocated Worker and Youth</b>	
Comp TIA A+ Certification Course/Network Administrator/Network Support	5
Full Stack Web Development Java	35
Computer User Support Specialist	54
Bachelor Science Cybersecurity	2
System Administration	7
Security IT Associate	7
Information Security Analyst (ISA)	5
IT/Technical Support	3
IT Project Management Professional	4
Cyber Security	5
Digital Marketer	5
Digital Marketer Apprenticeship	1
Digital Fullstack Software Developer	4
Big Data Analyst/Six Sigma	4
Bookkeeping Accounting	12
Business Administration	4
Educator (Teacher Alternative Certification)	4
Mobile Crane Operator	1
Nondestructive testing	1
Automobile Repair Collision	1
Welding	6
HVAC	2
Electrical Technician/Electrical pre-apprenticeship	7
Human Resources	8
Customer Service	4
CDL Professional Truck Driver (CE)	91
Digital Marketing-Search Engine	4
Patient Care Technician	1
Licensed Vocational Nurse	3
Associate of Applied Science LVN to RN Bridge Option	3
Prelicensure Vocational Nursing Program & BSN	10
Vocational Nursing Level 2 Certificate	1
Paramedic Apprenticeship	1
Medical Assistant/Phlebotomy/EKG Technician Specialist Dual Program	1
Medical Assistant/Certified Medical Assistant	77
Dental Assistance	29
Certified Billing and Coding Specialist	1
Medical Billing and Coding	34
Surgical Technology	1
Medical Front Office/Administration	13
Adminstrative Assistance	3
	464
Source: TWC/TWIST/Training Analysis	

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### ***Part 3: Core Programs***

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#### ***A. Workforce Development System***

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*(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).*
- 

The 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
- Non-Certificate Postsecondary Career and Technology Training programs
- Senior Community Service Employment Program
- HHSC (jointly developed with TWC)

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.

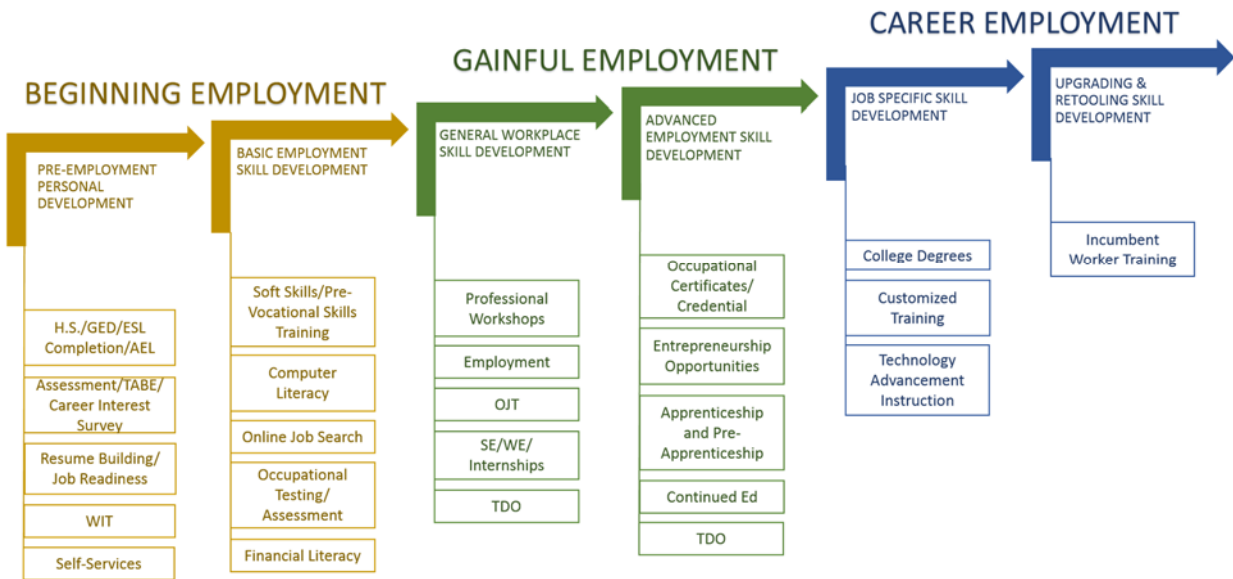
**Career and Technical Education Act:** Consistent with the Carl D. Perkins Career and Technical Education Act of 2006, WSA aims to more fully support the academic and career and technical skills of secondary education students and postsecondary education students who elect to enroll in career and technical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

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

**\$42.00**

THE AVERAGE YEARLY WAGE

**\$87,360**

Source: TWC/LMCI/ Aerospace products and parts manufacturing/QCEW Q4 2021/ 4-Digit Industry 3364/ Texas Labor Analysis/Regional LQ Report by Industry/4-Digit Industry-3364

## WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO COLLEGES DISTRICT  
St. Philip's College

## HOW DO I GET STARTED?

Everyone is eligible to receive assistance through Workforce Solutions Alamo. 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>\$16.89</b>	<b>\$22.98</b>	<b>\$29.83</b>	<b>\$53.13</b>
Helpers – Carpenters	Sheet Metal Workers	Mechanical Engineering Technicians	Computer Network Architects
EDUCATION NO FORMAL EDUCATION	EDUCATION HIGH SCHOOL/EQUIVALENCY DIPLOMA	EDUCATION ASSOCIATE'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE ON-THE-JOB TRAINING	WORK EXPERIENCE APPRENTICESHIP	WORK EXPERIENCE NO PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/LMCI/Occupational Projections 2020-2030/OEWS Wages 2021

## APPLY NOW AND LEARN MORE



(210) 224-HELP (4357)



jobseekers@wsalamo.org

For a complete list of our Workforce Solutions Alamo Career Centers across our 13-county region, please visit [www.workforcesolutionsalamo.org](http://www.workforcesolutionsalamo.org)

Work in Texas: [www.workintexas.com](http://www.workintexas.com)



AmericanJobCenter

Workforce Solutions Alamo is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Please request reasonable accommodations at least 48 hours in advance. Texas Relay Numbers: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice) or 711. This document contains vital information about requirements, rights, determinations, and/or responsibilities for accessing workforce system services. Language services, including the interpretation/translation of this document, are available free of charge upon request. Este documento contiene información importante sobre los requisitos, los derechos, las determinaciones y las responsabilidades del acceso a los servicios del sistema de la fuerza laboral. Hay disponibles servicios de idioma, incluida la interpretación y la traducción de documentos, sin ningún costo a solicitud.

\* Logos are not all inclusive, may not be current, and does not represent a WSA recommendation, for full live list of training providers please visit: [statewide-eligible-training-program-list-twc.xlsx \(live.com\)](https://www.workforcesolutionsalamo.org/statewide-eligible-training-program-list-twc.xlsx)

# THE CONSTRUCTION INDUSTRY NEEDS YOU NOW!

### WHY CONSTRUCTION?

There are a lot of 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

**\$34.63**

THE AVERAGE YEARLY WAGE

**\$72,020**

Source: Quarterly Census of Employment and Wages, Texas Workforce Commission, Q4 2021/2-Digit Sectors Alamo WDA

### WHERE CAN I GET EDUCATION AND TRAINING?



### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through Workforce Solutions Alamo. 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	CAREER LEVEL	CAREER LEVEL	CAREER LEVEL
ENTRY-LEVEL	INTERMEDIATE	ADVANCED	VERY ADVANCED PROFESSIONAL
<b>\$19.42</b>	<b>\$20.98</b>	<b>\$26.18</b>	<b>\$42.58</b>
Roofers	Carpenters	Telecommunication Line Installer and Repairers	Architect
EDUCATION NO FORMAL EDUCATION	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/LMCI / OEWS Wages Benchmarked to 2021 / Occupational Projections 2020-2030

### APPLY NOW AND LEARN MORE

(210) 224-HELP (4357)

jobseekers@wsalamo.org

For a complete list of our Workforce Solutions Alamo Career Centers across our 13-county region, please visit [www.workforcesolutionsalamo.org](http://www.workforcesolutionsalamo.org)  
Work in Texas: [www.workintexas.com](http://www.workintexas.com)



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# 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

**\$25.95**

THE AVERAGE YEARLY WAGE

**\$53,976**

Source: Quarterly Census of Employment and Wages, Texas Workforce Commission, Q4 2021/2-Digit Sectors Alamo WDA

### WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO  
COLLEGES  
DISTRICT

### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through Workforce Solutions Alamo. 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 ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
		<b>\$29.56</b>	<b>\$50.28</b>
		Kindergarten Teachers	Education Administrators, Postsecondary
CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE		
<b>\$12.40</b>	<b>\$25.34</b>		
Substitute Teacher	Education Admin., Preschool & Childcare Center		
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/LMCI/WDA /OEWS WDA Wages Benchmarked to 2021/Occupational Projections 2020-2030

### APPLY NOW AND LEARN MORE

(210) 224-HELP (4357)

jobseekers@wsalamo.org

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# THE HEALTHCARE INDUSTRY NEEDS YOU NOW!

## WHY HEALTHCARE?

There are a lot of 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: **\$30.23**  
THE AVERAGE YEARLY WAGE: **\$62,868**

Source: Quarterly Census of Employment and Wages, Texas Workforce Commission, Q4 2021/2-Digit Sectors Alamo WDA

## WHERE CAN I GET EDUCATION AND TRAINING?



## HOW DO I GET STARTED?

Everyone is eligible to receive assistance through Workforce Solutions Alamo. 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
		\$31.75	\$55.31
CAREER LEVEL INTERMEDIATE	CAREER LEVEL ENTRY-LEVEL	Dietitians and Nutritionists	Medical and Health Services Managers
\$18.79	\$14.64		
Pharmacy Technicians	Pharmacy Aides		
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/LMCI / OEWS Wages Benchmarked to 2021 / Occupational Projections 2020-2030

## APPLY NOW AND LEARN MORE

(210) 224-HELP (4357)

jobseekers@wsalamo.org

For a complete list of our Workforce Solutions Alamo Career Centers across our 13-county region, please visit [www.workforcesolutionsalamo.org](http://www.workforcesolutionsalamo.org)  
Work in Texas: [www.workintexas.com](http://www.workintexas.com)



Workforce Solutions Alamo is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Please request reasonable accommodations at least 48 hours in advance. Texas Relay Numbers: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice) or 711. This document contains vital information about requirements, rights, determinations, and/or responsibilities for accessing workforce system services. Language services, including the interpretation/translation of this document, are available free of charge upon request. Este documento contiene información importante sobre los requisitos, los derechos, las determinaciones y las responsabilidades del acceso a los servicios del sistema de la fuerza laboral. Hay disponibles servicios de idioma, incluida la interpretación y la traducción de documentos, sin ningún costo a solicitud.

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## THE IT/CYBERSECURITY INDUSTRY NEEDS YOU NOW!

### WHY IT/CYBERSECURITY?

There are a lot of 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

**\$37.85**

THE AVERAGE YEARLY WAGE

**\$78,728**

Source: Quarterly Census of Employment and Wages, Texas Workforce Commission, Q4 2021/2-Digit Sectors Alamo WDA

### WHERE CAN I GET EDUCATION AND TRAINING?



### HOW DO I GET STARTED?

Everyone is eligible to receive assistance through Workforce Solutions Alamo. 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 ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
<b>\$17.19</b>	<b>\$24.41</b>	<b>\$48.41</b>	<b>\$53.13</b>
Data Entry Keyers	Computer User Support Specialists	Information Security Analysts	Computer Network Architects
EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION SOME COLLEGE	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT TERM ON-THE-JOB TRAINING	WORK EXPERIENCE NONE	WORK EXPERIENCE LESS THAN 5 YEARS	WORK EXPERIENCE MORE THAN 5 YEARS

Source: TWC/LMCI / OEWS Wages Benchmarked to 2021 / Occupational Projections 2020-2030

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# THE MANUFACTURING INDUSTRY NEEDS YOU NOW!

## WHY MANUFACTURING?

There are a lot of 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: **\$35.55**  
THE AVERAGE YEARLY WAGE: **\$73,944**

Source: Quarterly Census of Employment and Wages (QCEW)/Texas Workforce Commission, Q4 2021/2-Digit Sectors

## WHERE CAN I GET EDUCATION AND TRAINING?



## HOW DO I GET STARTED?

Everyone is eligible to receive assistance through Workforce Solutions Alamo. 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>\$15.38</b>	<b>\$22.68</b>	<b>\$29.83</b>	<b>\$56.29</b>
Helpers – Production Workers	Machinists	Mechanical Engineering Technicians	Industrial Production Manager
EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION ASSOCIATE'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM	WORK EXPERIENCE LONG-TERM	WORK EXPERIENCE NO PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/LMCI/WDA /OEWS WDA Wages Benchmarked to 2021/Occupational Projections 2020-2030

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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. The logos displayed are not all inclusive, may not be current, and does not represent a WSA recommendation, for full live list of training providers please visit: [statewide-eligible-training-program-list-twc.xlsx](http://statewide-eligible-training-program-list-twc.xlsx) (live.com).

### ***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 co-enrollment, 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.*

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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 closely with community-based organizations urban and rural city and county delegate agencies, libraries, faith-based organizations, mutual aid, housing authorities, and multiple education and training providers. Examples of these established relationships include the San Antonio Food Bank, the Health Collaborative, Victoria College, Coastal Bend Junior College (Pleasanton, Atascosa County), Go Medina/Southwest Texas Junior College (Hondo, Medina County), and Hill Country University Center (Fredericksburg, Gillespie County).

This section describes services 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 applicant eligibility determinations
- **Assessment & Planning:** comprehensive assessments, employability development plans, group counseling, ONET assessments, job search assessment, and Reemployment Services and Eligibility Assessments (RESEA).
- **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/Choice’s 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** is a SNAP E&T activity designed to improve the employability of ABAWDs through actual employment experience or training, or both. Nonexempt ABAWDs perform work in a public service capacity as a condition of eligibility to receive the SNAP allotment.
- **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 to 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:** provide referrals for childcare services with subsidies on a sliding scale.
- **Transportation:** such as bus passes, gas allowance, and other transportation related costs
- **Housing/Rental Assistance:** financial assistance to support housing / rental costs is available to eligible participants.
- **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:** available in support of job seekers as an educational activity to understand their financial responsibilities and develop a plan to secure employment in order to meet their financial needs and develop a plan to achieve financial goals.

- **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).

**Referrals:** WSA providers make available and coordinate supportive services to promote the ability of WIOA participants to participate in activities leading to employment or other performance outcomes. WSA providers make referrals to ensure community resources are sought prior to providing services and services provided are reasonable and necessary for participation. 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 [www.211texas.org](http://www.211texas.org); United Way San Antonio Texas [www.unitedwaysatx.org](http://www.unitedwaysatx.org), San Antonio Community Resource Directory [www.sacrd.org](http://www.sacrd.org), Federally Qualified Health Centers (FQHCs), and other community action networks, indigent care programs, and mutual aid organizations. Through our continued promotion of strategic partnerships, WSA aims at increasing opportunities for leveraging resources throughout the local area.

**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 in 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 Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. AEL services encompass; High School Equivalency (HSE), Upgrade Academic Skills, English as a Second Language, Re-entry Services for probation/incarcerated adults, Career Training while you learn English and or earn your HSE, Employer Partnerships (AEL services on work sites with employers), College and Career Readiness services and Distance Learning.

The Alamo Consortium includes Alamo Colleges I-BEST, Southwest Texas Junior College, Northside ISD, North East ISD, San Antonio ISD, Each One Teach One, Restore Education, and ESC-20 AEL Program. Integration and alignment strategies with the AEL Lead Agency, Education Service Center, Region 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
  - 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
  - Sharing results from the analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies
- **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 training program, enables WSA to assist applicants, recipients, and former recipients of

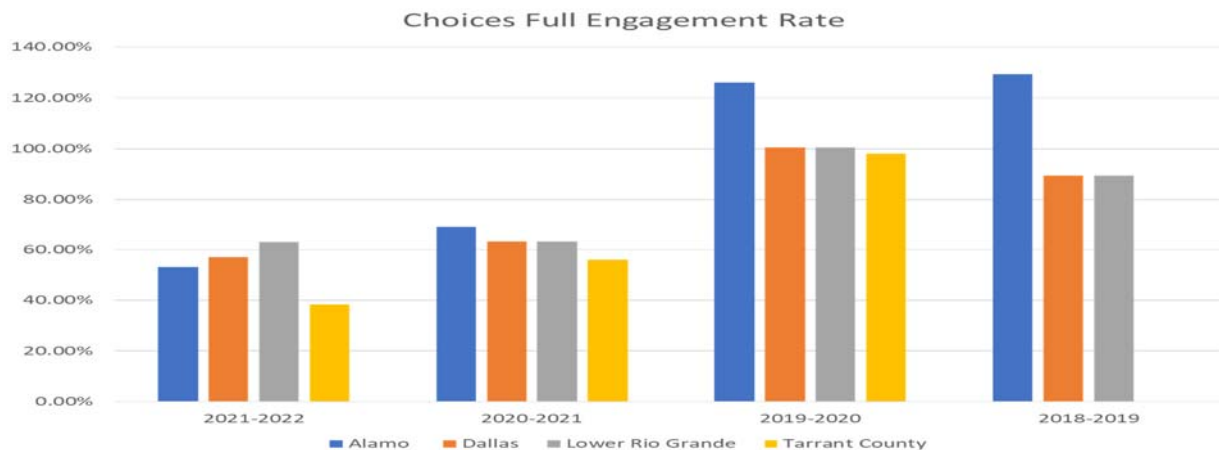
TANF in preparing for, obtaining, and retaining employment. This includes ensuring that adults meet mandatory work requirements through activities, including but not limited to:

- 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. WSA, through its contractor for workforce services, engages Choices participants by focusing on intensive case management, the provision of support services and a mix of allowable work activities. Career Pathways for Choices participants is included in the Boards Targeted Occupations list, identifying opportunities for entry level, to mid-level and eventual career level employment (reference Health Care Industry example). In the Alamo area work-based learning activities including Subsidized Employment is promoted to connect Choices participants with employers that can provide relevant, hands-on work experiences. In addition to providing learning opportunities, work-based training enables Choices participants to earn needed wages while gaining valuable work experience and building networks and social capital.

The Full Engagement Rate, defined as the percentage of TANF participants required to meet work-related participation requirements, reflects WSA’s ability to engage the Choices participant in work activities. In the 2017-2018 and 2018-2019 program years, and as compared to all other large Board areas in Texas, WSA attained the highest performance outcome for the Choices Full Engagement Rate. WSA has exceeded the Choices Full Engagement Rate target of 50% in each of the last four contract years.

<b>Comparison Year</b>	<b>Alamo</b>	<b>Dallas</b>	<b>Lower Rio Grande</b>	<b>Tarrant County</b>
2021-2022	53.22%	56.98%	63.06%	38.34%
2020-2021	69.40%	63.16%	69.66%	56.00%
2019-2020	125.94%	100.54%	116.90%	98.08%
2018-2019	129.32%	89.50%	122.40%	102.60%



**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. Since 2005, when the NCP program was implemented in the Alamo area over 5,390 Noncustodial parents have been served with over \$85,399,244.06 dollars collected in child support payments.

Opportunities to co-enroll NCP program participants into other workforce programs is an area that WSA will seek to improve. During the past four program years less than 5 NCP's have been enrolled in WIOA program services. To address the need to provide a wide range of services that can assist the NCP in developing a career pathway, that leads to more sustainable wages, the Office of the Attorney General's staff agreed to allow short term training as an activity for NCP's beginning in the 2019 program year. The short-term training ranges from 8 to 90 hours. NCPs are now able to participate in OSHA General Industry training, Forklift Operator training and Computer Literacy Training. Seven NCP's completed short term training with 4 of the 7 obtaining employment within 4 weeks of finishing the training.

- **Collaboration** with partners in the Alamo region to provide additional services or supports for NCP's include American GI Forum, San Antonio Food Bank, Goodwill Industries and Christian Assistance Ministries. These partners provide work experience opportunities, food assistance and other support services.



- **Training and Employment Navigator Pilot** aims to deter repeated victimization of sex-trafficked youth and foster youth ages 16-25 by aiding them in navigating Workforce Center services and increase their chances of securing employment.
- **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 13-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,

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- 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 share of cost will be based on a sliding fee scale. Families are required to participate in employment or school/training activities for an average of 25 hours per week for a single parent family or 50 hours per week for a two- parent family at eligibility determinations / redeterminations, to receive subsidized childcare. Based on sliding scale the maximum monthly income for a family size of 4 is \$6,289.

**Workforce Solutions Alamo Child Care Services (CCS) Sliding Fee Scale**  
Effective October 1, 2022 through September 30, 2023

Step 1: Find the row with your family size listed and locate within the row your average monthly income  
Step 2: Find which column your income falls

Family Size	Percentage of State Median Income (SMI)																	
	0% - 20%		21% - 30%		31% - 40%		41% - 50%		51% - 60%		61% - 70%		71% - 75%		76% - 80%		81% - 85%	
2	\$0	\$1,006	\$1,007	\$1,509	\$1,510	\$2,012	\$2,013	\$2,516	\$2,517	\$3,019	\$3,020	\$3,522	\$3,523	\$3,773	\$3,774	\$4,025	\$4,026	\$4,276
3	\$0	\$1,243	\$1,244	\$1,864	\$1,865	\$2,486	\$2,487	\$3,107	\$3,108	\$3,729	\$3,730	\$4,350	\$4,351	\$4,661	\$4,662	\$4,972	\$4,973	\$5,283
4	\$0	\$1,480	\$1,481	\$2,220	\$2,221	\$2,959	\$2,960	\$3,699	\$3,700	\$4,439	\$4,440	\$5,179	\$5,180	\$5,549	\$5,550	\$5,919	\$5,920	\$6,289
5	\$0	\$1,716	\$1,717	\$2,575	\$2,576	\$3,433	\$3,434	\$4,291	\$4,292	\$5,149	\$5,150	\$6,008	\$6,009	\$6,437	\$6,438	\$6,866	\$6,867	\$7,295
6	\$0	\$1,953	\$1,954	\$2,930	\$2,931	\$3,906	\$3,907	\$4,883	\$4,884	\$5,860	\$5,861	\$6,836	\$6,837	\$7,325	\$7,326	\$7,813	\$7,814	\$8,301
7	\$0	\$1,998	\$1,999	\$2,996	\$2,997	\$3,995	\$3,996	\$4,994	\$4,995	\$5,993	\$5,994	\$6,992	\$6,993	\$7,491	\$7,492	\$7,990	\$7,991	\$8,490
8	\$0	\$2,042	\$2,043	\$3,063	\$3,064	\$4,084	\$4,085	\$5,105	\$5,106	\$6,126	\$6,127	\$7,147	\$7,148	\$7,658	\$7,659	\$8,168	\$8,169	\$8,679

Step 3: Find the corresponding column in the table below. The cost for the first child is listed followed by the cost of each additional child(ren).

REGULAR PROVIDER									
	0%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-75%	76%-80%	81%-85%
1 <sup>st</sup> Child	\$30	\$50	\$75	\$100	\$170	\$210	\$250	\$270	\$290
Each Additional Child	\$0	\$20	\$30	\$40	\$50	\$90	\$115	\$125	\$140

If you choose a Texas Rising Star Provider, use the table below. The cost for the first child is listed followed by the cost of each additional child(ren).

TEXAS RISING STAR PROVIDER									
	0%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-75%	76%-80%	81%-85%
1 <sup>st</sup> Child	\$27	\$45	\$68	\$90	\$153	\$189	\$225	\$243	\$261
Each Additional Child	\$0	\$18	\$27	\$36	\$45	\$81	\$104	\$113	\$126

- **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.
- WSA is working with TWC’s Vocational Rehabilitation program to ensure services for individuals with disabilities. Co-location of Vocational Rehabilitation staff in workforce centers facilitates immediate referrals between workforce and rehabilitation

services. Monthly meetings between management staff and regional VR staff occurs and allows service delivery issues or concerns to be identified and resolved.

WSA works closely with VR staff to promote the Summer Earn and Learn, SEAL, program for students with disabilities. SEAL prepares students for transition to post-secondary and employment opportunities by providing work readiness training and paid work experience in work-based learning positions. Workforce staff develop work experience positions for students with employers throughout the workforce area. WSA pays the wage for students while employers provide real work opportunities. During the 2022 Program Year (PY), 222 students were provided work experience under the SEAL program with over 228 worksites, 285 participants completing work readiness training, and over 70 employers.

Student Hireability Navigators, under WSA are also providing connections to workforce services for students, parents and local schools. Navigators work with VR staff to increase the provision of quality pre-employment transition services to students with disabilities. WSA Navigators share TWC's Labor Market Career Information, LMCI, tools with school districts and Education Service Center staff for use with students in exploring career and education resources. Navigators conduct monthly meetings with VR Transition Vocational Rehab Counselors, TVRC's to coordinate services to schools. Navigators collaborate with partner agencies to increase awareness and understanding of the abilities of students with disabilities. The Alamo Area Coalition was convened by WSA as a clearinghouse of information on events supporting individuals with disabilities in the Alamo area. Coalition members include Alamo Area Council of Governments, The ARC-SA, Center for Excellence, Autism Life Links, Disability SA, Vocational Rehabilitation, River City Group, Providence Place and South Fields.

**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. Workforce Solutions Alamo utilizes the social media and communication platforms to reach our consumers and drive web traffic to generate unique visitors.
- **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 that have executed a data sharing agreement and/or a memorandum of understanding. 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 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 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.

The following table shows the educational attainment of individuals ages 25-34 in both Texas and the Alamo Region as related to attainment of an Associate Degree from 2013 to 2020, as well as information of WSA program participants attaining credentials in most recent program years.

Ages 25-34 Total Population and those with Associates Degrees*							
		Texas			Alamo Region		
		2013	2018	2020	2013	2018	2020
	Total 25 to 34 years:	1,865,604	2,080,185	2,141,299	163,313	193,691	202,292
Male	Associate's degree	121,975	141,811	154,641	13,145	16,057	16,966
	% Change		16.3	9.0		22.2	5.7
	Total 25 to 34 years:	1,824,699	2,014,112	2,069,189	190,155	183,965	159,670
Female	Associate's degree	135,908	169,677	185,004	19,892	17,915	12,097
	% Change		24.8	9.0	11.0	48.1	
Recognized Credentials**							
BCY 2020 - 256 WSA participants							
BCY 2021 - 336 WSA participants							
BCY 2022 - 216 WSA participants							

\*Source: American Community Survey \*\*Source: The Workforce Information System of Texas (TWIST)

The following table shows the proportion of individuals ages 25-34 whose educational attainment is an associate degree in both Texas and the Alamo Region from 2013 to 2020.

Percentage with an Associate's Degree, Ages 25-34 by Selected Years*						
	Texas			Alamo		
	Both	Male	Female	Both	Male	Female
2013	7.0	6.5	7.4	7.8	8.0	7.6
2018	7.6	6.8	8.4	9.0	8.3	9.7
2020	8.1	7.2	8.9	9.4	8.4	10.5

In 2020, the percentage of individuals who attained a associate degree in the Alamo Region was 9.4%. this was 1.3% points greater than Texas as a whole, the difference varied substantially by sex. The percentage of women ages 25 to 34 who had an associate degree in the Alamo Region was 1.3% points greater than that of the State’s. The same tendency can be seen for males. Data shows that the percentage of males in the Alamo Region who had an associate degree was 1.5% points greater than Texas.

Career pathways strategies and programs, for both youth and adult customers, may include:

- 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 **College Reengagement**.

- **Career Pathways Readiness (CPR).** WSA allocates funds provided through TWC’s Workforce Commission Initiatives (WCI) that are awarded for the Job’s Yall events for middle school, high school, and post-secondary students. These events will include inviting

sector-based employers to participate in a relevant way to help students explore career opportunities including understanding pathways to in-demand careers, networking, internships, and other applied learning opportunities. Parents will also be invited to attend with their children to discuss their critical role in career exploration.

- **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),
- 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 submit an application to WSA for review, then, WSA submits provider/program information to TWC for certification. Once the provider and program are approved to provide WIOA funded training services, they are eligible to receive WIOA funds primarily through Individual Training Accounts (ITAs). In 2020, WSA more than doubled the number of approved training opportunities available on this list from 224 in January 2020 to 450 in December 2020. The Statewide List of Certified Training Providers and instructions may be found at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>.

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. WSA intends to implement revised job-matching systems and, training-matching processes based on customer data and predictive analytics to create innovative efficiencies and 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. WSA engages and supports AEL grant recipients and the AEL Alamo 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, Region 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 on TWC sponsored Labor Market Information (every 2 years or as needed)
  - 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



WSA 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***

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##### ***A. One-Stop Service Delivery System***

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*(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, using 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*
- 

#### **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](http://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.
  - **Chief Elected Officials:** The elected officials that represent the constituents of the 13 counties of the Alamo region are responsible for creation of policy and activities that drive alignment of economic priorities and allocation of resources to address these priorities. WSA has established regular communication with the area judge and other governing bodies in each of the 13 counties of the Alamo region and will continue to seek the input of these officials to inform the development of programming.
  - **Education and Training Partners:**
  - **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.

### **Workforce Academy Ambassador Program**

WSA created a Workforce Academy Ambassador Program to create multigenerational impact by distilling the activities of WSA into a concise and accessible curriculum. The program is open to school personnel, nonprofit organizations, case managers, social service agencies, etc. This program helps organizations and individuals understand: the strategic vision of the WSA’s plan and sector-based model, programs, and services, occupations, and careers, and how organizations contribute to the ecosystem. Currently 265 Ambassadors are on their way to being equipped with the tools and knowledge to play a vital role in connecting people to sustainable jobs and careers.

The curriculum offers 3 sessions including:

- Workforce 101
  - Workforce Programs
  - Workforce Business Services
- Ambassadors will:
    - Attend workgroups facilitated by strategic partners and employers.

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- Participate at workforce events.
- Create brand awareness and market workforce career occupation opportunities and events.
- Receive professional development training and incentives.

Refer clients to Workforce Solutions Alamo to help them land a high-paying, high-demand job.

**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, McMullen, 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 75% of total traffic in the area, compared to 25% in the surrounding counties. According to the 2020 US Census estimates show that 75.4% of the population reside in Bexar County and 24.6% in the 12 surrounding counties.

	BCY 2020*	BCY 2021	BCY 2022
Urban	10,393	54,716	62,656
Rural	3,625	16,108	21,081
Total	14,018	70,824	83,737
Split	74%/26%	77%/23%	75%/25%
*COVID-19 Stay at Home orders led to center closures in the month of March and continued through August.			
Source: VOS Greeter Reports			

In addition to physical service delivery locations, WSA utilizes its website 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 those 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 some of our rural locations, designated space is made available and VR staff and other community partners are co-located to increase the scope of services that are provided at the center.

Board staff will conduct yearly accessibility and Equal Opportunity reviews at the Centers to maintain and expand access to services for individuals with disabilities. Adaptive equipment is evaluated and replaced as needed, including but not limited to TTY phones, Pocket Talker, Sorensen Video Relay Service Units, 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. VR and Workforce management level staff meet monthly to share updates and coordination activities. Issues or concerns that may be impacting service delivery are identified and resolved. 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:

- 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 "WIOA Guide to Texas Workforce System Operations, TWC December 2020, Appendix B: WIOA MOU Provisions Checklist 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.
- Methods of referring customers
- Access to services
- Duration of the MOU

### ***B. Cooperative Agreements***

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*(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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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.

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

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*(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:*

- 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*

***Note:** This may include the implementation of grants and initiatives such as the Skills Development Fund grant, Skills for Small Business grant, Texas Industry Partnership (TIP) grant, High Demand Job Training (HDJT) Program, 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.*

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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, WDO, 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, up-skilling, 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 with industry regarding 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 do not account for activities that contribute to the processes of production (upstream) nor activities on which the outputs of production depend (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 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.

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

**Engagement of Employers:** WSA's Business Services 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 Fund, Self-Sufficiency Fund grants, and 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.
- Conduct employer collaboratives to explore local labor market data, understand the needs of sector-based industries and how to strengthen the talent pipeline and local labor force.

**Business Engagement Model.** The role of the BE Team and model aims at aligning business services and operations with WSA’s strategic goals. This model strengthens and streamlines integration, coordination, and collaboration across programs and partners for improved business services.

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.

### **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.

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, taskforces, 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 EDCs 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 Service Representative (BSR) 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.

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

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

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*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.

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

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

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*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 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 Job Central, 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.

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.

- VOS Greeter: traffic tracking system used at career center locations, job fairs, and other events/activities for visitors to directly check into the career center upon arrival and indicate the service they are seeking.

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.
- Online applications and reporting: to expand accessibility and improve customer service, WSA plans to develop online applications and reporting for all workforce services programs.
- Cisco Contact Center: to expand call center services and out-bound (robo-call) campaigns, for instance, to remind customers about scheduled activities.
- Customer Relationship Manager: WSA is in the process of obtaining customer feedback to strengthen operations and inform existing processes. This feedback,

along with local labor market data will be utilized to understand the shift in the workforce and how to meet the demands of employers. Lightcast: WSA will continue procuring/utilizing labor market tools which facilitate the analysis and reporting of key local and state-level data.

Employer Feedback Survey: WSA will send a feedback survey to all employers engaged in services on a quarterly basis to understand the services provided, quality and opportunities for improvement.

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### ***Part 5: Workforce Investment Activities***

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#### ***A. Economic Development and Entrepreneurial/Microenterprise Activities***

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*(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 goals include:

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

**Entrepreneurial skills training and microenterprise services:** The 13-county 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 SA Tech Bloc 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
- SA Tech Bloc
- 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. Specifically, WSA intends to foster an enhanced relationship with the Maestro Entrepreneur Center to align resources and support small business owners.

The Maestro Entrepreneur Center is a non-profit organization that provides an innovation model to assist entrepreneurs grow their small businesses in the Alamo region. Maestro provides incubation, acceleration, and connection in a creative learning environment for businesses with the goal of job creation. Maestro provides resources and tools for entrepreneurs in order to continue to grow their business.

The Maestro campus provides office space, shared business amenities (including Wi-Fi, utilities and janitorial services, onsite notary, parking, scanning/printing, etc.), a HUBZone address for Federal Certification, large and small conference rooms, training classrooms, reception, and property, tax, and maintenance services.

Maestro seeks to remove barriers to sustainability and growth and has created multiple programs aimed at acceleration.

- Entrepreneurship Cohort Program

A 12-week Cohort Program curriculum based-intensive accelerator program for existing small businesses seeking to accelerate their growth.

- After Cohort Meet Ups

Monthly small support group sessions are for cohort entrepreneurs to come together, discuss challenges, share solutions, and celebrate success stories.

- Phenomenal Women in Leadership

A tradition started since Maestro's inception, the series brings together a panel of women leaders who discuss topics, trends, and issues as they relate to women in business.

- Maestro Leadership Life Lessons

Intimate conversations with successful business owners who share their Life Lessons around particular topics.

- Mastering Your Money

Lessons by successful business owners who have built wealth by diversifying, increasing financial capacity, and investing in multiple business ventures.

- Going Global- 3 Day Bootcamp

3 Day Bootcamp for international business owners to enhance their skills in all areas of operating a successful business in the US.

- Youth Entrepreneurship Program

This one-week youth program introduces the spirit of entrepreneurship and leadership skills to the next generation of entrepreneurs.

- Silver Jacket Program

This 12 Week Intensive Start Up Program for fashion industry in partnership with the Texas Fashion Industry Institute.

### ***B. Rapid Response Activity Coordination***

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

*WD Letter 18-20, Attachment 2 8*

*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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#### **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
- Overview of registration in Work-In-Texas (WIT) - job search assistance through the state's online job matching service serves is a focal point for many of the workshops.
- At orientation meetings, impacted workers will be informed about services and benefits designed to help them, including:
  - Career counseling
  - Résumé preparation and interviewing skills workshops.
  - Education and training opportunities, including an explanation of occupational skills training offered at the Job Centers
  - Health benefits and pensions
- Job readiness services
- Job placement assistance Job search and job readiness assistance opportunities such as:
  - job application preparation
  - assessing accomplishments and skills
  - résumé development lab
  - effective interviewing techniques
  - coping with job lossjob placement assistance
- Local labor market facts and figures, includes a target and demand occupations list along with information on other occupational resources.

- Accessing community resources
- Unemployment insurance information on eligibility for UI benefits and how to apply.  
Group seminars on topics such as financial, stress management

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. The Rapid Response Registration form is available in electronic format, utilizing Cognito 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.

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.

In March 2020, all these activities were transitioned to an online/digital format. Workshops, orientations, job fairs, and individual employee services are available virtually. On-site services at the employer location or the job centers are also available.



**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.*

**Board Response: Youth Activities and Services**

The 13-county 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
<b>Communities in Schools</b>	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).
<b>SA WORX</b>	Internships.	San Antonio.
<b>Connections</b>	Counseling, life skills training, housing.	Counties: Atascosa, Comal, Frio, Guadalupe, Karnes, Wilson.
<b>Goodwill Industries</b>	Career services, support services, and training.	Alamo region with locations in San Antonio, New Braunfels, and Seguin; City of San Antonio delegate agency.
<b>George Gervin Youth Center</b>	Youth Build, Education, tutoring, transitional living, job readiness, counseling, and mentoring.	San Antonio.
<b>Good Samaritan</b>	Counseling, mentoring, leadership development/life skills, civic engagement, and career readiness.	San Antonio.
<b>San Antonio Youth Literacy</b>	Education and tutoring.	San Antonio.

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

Agency	Workforce Investment Services	Service Region
<b>by ESC-20 and private funded agencies</b>		
<b>Independent School District (ISD) Partners</b>	Education, tutoring, dropout recovery, and credit recovery.	Alamo region.
<b>Healy-Murphy Center</b>	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 (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 organization
- 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
- Supported employment services.

**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.
- WSA is working with TWC's Vocational Rehabilitation program to ensure services for individuals with disabilities. Co-location of Vocational Rehabilitation staff in workforce centers facilitates immediate referrals between workforce and rehabilitation services. Monthly meetings between management staff and regional VR staff occurs and allows service delivery issues or concerns to be identified and resolved.

WSA works closely with VR staff to promote the Summer Earn and Learn, SEAL, program for students with disabilities. SEAL prepares students for transition to post-secondary and employment opportunities by providing work readiness training and paid work experience in work-based learning positions. Workforce staff develop work experience positions for students with employers throughout the workforce area. WSA pays the wage for students while employers

provide real work opportunities. Last year 222 students were provided work experience under the SEAL program with over 228 worksites, 285 participants completing work readiness training, and over 70 employers.

Student Hireability Navigators, under WSA are also providing connections to workforce services for students, parents, and local schools. Navigators work with VR staff to increase the provision of quality pre-employment transition services to students with disabilities. WSA Navigators share TWC's Labor Market Career Information, LMCI, tools with school districts and Education Service Center staff for use with students in exploring career and education resources. Navigators conduct monthly meetings with VR Transition Vocational Rehab Counselors, TVRC's to coordinate services to schools. Navigators collaborate with partner agencies to increase awareness and understanding of the abilities of students with disabilities. The Alamo Area Coalition was convened by WSA as a clearinghouse of information on events supporting individuals with disabilities in the Alamo area. Coalition members include Alamo Area Council of Governments, The ARC-SA, Center for Excellence, Autism Life Links, Disability SA, Vocational Rehabilitation, River City Group, Providence Place and South Fields.

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

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*(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, Southwest Texas Junior College, Victoria College, Schreiner University, Texas Lutheran University, 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.

**WSA and the Community Responsive Model for Workforce Development**

WSA serves a 13-county region but acknowledges that each county is unique with respect to its population characteristics and economic and educational priorities. The Alamo region consists of both urban and rural areas and includes some of the most economically segregated communities in the United States. Disparities related to social determinants of health create the need to solicit community input and feedback from local stakeholders and job seekers to create customized programming and services. To this end, WSA will distribute surveys and hold community listening sessions related to target industries and occupations, SDOH, special populations, and other priorities at least twice per year for the duration of this Plan. Quantitative and qualitative data from surveys and listening sessions will inform ongoing program development and will provide insights to formative and summative evaluation of core programs. Survey recipients include local area judges and other elected officials, education and training partners at the Pre-K, middle and secondary levels, vocational training centers, colleges and universities, employer and industry partners, organized labor associations, and jobseekers.

***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 childcare 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 childcare, including Texas Rising Star, and through partnership opportunities such as prekindergarten partnerships*
  - *Support the needs of the Child Care 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*
- 

WSA has developed a Child Care Committee that meets on a regular basis to discuss Child Care and Early Learning topics. The key focus areas for the committee are:

- Provide guidance and recommendations on access to high quality Child Care for every child in the WSA board area.
- High quality teaching practices
- Educator supports and career pathways for EC teachers.
- Coordinated systems.
- Comprehensive, continuous, and integrated, advocacy, oversight, and family engagement.

WSA has a wealth of knowledge that includes board members, early childhood education experts, and community partners. The committee works together to develop strategies and collaborate on Child Care opportunities.

WSA strives to increase the number of quality providers in our region and recognizes that quality care helps make children school ready. The Texas Rising Star (TRS) program is the quality rating system in Texas. WSA has contractors who work with Child Care Centers to become Texas Rising Star certified. TRS mentors assist centers in the pre-qualifications to prepare for assessments and provide training to Childcare Staff. TRS assessors schedule and complete Texas Rising Star assessments and meet with Center staff to provide follow up reports that outline the score received. Centers are rated as TRS 2 Star, 3 Star or 4 Star. Once certified, these centers are eligible to receive enhanced reimbursement rates for CCS children served.

WSA also understands the lack of Child Care in the rural areas. WSA works to ensure that funding is balanced in efforts to continue to provide opportunities for quality Childcare to children & families in these underserved areas.

Effective October 1<sup>st</sup>, 2022, all Child Care Services regulated providers are required to participate in Texas Rising Star certification, current CCS providers must meet Entry Level Designation by March 31<sup>st</sup>, 2023. WSA has launched a TRS Quality Cohort to assist Entry Level Designated child care centers to achieve certification by the September 30<sup>th</sup>, 2024 timeframe set by TWC. The cohort is six months long, providers will meet once a month virtually and in person. The cohort will occur in the Fall from October to March and in the Spring from April to September. The goal of the cohort is to provide resources and mentoring to providers on their pathway to Texas Rising Star certification. Providers participating in the cohort must be identified as Entry Level Designation to receive material, children's assessments, curriculum if needed, and quality mentoring.

WSA has implemented Contracted slots through the Contracted Slots Pilot Program, which are designed to (a) increase the supply of available childcare for children receiving subsidies, (b) help stabilize finances of child care programs, and (c) improve quality. With this opportunity, WSA can address supply issues particular to the local board region, in order to address the goal of increasing quality childcare for low-income children and their communities.

WSA offers TRS / Child Care discounts for families who choose a TRS certified center for Child Care. The goal is to increase the number of children served in TRS certified centers, and to assist families offset the cost of this choice.

WSA participates in the Shared Services Alliance meetings and collaborates with other programs, such as United Way of SA and Pre-K 4 SA on the goals and mission that centers are working towards. The goal of Shared Services is to provide childcare providers with the tools necessary to improve operations and make businesses more profitable. WSA also partners with Region 20 and Head Start in facilitating partnerships.

### **Childcare and Workforce Development**

WSA is gathering data in order to evaluate the impact of child care subsidies. WSA creates an annual data report, called the Child Care Infographic Report, that shows the impact of child care on parent employment, earned income, family financial stability, and how child care effects the workforce. In addition, The WSA data team analyzes data on past child care clients to understand the trends associated with clients who have received child care services. The goal of WSA is to encourage parents to participate in education and training opportunities in target industries and occupations in order to maximize the benefit associated with the provision of childcare. This analysis will provide baseline data to inform additional programming and strategies for child care clients.

### ***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 WD Letter 18-20, Attachment 2 9 coordination with WIOA Title I workforce investment activities.*

### **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 provides letters of support to strategic partners and actively partners with several community agencies to expand the pool of resources.

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

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

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*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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The AEL Alamo Consortium consists of 8 Service Providers that offer a variety of adult education services across 13 counties (to match WSA service area). Students can be served as young as 16 years of age, and services are free of charge to the student. Students are eligible if they need to earn their TxCHSE, improve basic skills, or learn English. Classes are offered both in-person and virtually at a variety of locations and times.

AEL services include:

- High School Equivalency (HSE) (English & Spanish classes) (GED®, HiSET®)
- Upgrade Academic Skills: have diploma/HSE but need refresher.
- English as a Second Language (ESL): ESL, ESL for Professionals, EL Civics
- Re-entry Services for probation/incarcerated adults
- Career Training while you learn English and/or earn your HSE
- Employer Partnerships (AEL services on work sites with employees)
- College and Career Readiness (CCRS) services: TSI prep, career navigator support
- Distance Learning: study anywhere with internet

The AEL Alamo Consortium also offers Student Success Initiatives to improve retention, enhance student resumes, and build community amongst our adult learners. These activities include but are not limited to:

- Student Externships: tours of employment and post-secondary opportunities
- National Adult Education Honor Society
- AEL Student IDs for various student discounts
- Certificates: Digital Literacy, CPR, Job Skills

The AEL Alamo Consortium 8 Service Providers include:

1. Alamo Colleges I-BEST
2. Southwest Texas Junior College
3. Northside ISD
4. Northeast ISD (Walzem Career Center)
5. San Antonio ISD (E. Houston Career Center)
6. Each One Teach One
7. Restore Education (Datapoint and Marbach Career Centers)
8. ESC-20 AEL Program (S. Flores Career Center)

**Adult Education and Literacy:** WSA participates in 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 Alamo 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, Region 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
- 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
- Provision of 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

WSA will carry out the review of local applications as submitted by ISDs and Community Colleges for the Jobs and Education for Texas (JET) grant program to defray start-up costs associated with career and technical education programs in high-demand occupations. WSA also reviews, provides letters of support, information, and assistance anytime a grant requires coordination with the local workforce investment board. WSA will carry out the review of local applications submitted under Title II by reviewing all AEFLA grant applications for funds. In addition to reviewing AEFLA grant applications, WSA will participate in design and planning of application with AEFLA grant recipient. The AEFLA grant application review process may include the following elements.

Upon WSA’s receipt of all applications for funds under AEFLA, the Alamo Board will review and make recommendations as to how the applicant promotes alignment with the local plan. Other considerations for review included the degree to which the eligible providers would be responsive to:

- Regional needs as identified in the local workforce development plan; and
- Serving individuals in the community who were identified in such plan as most in need of adult education and literacy activities, including individuals who:
  - Have low levels of literacy skills; or
  - Are English language learners.
- The ability of the eligible provider to serve eligible individuals with disabilities, including eligible individuals with learning disabilities.
- The past effectiveness of the eligible provider in improving the literacy of eligible individuals, especially those individuals who have low levels of literacy, and the degree to which those improvements contribute to the eligible agency meeting TWC performance measures.

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

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

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*(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 rooms equipped with Accessibility Equipment, informational services, orientations, training, employment, supportive services, and all related program services. In addition, WSA has designated the Datapoint American Job Center as the “Comprehensive Center” which meets the

Memorandum of Understanding/Infrastructure Funding Agreement Requirements. The following table lists Center locations:

Table 24. American Job Center Locations

	Job Center	Address
1	Datapoint Job Center	9725 Datapoint Drive, San Antonio, TX 78229
2	Fredericksburg Job Center	2818 US 290, 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	124 E, Bandera, Boerne, TX 78006
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	1411 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) and the Bexar County Military & Veterans Services Center to offer workforce services to transitioning military members, veterans at the workforce career centers and the military spouses at the Military and Family Readiness Center at JBSA Fort Sam Houston.

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.

We are exploring long-range plans to meet and service customers where customers are located. An example of this strategy is the provision of services at the San Antonio Food Bank. This Co-Location will allow outreach SNAP and Choices participants served at the Food Bank. Other strategies may also include a mobile unit, as well as self-service options, and enhance accessibility through online, virtual services and mobile-app channels. The San Antonio Food Bank (SAFB) and Workforce Solutions Alamo (WSA) have partnered to co-locating a WSA career center at the SAFB. Many people seeking food assistance through the food bank may not be connected or aware of workforce services and critical partnerships such as this aims to make it easier for individuals to receive the support they need to enter a career. SAFB assists individuals with application and renewal assistance for various federal benefits including SNAP and TANF programs. Workforce Solutions Alamo (WSA) will serve these individuals when their benefits are approved. SAFB and WSA seeks to strengthen the partnership between the two entities by integrating services provided by the Food Bank and WSA, allowing a deeper leveraging of resources that meet the needs of individuals that are unemployed or underemployed.

Potentially eligible customers apply for training and educational services at partner agency locations (i.e., Alamo Colleges, CodeUp, 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 targeted occupations.

To supplement WSA program services and better serve customers, WSA has established partnerships with numerous agencies. MOUs are in place with some agencies and 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.

### ***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.*

### **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 Ch 2) 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 Ready to Work Program).
- *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).

## 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 list 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).

### **Priority Groups have been identified for Child Care Services:**

The priority group that is assured childcare services and includes:

- Children of parents eligible for CHOICES childcare as referenced in 809.45 and D-300 of the TWC Child Care Guide.
- Children of parents eligible for TANF Applicant childcare as referenced in 809.46 and D-400 of the TWC Child Care Guide.
- Children of parents eligible for Supplemental Nutrition Assistance Program (SNAP) Employment & Training childcare as referenced in 809.47 and D-500 of the TWC Child Care Guide.

The second priority group that is served, subject to the availability of funds, includes, in the order of priority:

- Children needing to receive protective services related to childcare as referenced in 809.49 and D-700 of the TWC Child Care Guide.
- Children of a qualified veteran or qualified spouse as defined in 801.23.
- Children of a foster youth as defined in 801.23.
- Children experiencing homelessness as defined in 809.2 and described in 809.52.
- Children of parents on military deployment as defined in 809.2 whose parents are unable to enroll in military-funded childcare assistance programs.
- Children of teen parents as defined in 809.2.
- Children with disabilities defined in 809.2.

The third priority group includes any other local priority group adopted by the Board. Children in Rural Counties will be a local priority until at least 20% of children receiving Discretionary funded subsidized childcare do so from the Rural Counties

- WIOA participants
- Siblings of a child already receiving care
- Families enrolled in Early Head Start Child Care Partnerships
- JBSA military members, civilians, and associated Contractors
- Children dually enrolled in a recognized partnership site.

**Basic Skills Deficient:**

- An individual who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society satisfies the basic skills deficient requirement for WIOA adult services.
- Receiving a result/score on an acceptable assessment tool, such as the TABE, that demonstrates the participant does not have the level necessary to function in training and on the job.
- 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, WD 25-15).

**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***

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### ***A. Fiscal Agent***

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*(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.

### ***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**

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 which is currently at \$250,000. Competitive proposal procurements adhere to the following federal requirements:

- Requests for proposals (RFPs) are publicized and identify all evaluation factors and their relative weighting.
- 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 estimate is conducted. With the Chief Executive Officer's (CEO) or his/her designee approval, a formal solicitation is issued and identifying to include 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 two (2) 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***

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### ***A. Board Performance Targets***

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*(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. TWC-contracted measures will be automatically incorporated into subrecipient contracts. 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. All TWC-contracted measures are incorporated as part of WSA's subrecipient contracts.

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

### **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.

### **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) are entities with job training programs approved by the Texas Workforce Commission (TWC) to provide Workforce Innovation and Opportunity Act (WIOA)–funded training services. Local Workforce Development Boards (Boards) fund training for Adult and Dislocated Worker program participants primarily through Individual Training Accounts (ITAs). The publicly accessible Statewide Eligible Training Providers List (ETPL) includes all programs that are currently approved by TWC for ITA funding. The Statewide ETPL Performance Report includes data related to student enrollment for approved programs. To be included on the statewide ETPL, WIOA requires all ETPs, except Registered Apprenticeships, to submit verifiable student-level performance data for all students connected to programs. The student data is collected through Student Data Reports (SDRs) distributed to providers by TWC. For new programs, SDRs are required before inclusion on the statewide ETPL. Eligible programs must submit a Student Data Report (SDR) each year in July for continued inclusion on the statewide ETPL. The success criteria for programs of study reported to TWC is published on a statewide performance report utilizing data submitted on the SDRs. Providers submit reports on all programs of study for all students, WIOA and Non-WIOA, reporting number of students enrolled, successful completions, credentials received and employment.

Other local area performance measures include both job seeker and employer satisfaction surveys. These are used to evaluate quality in the services provided to WSA’s primary customers.

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## ***Part 9: Training and Services***

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### ***A. Individual Training Accounts (ITAs)***

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*(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.*

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#### **Board Response:**

Individual Training Accounts (ITAs): Training services authorized under the WIOA Eligible Training Provider System (ETPS) are provided through the use of ITAs. Training services may be made available to eligible participants who meet requirements for training as specified by TWC, including the WIOA, TANF/Choices, SNAP E&T, and TAA guidelines, Workforce Development (WD) Letters and other TWC directives, as well as all related federal laws, rules, and regulations, and WSA policies.

Customers use ITAs to purchase training services for skill attainment in occupations identified by WSA in 1) The Target Occupations List or 2) occupations that have been determined on a case-by-case basis to have a high potential for sustained demand and growth in the workforce area, based on sufficient and verifiable documentation

Customers may utilize training from: 1) Eligible Providers listed on the statewide ETP list, through Training Contracts that meet criteria set in Section F of Local Board ITA Policy, or 2) Registered Apprenticeships Texas Workforce Commission (TWC) sets provider application requirements by which Eligible Training Providers (ETPs) become certified. TWC publishes the statewide ETPL, a statewide list of all approved Providers, and monitors to ensure training providers meet established performance minimums for each board area. Service providers must ensure equitable treatment in the provision of ITAs. Selected training provider, whether within WSA region or in other Board areas, must be on the statewide Eligible Training Providers List (ETPL).

The training program must be aligned with local Target Occupations List, Target Occupations List in the area to which the participant is willing to commute or relocate to, identified on the Statewide Targeted Occupations List. In accordance with TWC Policy out-of-state training providers or programs are not eligible. The following exception is applicable, to promote additional upgrading of skills or education, the Board may contract with training providers not listed on the ETPL. The WSA Board has approved education and training investments for the Target Occupation List including their associated Career Pathways and programs with similar CIP codes.

All customers funded with an ITA have an Individual Employment Plans (IEPs), Individual Service Strategies (ISS), or Reemployment Plans (REP) developed with goals and objectives related to their selected training and subsequent employment goals. In all cases, evaluation

of the lowest cost provider must be considered. Career Advisors assist customers in developing a financial plan to cover the total cost of training.

### ***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.*

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

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.

Workforce Solutions Alamo does not limit the funding amount for provided training. Staff have discretion to award ITAs in accordance with their internal policies, budget limitations, and Workforce Alamo's Individual Training Account (ITA) and Contractor Training policy. ITA funds may be used 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. The ITAs for training programs outside of the workforce areas must follow local policy that includes the following requirements:

- The training program must be included on the statewide ETPL in Texas.
- The training program must be aligned with local target occupations or target occupations in an area to which the participant is willing to commute or relocate.
- The ITA must be used in accordance with other existing TWC guidance.

In accordance with TWC Policy, out of state training providers or programs are not eligible for inclusion on the statewide ETPL. Programs outside of Texas do not have access to ITAs except if local WSA policies have been established. Policy established must include and follow all the guidance found on WD 12-19, Change 2.

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

- Training Services 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 reasonably 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***

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### ***A. Registered Apprenticeship Programs***

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*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 <https://www.apprenticeship.gov> (DOL one-stop apprenticeship platform) and <https://www.twc.texas.gov/businesses/apprenticeshiptexas-powerful-competitive-edge> (Apprenticeship Texas: to enhance outreach with employers).

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 (RAP) eligibility in the ETPS:** Under WIOA, all Registered Apprenticeship program sponsors are automatically eligible to be placed on the ETPL. Because these programs undergo the US Department of Labor's (DOL) rigorous application process, they have a streamlined TWC application process. Other benefits for registered apprenticeships are that RAPs are not required to submit student-level data or meet other state or local criteria to be included on the statewide ETPL. Also, all registered apprenticeships on the statewide ETPL are considered connected to local target occupations and eligible for ITAs. 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.
- **Apprenticeship Building America:** DOL \$3M grant supporting the work of apprenticeship accelerator that is a partnership between Alamo Colleges, SA WORX and the City of San Antonio.

## ***B. Apprenticeship Texas***

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*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 Gary 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 14 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.

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**Part 11: Public Comment**

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*Boards must include a description of the process used by the Board, consistent with WIOA §108(d), 20 CFR §679.550(b) and §679.560(b) and (e), to:*

- *make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;*
  - *include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;*
  - *provide at least a 15-day, but no more than a 30-day period for comment on the plan before its submission to TWC, beginning on the date that the proposed plan is made available, before its submission to TWC; and*
  - *submit any comments that express disagreement with the plan to TWC along with the plan.*
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Consistent with WIOA §108(d), 20 CFR §679.550(b) and §679.560(b) and (e), WSA provided a 30-day public comment period beginning December 19, 2022, and ending January 19, 2023.

Using multiple vehicles, Workforce Solutions Alamo provided communications and notices of opportunity to provide public comment on the update of the 2021-2024 Local Plan. These included:

WSA provided a 30-day public comment period starting December 19, 2022, through January 19, 2023. Using various methods, communications and notices of the comment period were issued to the community. These included:

- Posting of the notice for Public Comment on the WSA website.
- Posting of the plan and accompanying notice on [www.workforcesolutionsalamo.org](http://www.workforcesolutionsalamo.org)
- Posting of the plan on the website of the State of Texas Secretary of State
- Posting of the notice of the Public Comment on the Bexar County Courthouse
- Posting of the notice and links to the plan on [www.workforcesolutionsalamo.org](http://www.workforcesolutionsalamo.org) on all WSA social media channels
- Making the Local Plan available for download from WSA website in electronic format.
- Email blast both through mass mail-outs to thousands of individuals and organizations using Constant Contact.
- Sent to members representing business, education, Joint Base San Antonio, partners, and the community.
- Held Public Hearings on January 9, 2023, Wednesday January 11, 2023, Tuesday January 23, 2023
- Presented Local Plan at public meetings.
  - SA Chamber and Workforce Council Meeting Jan 18, 2023
    - UIW School of Professional Studies
  - Executive Committee Meeting Feb 10, 2023
  - Board Meeting Board Retreat – Feb 17, 2023
  - February 22, 2023, Committee of Six (CO6) Meeting



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Receipt of Comments: There were several ways in which key stakeholders and the public could provide comments. This included email ([localplan@wsalamo.org](mailto:localplan@wsalamo.org)), at the public hearings, some individuals contacted WSA Board staff.

All comments were documented, with information on the individual providing comment, request, response, and results.

All requests for inclusion of an occupation on the target occupation list were reviewed and analyzed. All requests were documented with the results of the request.

Key stakeholders and the public were notified of several ways to provide a comment. Comments could be sent directly to the dedicated email address ([localplan@wsalamo.org](mailto:localplan@wsalamo.org)). Other WSA staff made their individual contact information available to stakeholders and local elected officials to provide feedback directly to WSA. The following are comments received, including those that express disagreement with some aspect of the Local Plan as posted on December 19, 2021:

Date	Comment	Request	Response	Results
December 30, 2022	Mike Ramsey, City of San Antonio, Workforce Development	Requested document that shows current and proposed specified changes for: Clusters, In-demand Industries, Target Demand Occupations, In demand Occupations. Want to understand why in-demand sectors, in-demand industries were removed.	Review and analysis, responded to all questions.	PPT with results of analysis sent.
January 10 2023	Michele Yandell	Requested Costumer Service Job for self	Referred to workforce center	Qualified for WIOA
January 10 2023	Lydia Nevins	Requested Better Paying Job and certificate classes	Referred to workforce center	Staff is outreaching
Jan 9, 2023	Urrutia, Xavier D, Alamo Colleges	Adrian brought forth. Requested outreach to discuss local plan	Referred to listening sessions. Invite to individual session	No request for individual session
January 12, 2023	Linda Martinez sent link to listening session held Jan 11, 23	Review recording for comments	Reviewed, made notes of questions and responses.	Questions and Responses noted.
January 18, 2023	Gladys Hernandez	Requested PPT from presentation at Incarnate Word College	PPT was sent	Response complete
January 19, 2023	Hugo Hernandez, Project Quest	Submitted Occupations for consideration on Target Occupation List	Reviewed Occupations and added	Added five out of six requested.

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			occupations meeting WSA data targets, including wage.	
January 19, 2023	Michael Ramsey, City of San Antonio, Workforce Development	Requested Occupations for consideration on Target Occupation List, for local plan, changes to local plan	Reviewed occupations and added occupations meeting WSA data targets, including wage.	Added four out of 9 requested. Special Ed Teachers will be included as an area of specialization for educational level. Carpenters are available as an apprenticeship program.
January 19, 2023,	Michelle Madison	Proposal to include mid-level occupations in the Target Occupation List at mid-level. Proposed recognizing Hospitality and Tourism as a Target Industry.	Reviewed occupations and added occupations meeting WSA data targets, including wage. Reviewed industry, researched other Boards as to their target industries.	Added 3 of the occupations to the target list. Three of the requested occupations were already on the TO list. An additional Two occupations have remained on the list that were previously requested by the accommodation industry.
January 24, 2023	Nate Raschke, Food Bank	Requested copy of ppt for review	PPT was sent	Request completed
January 24, 2023	Linda Martinez sent link to listening session held Jan 23, 23	Reviewed recording for comments	Reviewed listening sessions, compiled questions, and responses.	Responded to all questions. Questions and Responses noted.
January 11, 2023	Amy Contreras	Asked if about the 2022 self-sufficiency wage, and why do we have that for our MSA?	Miriam Botello-Barksdale and Frank Martinez answered her question.	Ms. Contreras accepted response. No further response needed
January 11, 2023	Question sent to Katherine Pipoly by chat.	Within the data sets will the current educational attainment be considered and the population that needs it will be able to qualify for the trainings?	Response from Miriam: We believe in customer choice, once a person is eligible for training, they could choose any of the trainings in	No further response needed

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			the target occupation list.	
January 11, 2023	Amy Contreras	Where are they, when it comes to their educational attainment and are they below the level to get into the trainings that will feed these industries and occupations.	Response from Miriam and Michael DeFrees: All the individuals, to be deemed eligible for training, they go through a series of Workforce analysis, including testing to determine if they are qualified to go into training. As part of the initial assessment and the review of our customers we are looking at, in attitudes interest, TABE test, and we do utilize My Inner Genius to see if they have an interest in certain training they are going for.	No further response needed
January 11, 2023	Hugo Hernandez	What is the Max duration through which we can assist?	Response from Sandra Alvarez: The Max duration that we can assist to the customer for training is 2 years and cannot exceed 104 weeks of training.	No further response needed
January 11, 2023	Hugo Hernandez	Was healthcare, invasive, cardiovascular text, surgical tech respiratory therapist, and assistance included?	Response by Miriam: We removed the surgical technicians and the respiratory technicians, there	Hugo submitted these occupations for consideration via the local plan email, these occupations were reviewed and included.

			was a big occupation code that encompassed a whole bunch of allied health occupations.	
January 11, 2023	Amy Contreras	Have you gotten feedback from the employers in your sector discussions that they were okay with the cutting in healthcare?	Response by Miriam: The reason that they were cut is we go by 1 <sup>st</sup> the primary data targets and that is like the 1 <sup>st</sup> cut off. Then we still have a real extensive list of occupations, and we go by the 2 <sup>nd</sup> data targets and that is our next cut off. We can only add so many since TWC puts a limit as to the number of occupations that we have, but we will take anything into consideration. Please submit any requests to the local plan email.	All requests were submitted, considered, reviewed and added to the target occupation list if applicable.
January 11, 2023	Hugo Hernandez	Computer Programmers do not necessarily have to be a bachelor's program, right? Computer programming and cloud administrators that is missing from the list, but they could potentially fall under the computer occupations?	Responses from Miriam: Computer applications and all the other computer occupations say that the educational level for entry is a bachelor's degree, that data comes from the DOL/BLS. We do have many associate degree	No further response needed

			programs of the ETP List.	
<b>January 23, 2023</b>	Questions entered through the chat	Can you provide information on where you found your information on sustainable wage and benefits needed for a family potentially to thrive?	We did a wage of analysis that's part of one of the 1 <sup>st</sup> steps of our research process and we look at a range of wages we look from poverty wages through Health and Human Services. We review the census, poverty wages then we look at the lower cost of living standard, which is a wage that TWC puts out that they considered to be a self-sufficiency wage for people that are participate in our program. Then we look at the MIT wage which is the higher-end wage.	
<b>January 23, 2023</b>	Question entered through the chat	Where does the low to moderate income threshold for San Antonio's area and medium income based on U.S. housing and Urban development fall in the range.	It aligns with the Health and Human Services poverty wages, I am not familiar with a lot of the different criteria, but I know that many programs base their qualification for	No further response needed

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			certain programs on that Health and Human Service poverty wage and they do it at a certain percent of poverty, but it does align with that.	
January 23, 2023	Questions entered through the chat	Are there some sustainable energy jobs as well in the plan?	Yes, we do have one of our target Industries is the Oil and Gas Industry. We will consider any occupations submitted to the local plan email.	No further response needed
January 23, 2023	Nadia Mavrakis	Why did the Chef and Head Cook be removed from the Healthcare Industry to the Education Industry?	We want to put those occupations on the list that serve a variety of Industries. That occupation does serve those two industries.	No further response needed
January 23, 2023	Nadia Mavrakis	Is there an opportunity to expand some of the occupations for different codes under the same umbrella?	Yes, the ONET codes that fall under that occupation are considered.	No further response needed
January 23, 2023	Nadia Mavrakis	Should we email it in, about a specific code?	If you want to email it in, to get a response but if it's the chef occupation, we do have that occupation listed on the target occupation list. We do consider, related ONET	No further response needed

			Codes and we do try to put different training programs on our list, all the training programs we can find for chef. We do welcome apprenticeships.	
<b>January 23, 2023</b>	Nadia Mavrakis	Do you support completion of bachelor's degrees for those who already have a bachelor's degree?	They do a variety of assessments when they are determining whether to approve a person for training. I am not sure all of what goes into that, but I am not saying it would not be considered. We do have programs on the ETP with a resulting bachelor's degree.	No further response needed
<b>January 23, 2023</b>	Question in the chat	Will you support, or do you support the models for non-bachelor, associate level students for example, a non-credential student who needs to work? While learning?	Yes, those are our integrated program models.	No further response needed
<b>February 7, 2023</b>	Dr. Sammi Morrill, Alamo Colleges	Will WSA target occupations support critical health occupations, such as allied health including technical positions	Yes. The career pathways leading to target occupations include nursing assistants, etc. These are not included as target occupations but	No further response needed

			are included on the career pathway towards the health care target occupation	
<b>February 13, 2023</b>	City of San Antonio requested additional data regarding the construction industry	Additional information requested regarding the	WSA share current data regarding the construction industry and occupations. WSA requested additional data to include in the local plan as a support to the construction list of target occupations.	Clearly articulate how the career pathway supports the construction industry, i.e., entry positions to target occupations.
<b>February 14, 2023</b>	Council Woman Rocha Garcia one-on-one meeting to discuss local plan	Will WSA local plan support allied health and construction	Yes. Reviewed target occupation list regarding construction and health care careers. Reviewed career pathway for construction and health care careers supporting critical in demand positions.	Clearly articulate in community presentations how these careers are included in the career pathway and support a path towards target occupations.
<b>February 16, 2023</b>	Kim Vinton, Adult Education and Literacy	How will the career pathways support health careers	CAN, Phlebotomist, and other allied health degrees are included in the healthcare career pathways.	Support community in understanding career pathways towards target occupations in the healthcare career.

**Conclusion**



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Workforce Solutions Alamo submits this Local Plan Update in accordance with the Workforce Innovation and Opportunity Act (WIOA) §108 (20 Code of Federal Regulations §679.500–580) and is intended to represent existing and proposed workforce and economic development activities for the 13-county Alamo region. This plan has been developed in cooperation with local community stakeholders including elected officials, area employers, education and training partners, community-based organizations, and individuals who are the recipients of services provided by Workforce Solutions Alamo.

Workforce Solutions Alamo is committed to the development of Sector-Based Partnerships model with emphasis on best practices that connect people to training opportunities that are employer-driven and data informed. Workforce Solutions Alamo is prepared to convene strategic partnerships that align with industry clusters as defined in this plan and according to the Sector-Based Partnership model.

Workforce Solutions Alamo will continue to seek feedback from stakeholders in each of the 13 counties served by WSA. Community voice and employer input is essential to a community-based participatory and responsive methodology for continuous process evaluation and improvement.

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## Part 12: Appendices

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### Appendix 1: Texas Workforce Investment Council Requirements Board Plan Program Years 2021-2024- WD Letter 18-22, Attachment 2

#### Appendix: Texas Workforce Investment Council Requirements

##### Local Workforce Development Board Strategic Planning

Focus on Employers

Engage in Partnerships

Align System Elements

Improve and Integrate Programs

#### System Goal 1 and Rationale

Focus on Employers.

By accessing critical education and labor data sets, employers can better find and plan for skilled workers to meet their needs in both the immediate time frame and the future. Through greater engagement with employers, education and training providers can better design career and technical education content and delivery options that are more aligned with industry needs. Providers can make adjustments in program content to benefit employers and students, as well as address both state and regional economic needs.

#### System Goal 1—Local Board Response

Board response and corresponding plan page number(s): pp.10, 11,12

Core Principals of Inclusive Growth include:

- 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

**Sector-Based Partnerships** is the strategy WSA will utilize to meet employer needs, leverage partnerships, and enhance system alignment. The core principles include a high level on industry engagement and delivery of services based on this strategy. Through greater engagement with employers, education and training provider career and technical education programs are aligned to industry needs.

Sector partnerships the must be data driven, WSA utilizes multiple sources of data to perform demographic, educational, employment, and wage trend analysis. These sources include industry snapshots and projections to understand the current and future movement in the environment. Other sources of data are labor market data, cost of living data, educational attainment and hiring needs of target occupations, availability of in-demand occupations or occupations that provide lower wages, and growth industries. Analysis also includes community-level US Census data that provide insight on population growth, and place of residence compared to place of work.

Sector partnerships should facilitate career pathways that lead to skills required by target industries, industry-recognized post-secondary credentials, and living-wage jobs. WSA has

identified career pathways, with stackable credentials, so that job seekers can receive necessary skills instruction within a sector. The criteria for these skills are employer-driven and informed by data collected from employer partners. Demographic and descriptive data ensures that the special needs of target populations are addressed.

#### System Goal 2 and Rationale

##### Engage in Partnerships.

Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants—from across a wide spectrum of capabilities and experiences—to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data, and information. Partnerships can provide for common planning, intake, and reporting on outcomes, as well as ensuring a “no wrong door” approach to the provision of workforce programs and services.

#### System Goal 2—Local Board Response

Board response and corresponding plan page number(s): p.10, 11, 13,14,15,16

WSA’s 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. This is accomplished through strategic partnerships.

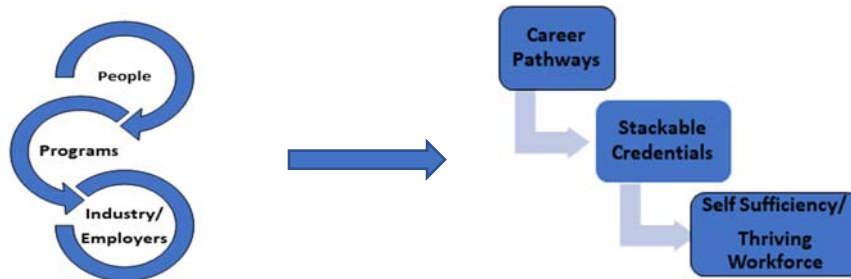
[Sector-Based Partnerships](#) is the strategy WSA will utilize to meet employer needs, leverage partnerships, and enhance system alignment from within and externally. Key performance metrics identified through this strategy will be inclusive of TWC performance measures as well as the shared needs of the partnership. Common planning, intake and reporting of outcomes will drive the success of the partnership and the provision of workforce programs and services/

Workforce Solutions Alamo is working toward the development of a [sector-based partnership model](#) based on best practices in workforce development. WSA has worked to create partnerships within the regional labor market level in the 13-county area served by WSA. These partnerships include a diverse collection of employers, government entities and elected officials, education and training partners, economic development organizations, labor associations and organizations, and community-based and non-profit social service agencies that create an ecosystem focused on the development of the local workforce and driven by industry demand.

WSA has established the agency as the convener of these partnerships and acts as a coordinating partner across multiple sectors to facilitate communication, funding, innovation, and progress. WSA’s approach incorporates data collection from specific constituencies in order to create highly customized responses to the needs of target industries.

WSA has transitioned from short-term collaborations that exist for the duration of a single grant or program to the establishment of long-term connectedness that envisions employers as partners with significant participation of the workforce as opposed to external customers. Furthermore, the model emphasizes people and relationships within a replicable process with defined outcome measures. The goal of WSA is to identify and prioritize the existing strengths of its partners to drive workforce and economic development for the region.

Workforce Solutions Alamo is committed to the people of the Alamo region, the execution of its programs with efficiency and intentionality, and to maintaining fidelity to identified target industries and occupations using data-driven approaches. The dynamic relationship that exists between People, Programs, and Industry serves as an iterative mechanism to facilitate process and program improvement while promoting innovation and collaboration.



### System Goal 3 and Rationale

#### Align System Elements

By improving transitions, aligning programs, and ensuring portability and transferability, Texas improves access and the ability of all participants to complete programs of study, earn credentials, transition to further education, and gain critical employability skills. Texas employers are better positioned to find and hire the employees they need through an enhanced education and training pipeline.

#### System Goal 3—Local Board Response

Board response and corresponding plan page number(s): p, 17,18,19

#### Board Response: Resource Alignment

The sector-based framework of WSA prioritizes strategies that promote systems change and partnership across multiple sectors of the workforce ecosystem. Multiple entry points into the career pathway systems acknowledge varied levels of existing educational attainment to ensure equitable opportunities for career and skills development. Improving transitions, aligning Core programs, and ensuring portability and transferability is a WSA objective in the Sector Strategy model. Improving access and the ability of all participants who enter the workforce system at any level and with any barrier to employment to complete programs of study, earn credentials, transition to further education, and gain critical employability skills begins with alignment of services available through the workforce system and the broader ecosystem. The work of aligning Core programs required partners and systems starts 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.

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.

WSA Board staff are active participants with the regional AEL Alamo Consortium that consist of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20). Providers offer a variety of adult education services across the 13 county Alamo area. Students can be served as young as 16 years of age, and services are free of charge. Students are eligible if they need to earn their TxCHSE, improve basic skills, or learn English. Classes are offered both in-person and virtually at a variety of locations and times. To efficiently coordinate operations and services, leadership from both of our groups has

been engaged in strategic planning, business engagement and facility co-location. Coordination of VRS services is spearheaded by the WSA Disability Navigators. 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 the workforce centers in the Alamo workforce area. AEL, VRS, and WSA contractors are provided guidance and strategies regarding alignment and leveraging of resources and are responsible for integration of services. The WSA Disability Navigators guide the alignment of VRS services to other Core Programs. 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.

#### System Goal 4 and Rationale

##### Improve and Integrate Programs

Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision-making at the system, partner, and participant levels is improved and system service delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.

#### System Goal 4—Local Board Response

Board response and corresponding plan page number(s): 9,14,15,18

To accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders WSA has engages partners to foster cooperation based in individual locales as well as larger regional strategies necessary to support the entire Alamo region. WSA continues to focus on data-driven analysis of successful strategies and the promotion of self-sufficiency of its clients. The following diagram illustrates the structure of the sector-based partnerships infrastructure will be developed for the Alamo regions.



**Strategic Opportunities to Drive Local Implementation**

Before TWIC began the process to develop the new system strategic plan, Board directors were invited to provide input on issues and opportunities for consideration in system planning. Please consider the responses you provided (above) to local board area implementation of the four primary goals in the current system plan and identify how the new system strategic plan can help future implementation of your regional goals and strategies related to the following:

Increase engagement of target populations, including Opportunity Youth, Texans with disabilities, foster youth, and sex-trafficking victims.

Describe Board strategies that support engagement of sometimes underserved populations.

Board response and corresponding plan page number(s):

- 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 addition to providing learning opportunities, work-based training enables participants to earn needed wages while gaining valuable work experience and building networks and social capital. Collaboration with partners in the Alamo area to provide additional services or supports for participants that may include American GI Forum, San Antonio Food Bank, Goodwill Industries and Christian Assistance Ministries. These partners provide work experience opportunities, food assistance and other support services.
- WSA is working with TWC’s Vocational Rehabilitation program to ensure services for individuals with disabilities. Co-location of Vocational Rehabilitation staff in workforce centers facilitates immediate referrals between workforce and rehabilitation services. Monthly meetings between management staff and regional VR staff occurs and allows service delivery issues or concerns to be identified and resolved. The Alamo Area

Coalition was convened by WSA as a clearinghouse of information on events supporting individuals with disabilities in the Alamo area. Coalition members include Alamo Area Council of Governments, The ARC-SA, Center for Excellence, Autism Life Links, Disability SA, Vocational Rehabilitation, River City Group, Providence Place and South Fields.

- 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. P.82, 83,84
- 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 College Reengagement. In partnership with Alamo Colleges, WSA is working with two campuses, San Antonio College (SAC) and St. Philip's College to provide students who drop out or need assistance to have access to workforce development services on-site and begin a career pathway to a portable postsecondary credential. This initiative is customized to address the growing number of those who begin college but do not complete or attain a credential. WSA will also provide a career awareness Jobs Y'all event for middle, high school, and post-secondary students. This event will connect with sector-based employers, will explore career opportunities and provide an understanding of career pathways to in-demand careers.
- WSA will 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. WSA engages and supports AEL grant recipients and the AEL Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. WSA will work with integrated education programs located within the AEL Alamo Consortium and will support the development of integrated programs career pathways.
- 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, including

customers with specific needs or barriers to employment such as the homeless, pregnant, or parenting teens and sex trafficking victims. P.82,83,84,85,86

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Improve efficiency and outcomes through data-driven decision-making and investments.

Describe Board strategies that support data-driven decision-making and investments.

Board response and corresponding plan page number(s)

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- 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. Improved technology options will assist customers with specific needs or barriers to employment. Incorporating data reports to support decision making and investments will assure all customers, including participants with barriers to employment are adequately served. WSA will continue offering data analysis and information services to key partners and stakeholders in the community that have executed a data sharing agreement and/or a memorandum of understanding. 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. P. 82



## ***Appendix 2: WIOA Board Two-Year Plan Modification Form***

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### ***Overview***

The Workforce Innovation and Opportunity Act (WIOA) Final Rule at 20 CFR §679.580 requires that at the end of the first two years of the four-year local plan, Local Workforce Development Boards (Boards) and their appropriate chief elected officials (CEOs) review their local plans and prepare and submit modifications to reflect labor market changes, economic conditions, and other factors affecting plan implementation. These factors may include, but are not limited to, changes to the financing available to support WIOA Title I services and partner-provided WIOA services or a need to revise strategies in order to meet local performance goals.

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### ***Instructions***

Boards must respond to each of the following prompts and make corresponding changes to their plans. When modifying their plans, Boards must use Track Changes for easy identification by the Texas Workforce Commission during review. If no modifications are required, Boards must provide a brief yet detailed explanation as to how the Board and its CEO(s) made that determination. For each response, include **all** corresponding page numbers from the plan.

*1a. Describe any changes in labor market and economic conditions in the Board's local workforce development area, including changes to the employment needs of employers and changes to existing and emerging in-demand industry sectors and occupations.*

The economic environment of the WSA service region strengthened significantly during the four years, prior to the pandemic of 2020, coronavirus disease, 2019, (COVID-19), offering quality employment opportunities for varying occupations and skill levels to local job seekers. For the past four years, through February 2020, the Alamo region had a growing economy with record low unemployment. The pandemic of 2020, coronavirus disease, 2019, (COVID-19) affected the Alamo area as well as Texas and the Nation. Emerging industry needs post pandemic include understanding how industries operate, and the reskilling needs of incumbent workers employed by industries. Other emerging industry needs to understand, and address are the long-term structural changes to industries operating processes resulting from the COVID-19 pandemic. A review of jobs indicates the labor market is rebounding, as of February 2021 one major industry, Trade Transportation and Utilities indicated growth. By February 2022, six major industries of eleven indicated growth (TWC/Current Employment Statistics). As the Alamo region embarks on the changes due to the COVID-19 pandemic and the changes occurring during the economic recovery, Alamo WDA reviews the strengths of the existing and emerging economy.

in 2020 the annual average employment in the WSA Alamo region was 1,122,429. By 2030, the annual average employment is projected to grow to 1,364,578, showing an increase of 21.6% in comparison to the base year of 2020.

Findings from QCEW indicates that the Alamo WDA, the industry sectors with the most establishments are: Healthcare and Social Assistance (62) with 10,223, Professional, Scientific and Professional Services (54) with 7,572, Retail Trade (44-45) and Accommodations and Food Services (72) with 6,606 and 5,583 respectfully. in terms of average employment, the Healthcare

and Social Assistance sector (62) is the largest industry with 173,166 jobs, followed by Retail Trade (44-45) with 125,875 positions, Accommodation and Food Service with 117,614 positions, and Educational Services (61) with 103,611 positions. Industries with large, triple digit employment the Accommodation and Food Service (72) and the 44-45 Retail Trade, indicated an inverse relationship with wages at \$503 and 835 (Average Weekly Wage) respectively. The five industry sectors with the highest weekly wages are Management of Companies and Enterprise (55) Finance and Insurance (52) and Mining Quarrying and Oil and Gas (21) at \$2,634.00, \$1,858.00, and \$1,838.00 respectively. Two IT/Cyber related sectors Professional, Scientific, and Technical Services (54) and Information (51) have average weekly wage at \$1,755.00 and \$1,514.00 respectively. Finally, Wholesale Trade (42) has the next highest average weekly wages at \$1,687.00.

The Healthcare and Social Assistance (62) sector continues to enhance its position as a primary driver of the local economy. In 2020 the estimated annual average employment for this sector was 154,904 jobs. According to TWC projections it is expected that by the year of 2030 the Healthcare and Social Assistance (62) sector will continue to be the largest industry employer with 196,420 jobs, 41,516 new jobs will be added by 2030, the end of the projection period. The Healthcare industry, a component of the Healthcare and Social Assistance (62) sector, is the largest industry in the Alamo Region. This industry is spearheaded by the South Texas Medical Center, the University of Texas Health Science Center, and the surrounding major cluster of healthcare facilities.

The Mining, Quarrying, and Oil and Gas Extraction (21), an industry with historical downturns, is projected to add 6,514 new jobs by the year of 2030, representing a 71.1 percent employment growth in comparison to the base year of 2020. Reviewing employment and wages for the projection decade, Health Care & Social Assistance (62), Accommodation & Food Services (72), Retail Trade (44-45) and Educational Services (61) are projected to be the four sectors within the WDA Alamo region with the most jobs at the end of the 2030 projection year with 196,420, 142,019, and 135,202 and 111,172. The sectors with the highest wages are Management of Companies and Enterprises (55) at \$65.85 hourly, Mining, Quarrying and Oil and Gas Extraction (21) at \$45.95 and Professional, Scientific and Technical Services (54) at \$43.88. Professional, Scientific, and Technical Services (54) sector, industries 5416, 5417 and 5415 respectively, are Cybersecurity related NAICS. Information Technology and Cybersecurity lead by JBSA Airforce Cyber, UTSA Cyber Security and Southwest Regional Institute (SwRI) create a nucleus of cyber and defense technology.

WSA identified targeted industry clusters that align with the Governor's Industry Clusters, and local regional partners which positions the region to capitalize on state investments to support WSA's regional economic and workforce development initiatives and industries important to the Alamo Region. The industries aligning with the Governors Clusters are Oil and Gas Extraction, Utility System Construction, Motor Vehicle Manufacturing, Motor Vehicle Parts Manufacturing, Aerospace Products and Parts Manufacturing, Computer System Design and Related Services and Medical and Diagnostic Laboratories. The WSA Target Industry Clusters/Sectors/Industries are in strong alignment with those of regional economic development partners in metropolitan Bexar County and surrounding counties. Bexar County partners, the San Antonio Economic Development Foundation (SAEDF)/Greater SATX, Bexar County Economic Development (Bexar

Co ED), SA2020, SA Tomorrow, SA WorkX, the City of San Antonio Economic Development Department (COSA EDD), and the Alamo Area Council of Governments (AACOG) as articulated in the region's Comprehensive Economic Development Strategy (CEDS) and the Ready to Work Alliance. Alignment with the partners, governors' clusters were secondary data targets considered in the industry analysis process.

The backbone of a growth economy is one that has strengthened and diversified. Today San Antonio has evolved beyond its "traditional three" economic influencers — tourism, military, and health care. Although these industries remain important economic assets, the target growth areas for WSA and economic partners include industries with the "new mid-skill, mid-wage" jobs. Newer mid-skill/mid-wage jobs require technical certifications and associate degrees and work experience. These jobs are well compensated, show considerable employment growth over time, and their performance requires more skilled technical, analytical, problem solving, administrative, and communicative skills. The target job growth areas where the "new" analytical, high-tech jobs are found in the industries and clusters identified by Workforce Solutions Alamo. The WSA industries analysis for the years of 2020-2030 projection years will focus only on a subset of the 2018-2028 identified target sectors. As defined, these 2020-2030 new target sectors align with the identified 4-Digit in-demand industries, they have a substantial current or potential impact on the local economy. The analysis for the in-demand industries is conducted at the 4-Digit industry NAICS.

Workforce Solutions Alamo (WSA) recognizes the following **eight in-demand target sectors** for the period of 2020-2030: Healthcare and Social Assistance (62), Educational Services (61), Finance and Insurance (52), Construction (23), Professional, Scientific, and Technical Services (54), Manufacturing (31-33), Transportation & Warehousing (48-49), and Mining, Quarrying, and Oil and Gas Extraction (21) and one added through local wisdom Accommodation and Food Service (72).

Workforce Solutions Alamo recognizes the **following 17 in-demand industries:** 3361-Motor Vehicle Manufacturing, 3363-Motor Vehicle Parts Manufacturing, 3364-Aerospace Products and Parts Manufacturing, 6211-Offices of Physicians, 6221-General Medical and Surgical Hospitals, 6212-Offices of Dentist, 6215-Medical and Diagnostic Laboratories, 5415-Computer Systems Design, 5416-Management/Scientific, and Technical Consulting Services, 2382-Building Equipment Contractors, 2371-Utility System Construction, 5221-Depository Credit Intermediation, 2111-Oil and Gas Extraction, 4931-Warehousing and Storage, 2131-Support Activities for Mining, 6111-Elementary and Secondary Schools were identified through industry analysis and one industry added by local wisdom 7211-Traveler Accommodation.

WSA applies TWC's long term projections to identify industries and occupations that will likely grow the fastest (by % change). Long term projections also point to industries and occupations likely to have the largest absolute employment growth (by numeric change) over the projection period, from 2020-2030. The projections for fastest growing or most added jobs were included in the data analysis of target industries and occupations for the Alamo region. Industries were also selected based on secondary data targets, such as average weekly wages, competitive effect, Location Quotient, Regional percent of Industry, percent female employment and "local wisdom." Growth assumes an adequate supply of workers with relevant skills; therefore, an analysis of

trained/available workers and a validation of skills gaps were also completed. The local labor market analysis included input from all relevant stakeholders.

Pages, 21-43

*Ib. Describe any changes made to the Board's Target Occupations, In-Demand Occupations, and In-Demand Industries lists since the four-year local plan was approved in July 2021 and include the updated template (WD Letter 18-22, Attachment 3, WIOA Target Occupations, In-Demand Occupations, and In-Demand Industries Template). If no changes were made to a list, submit the current list with the current date. Describe the review process that the Board used to determine whether the Target Occupations, In-Demand Occupations, and In-Demand Industries lists required modification. Cite all sources used.*

**Changes to the Target Industries and Occupations are as follows:**

**3 Industry sectors were removed.**

Retail Trade,  
Wholesale Trade,  
Information,

**4-Digit Industries removed:**

6223- Specialty (except Psychiatric and Substance Abuse) Hospitals\*  
5182-Data Processing and Related Services  
4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers  
2373 Highway, Street and Bridge Construction  
5413 Architectural Engineer and Related Services  
4441 Building Material and Supplies Dealers  
5242 Agencies, Brokerages and Other Insurance Related Activities

**Industries were reviewed based on primary and secondary data targets.**

5182- Negative (loss) number change and %Change  
2373- Number change and %Change of 393, 10.7% did not meet industry primary data targets  
5413- Number change and % Change of 449, 36 did not meet industry primary data targets  
4441-% change did not meet primary data targets, meet only 2 secondary data targets  
5242- % change did not meet primary data target, only 2 secondary data targets  
6223-Number change and % Change of 206 and 15% did not meet primary data targets, only 2 secondary data targets  
4234- % Change did not meet primary data target, meet only 1 secondary data target.

**Occupations Removed: 14 Occupations were removed.** Some of the 21 occupations originally removed under the first draft 57 Occupations list were added on at the request of partners.

**Did not fall in staffing patterns.**

13-1041 Compliance Officers  
13-1151 Training and Development Specialists  
17-3026 Industrial Engineering Technologists and Technicians

17-2112 Industrial Engineers

**Did not meet primary data change targets, only 1 secondary.**

13-2052 Personal Financial Advisors  
17-2061 Computer Hardware Engineers  
47-2211 Sheet Metal Workers

**Meet 1 change or 2 or 1 primary data targets.**

29-1031 Dietitians and Nutritionists  
31-9097 Phlebotomists (does not meet wage)  
41-4011 Sales Rep., Wholesale & Manufacturing, Technical & Scientific Products \* Related to wholesale trade.  
43-4051 Customer Service Representatives

**Meet all primary, 3 of 6 secondary.**

13-1161 Market Research Analysts and Marketing Specialists  
41-3031 Securities, Commodities, and Financial Services Sales Agents\* related to insurance industry.  
51-1011 First-Line Supervisors of Production and Operating Workers \* On High Demand

**Occupations Added:**

Occupations Added: Were identified in Red in the template and Target Occupation List.

29-1292 Dental Hygienist  
29-2099 Health Technologist and Technicians, All Other  
29-2072 Medical Records Specialist  
15-1243 Database Architects  
15-1253 Software Quality Assurance Analysts and Testers  
15-1299 Computer Occupations, All Other  
11-9021 Construction Manager  
19-2042 Geoscientist, Except Hydrologist and Geographers  
11-3071 Transportation and Distribution Managers  
43-1011 First Line Supervisors of Office and Administrative Support Workers

**All updates were included in the templates. (WD Letter 18-22, Attachment 3, WIOA Target Occupations, In-Demand Occupations, and In-Demand Industries Template)**

**Methodology, Target Industries, Target Occupations**

**Rational:**

Workforce Solutions Alamo, will review, revise, and submit modifications to the 2021 -2024 local Board Plan at the end of the first two-year period of the four-year local plan, in compliance with the Texas Workforce Commission (TWC) WD letter 18-20. The two-year plan modification reflects changes in the labor market, economic conditions, changes to the employment needs and changes to existing and emerging in-demand industries, and occupations as well as factors and strategies affecting the plan implementation. The plan modification will describe how the WIOA in- Demand Industries, Target Occupations, In-Demand Occupations, lists were reviewed, revised, and sources that were utilized are cited.

**Goals for the Board Plan modification are to review, revise and update:**

In-Demand Industries and Target Occupation

In-Demand Industry sectors

The Economic and Workforce Analysis

The Knowledge and Skills Analysis

Labor Force Analysis and Trends for the Alamo Workforce Development Area and a review of people, community with barriers to employment and employers served.

The Workforce Development Activities Analysis

Strategies, factors, and financing affecting the plan implementation and performance goals.

Publish the proposed plan modification for public comment for 30 days.

**Strategies:**

To accomplish these goals, WSA will use information from a variety of external and internal data sources.

**The following list details WSA's main sources of information:**

Texas Workforce Commission (TWC) Labor Market and Career Information

TWC Quarterly Census of Employment and Wages (QCEW)

TWC Industry and Occupational Projections 2020-2030

TWC Texas Labor Analysis

TWC Staffing Patterns for In-Demand Industries

U.S. Census Bureau 5-year estimates

EMSI/Lightcast Labor Mark Data

TWIST and Work in Texas (WIT)

**Research Methods/ Methodology**

Analysis of historical labor market trends,

Review of WSA target Industries, clusters, sectors

Review of 2020-2030 industry projections by using 4-digit NAICS.

Collapse Industry NAICS based on WSA primary & secondary data targets (cut-off criteria)

Identify in-demand industries.

Review of staffing pattern of in-demand industries

Review of Occupations

TWC Occupational Projections 2020-2030

Collapse Occupations on WSA primary and secondary data targets

Stakeholder Input, local wisdom

**Primary Data Targets Industries**

Texas Workforce Commission 2020-2030 Industry Growth Projections

Job Growth Projections, % Growth  $\geq 21.6\%$  and/or number change (absolute)  $\geq 500+$  (50+ for counties)

Mean Wages of at least \$17.00/hourly, \$35,360 annual

**Secondary Data Targets Industries**

Competitive Effect 1,000 or higher

2% Regional Employment/Jobs  
Location Quotient of 1.00 or higher  
Female employment  $\geq 50\%$   
Help Wanted Online Postings  $\geq 300$ , 2nd Qtr. 2022  
STEM related.  
Local targets for investments, partners, employers  
Industries strong in counties, meet data targets for counties (Percent change data target  $\geq 21.6\%$  and/or Number Change data target  $\geq 50$ , mean wage \$17.00 hourly, LQ  $\geq 3.0$ )  
TWC Adding the most jobs and fastest growing and most job openings.

### **Research Process for Occupations**

Match Industries (NAICS to occupations (SOC codes) using staffing patterns.

### **Primary Data Targets Occupations**

Texas Workforce Commission 2020-2030 Occupational Projections, Job Growth Projections:  
% Growth (% change)  $\geq$  or 21.6% and/or number change (absolute)  $\geq 500$   
Mean Wages  $\geq$ \$17.00 hourly, \$35,360 annual  
Educational requirements  $>$ Highschool Diploma,  $\leq$ Bachelors

### **Secondary Data Targets**

Employment changes due to growth (not exits)  $\geq 50$   
Entry Wage  $\geq$ \$15.00 hourly  
Help Wanted On-Line (HWOL) postings  $\geq 300$ , 2nd Qtr. 2022  
STEM Related  
Top 25 Occupations Current Employment  
Local Targets for Investment  
Occupations (TWC) Adding Most Jobs, Fastest Growing, Most Job Openings  
Occupation has a related Code for Instructional Program (CIP)  
Stakeholder Input, Local Wisdom

### **Results:**

7 Clusters  
9 In-Demand Sectors (2-Digit)  
16-In-Demand Industries (4-Digit) one added by partner request, 17 final total for in-demand Industries  
57 Target-Demand Occupations (Targets for WIOA Training) before comment period, 72 Target-Demand Occupations are the final after comment period.  
20 In-Demand Occupations

*2. Describe any changes in the financing available to support WIOA Title I services and partner provided WIOA services that have affected the implementation of the Board's plan. For partner-provided services, Boards should consider the roles and resource contributions of the Workforce*

*Solutions Offices, changes in partner infrastructure contributions, and whether any financial changes have required the Board to revise a strategy that was described in the original plan. For example, if reductions in federal funding or changes in the Board's funding strategies have required the Board to consider closing one or more Workforce Solutions Offices or if a shift in how services are delivered has changed the amount available for operating costs, Boards must include this information as part of the two-year modification.*

No major changes are anticipated to Workforce Solutions Offices in operation, partner contributions or provided services. We have one Center or Satellite in 12 rural counties, plus five Centers in Bexar County, and a Satellite also in Bexar County (for NCP at the Court House). WSA is exploring long-range plans to meet and service customers where customers are located. An example of this strategy is the provision of services at the San Antonio Food Bank. This Co-Location will allow outreach SNAP and Choices participants served at the Food Bank. A strategy may also include a mobile unit, as well as self-service options, and enhance accessibility through online, virtual services and mobile-app channels. To help address potential changes in funding at the state or federal level, we are reviewing all our leases and establishing 5-year plans to address changes in funding. Ideally, our goal would be to retain all the locations. WSA is looking into ways to address costs, for example, with the use of technology for customer service, virtual service options and the use of technology to reduce costs in storage of documents.

*3. Describe any changes made to the strategies used to meet local performance goals.*

Since the initial writing of the Local Plan, WSA has now mostly met and/or exceeded most WIOA and other TWC-contracted performance goals.

WSA's strategy has included more careful and thoughtful planning, a more thorough analysis of data, and the implementation of process improvements at various levels. Through the deliberation of a long-term vision and its accompanying policies that, as overseen by Board staff and implemented by Service Providers (subrecipients), have an immediate impact on services. In addition, our current success is due to having gained on the one hand, internal stability through teamwork, training, and oversight and, on the other hand, expanded external productivity through partnerships. The implementation of corrective action plans, up to and including procuring services and contracting new subrecipients as required, will ensure that we have in place clear expectations. All these expectations are written in the subrecipient contracts.

Training is made available and offered to staff on a regular basis. Data is readily gathered and analyzed both at the Board and Contractor levels and is reviewed monthly, and this is also reported and reviewed by the Board every other month. Oversight and monitoring, thus, occur on an ongoing basis.



WSA is in the process of obtaining customer feedback to strengthen operations and inform existing processes. This feedback, along with local labor market data will be utilized to understand the shift in the workforce and how to meet the demands of employers. WSA will continue procuring/utilizing labor market tools which facilitate the analysis and reporting of key local and state-level data. These strategies along with other mechanisms helps ensure that we maintain the highest level of customer service, which is conducive to accountability and high-performance achievement.

[Corresponds to pages 100,116)

The sector strategy framework is tied to other more specific strategies in how we approach working with employers, training/educational providers, partners, and jobseekers, incumbent workers, and students. Having a more concise framework helps to more clearly focus on how to fulfill our mission.

*4. Describe any other factors affecting plan implementation.*

Clarity in the Role of Local Boards. Expectations at the local level may at times go above and beyond the role of what Boards are contracted by TWC to do. Additional educational materials to local areas from the part of TWC may be conducive in helping to clarify a Local Board's role in the community.

Availability of Education/Training. The rapid pace at which industry evolves presents challenges in the ability that training providers have in offering programs that promptly adapt to industry needs.

Working closely and involving employers and training providers is one mechanism that can help bridge this gap, but it can often fall short particularly in industries experiencing rapid change, such as those where technology is more rapidly advancing.

Data/Analysis. TWIST is tailored to report data/information at the Center, Board, and Program/Grant level. However, Boards report to local officials including, for example, the City of San Antonio, Bexar County, and the Area Judges. This requires us to produce reports at various geographical units, for instance, Council Districts and Precincts. It would be beneficial for TWC data applications to be more flexible in the way that the data can be reported.



**Appendix 3: Detailed Target Occupation List**

The tables are available in a more readable format upon request.

No.	SOC	SOC Title	Current Employment (2021)	Education	Entry Level Wage (as of 2021)	Experienced Level Wage (as of 2021)	Change in Employment 2020-2030	Percentage Change	Change in Emp by Growth	Help Wanted 2nd Qtr 2022	Career Cluster	STEM	Occup. Code	Mean Wage	Target Industry Staffing Pattern	Additional Information
<b>Aerospace /Manufacturing</b>																
1	43-5061	Production, Planning, and Expediting Clerks	2,190	High-School Diploma or Equivalent	\$33,616	\$56,810	574	25.81	57	589	Transportation, Distribution and Logistics	No	43-5061	\$49,078	Transportation Equipment Manufacturing	
2	49-1011	First-Line Supervisors of Mechanics,	4,620	High-School Diploma or Equivalent	\$43,485	\$81,164	929	23.63	93	739	Manufacturing	No	49-1011	\$68,604	Support Activities for Mining	
3	49-3011	Aircraft Mechanics and Service Technicians	1,790	Postsecondary Non-Degree Award	\$46,247	\$68,114	244	14.64	24	190	Transportation, Distribution and Logistics	No	49-3011	\$60,825	Transportation Equipment Manufacturing	
4	49-9041	Industrial Machinery Mechanics	2,070	High-School Diploma or Equivalent	\$39,215	\$66,583	765	35.85	76	243	Manufacturing	No	49-9041	\$57,461	Transportation Equipment Manufacturing	
5	49-9071	Maintenance and Repair Workers, General	9,960	High-School Diploma or Equivalent	\$27,102	\$44,763	2,322	23.34	232	2,545	Architecture and Construction	No	49-9071	\$38,876	Transportation Equipment Manufacturing	
6	51-4121	Welders, Cutters, Solderers, and Brazers	2,240	High-School Diploma or Equivalent	\$32,261	\$54,709	482	23.15	48	135	Manufacturing	No	51-4121	\$47,226	Transportation Equipment Manufacturing	Includes all specializations 51-4122
7	17-3021	Aerospace Engineering and Operations Technologists and Technicians*	50	Associate's Degree	\$51,707	\$83,895	74	34.26	7	16	Science, Technology, Engineering and Mathematics	Yes	17-3021	\$73,166	Transportation Equipment Manufacturing	
8	51-4041	Machinists **	800	High-School Diploma or Equivalent	\$33,175	\$54,167	357	30.96	36	53	Manufacturing	No	51-4051	\$47,169	Transportation Equipment Manufacturing	

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No.	SOC	SOC Title	Current Employment (2021)	Education	Entry Level Wage (as of 2021)	Experienced Level Wage (as of 2021)	Change in Employment 2020-2030	Percentage Change	Change in Emp by Growth	Help Wanted 2nd Qtr 2022	Career Cluster	STEM	Occup. Code	Mean Wage	Target Industry Staffing Pattern	Additional Information
Healthcare																
9	11-9111	Medical and Health Services Managers	3,410	Bachelor's Degree	\$70,546	\$137,286	1,603	43.14	160	2,937	Business, Management and Administration	Yes	11-9111	\$115,040	Hospitals	
10	29-1141	Registered Nurses	19,650	Bachelor's Degree	\$60,178	\$87,952	4,079	18.33	408	9,532	Health Science	Yes	29-1141	\$78,694	Hospitals	
11	29-1292	Dental Hygienists*	940	Associate's Degree	\$62,109	\$85,142	462	39.90	46	98	Health Science	Yes	29-1292	\$77,464	Denist	
12	29-2032	Diagnostic Medical Sonographers	870	Associate's Degree	\$59,078	\$82,658	131	30.47	13	261	Health Science	Yes	29-2032	\$74,798	Medical Diagnostic Labs	
13	29-2034	Radiologic Technologists and Technicians	1,490	Associate's Degree	\$44,205	\$72,386	302	19.73	30	419	Health Science	Yes	29-2034	\$62,992	Medical Diagnostic Labs	
14	29-2052	Pharmacy Technicians	3,410	High-School Diploma or Equivalent	\$31,377	\$42,945	813	25.16	81	500	Health Science	Yes	29-2052	\$39,089	Hospitals	
15	29-2061	Licensed Practical and Licensed Vocational Nurses	6,640	Postsecondary Non-Degree Award	\$41,954	\$55,732	1,308	16.34	131	1,817	Health Science	Yes	29-2061	\$51,139	Offices of Physicians	
16	29-2099	Health Technologists and Technicians, All Other *	1,350	Associate's Degree	\$32,638	\$49,366	585	19.68	58	944	Health Science	Yes	29-2099	\$43,790	Hospitals	Crosswalks to 29-2036, 29-2072, 29-2054, 29-2071, 29-9093, 29-9021, 29-2098, 29-2054-Respiratory Therapy Technicians
17	31-2021	Physical Therapist Assistants	960	Associate's Degree	\$49,503	\$83,192	278	41.62	28	236	Health Science	Yes	31-2021	\$71,962	Hospitals	
18	31-9091	Dental Assistants	3,420	Postsecondary Non-Degree Award	\$28,418	\$43,400	1,328	38.85	133	501	Health Science	Yes	31-1131	\$38,406	Denist	
19	31-9092	Medical Assistants	8,380	Postsecondary Non-Degree Award	\$28,233	\$36,672	2,313	29.23	231	1,342	Health Science	Yes	31-9092	\$33,859	Offices of Physicians	
20	43-6013	Medical Secretaries and Administrative Assistants	6,230	High-School Diploma or Equivalent	\$28,519	\$40,084	1,877	23.66	188	1,273	Business, Management and Administration	No	43-6013	\$36,229	Offices of Physicians	
21	29-2072	Medical Records Specialists*	1,910	Postsecondary Non-Degree Award	\$30,837	\$50,295	585	19.68	58	849	Health Science	Yes	29-2072	\$43,809	Offices of Physicians	
22	29-1126	Respiratory Therapists **	910	Associate's Degree	\$52,997	\$69,531	343	33.46	34	289	Health Science	Yes	29-1126	\$64,019	Hospitals	
23	29-2010	Clinical Laboratory Technologists and Technicians **	2,470	Associate's Degree	\$34,160	\$61,073	512	19.75	51	N/A	Health Science	Yes	29-2010	\$52,102	Medical Diagnostic Labs	
24	29-2031	Cardiovascular Technologists and Technicians **	340	Associate's Degree	\$33,679	\$70,974	138	21.00	14	392	Health Science	Yes	29-2031	\$58,542	Hospitals	
25	29-2055	Surgical Technologists **	1,270	Postsecondary Non-Degree Award	\$35,817	\$51,462	263	18.75	26	310	Health Science	Yes	29-2055	\$46,247	Hospitals	
26	31-2011	Occupational Therapy Assistants **	400	Associate's Degree	\$48,121	\$79,479	227	45.95	23	131	Health Science	Yes	31-2011	\$69,026	Hospitals	

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Information Technology/Cybersecurity																
27	11-3021	Computer and Information Systems Managers	3,260	Bachelor's Degree	\$96,544	\$170,515	671	31.30	67	193	Information Technology	Yes	11-3021	\$145,858	Computer Systems Design and Related Services	
28	15-1211	Computer Systems Analysts	3,310	Bachelor's Degree	\$62,816	\$114,176	1,211	27.45	121	962	Information Technology	Yes	15-1211	\$97,056	Computer Systems Design and Related Services	Includes 15-1121
29	15-1212	Information Security Analysts	1,270	Bachelor's Degree	\$65,476	\$118,290	623	62.18	62	2,015	Information Technology	Yes	15-1212	\$100,685	Computer Systems Design and Related Services	Includes 15-1122
30	15-1231	Computer Network Support Specialists	870	Associate's Degree	\$41,705	\$76,936	426	32.69	43	199	Information Technology	Yes	15-1231	\$65,193	Computer Systems Design and Related Services	
31	15-1232	Computer User Support Specialists	5,020	Some College, No Degree	\$33,817	\$59,264	1,239	25.56	124	1,416	Information Technology	Yes	15-1232	\$50,781	Computer Systems Design and Related Services	Includes 15-1151
32	15-1241	Computer Network Architects	900	Bachelor's Degree	\$66,552	\$132,487	377	29.09	38	374	Information Technology	Yes	15-1241	\$110,509	Computer Systems Design and Related Services	
33	15-1242	Database Administrators*	600	Bachelor's Degree	\$60,407	\$116,755	255	25.10	26	756	Information Technology	Yes	15-1242	\$97,972	Computer Systems Design and Related Services	
34	15-1243	Database Architects *	310	Bachelor's Degree	\$95,533	\$151,643	255	25.10	26	N/A	Information Technology	Yes	15-1243	\$132,940	Computer Systems Design and Related Services	Includes 15-1143
35	15-1244	Network and Computer Systems Administrators	2,700	Bachelor's Degree	\$57,633	\$98,591	836	27.63	84	747	Information Technology	Yes	15-1244	\$84,938	Management, Scientific, and Technical Consulting Services	Includes 15-1142
36	15-1252	Software Developers *	5,130	Bachelor's Degree	\$70,492	\$124,992	2,825	41.53	282	5,638	Information Technology	Yes	15-1252	\$106,826	Computer Systems Design and Related Services	Includes 15-1256
37	15-1253	Software Quality Assurance Analysts and Testers *	1,070	Bachelor's Degree	\$56,707	\$100,869	2,825	41.53	282	N/A	Information Technology	Yes	15-1253	\$86,148	Computer Systems Design and Related Services	Includes 15-1256 * 15-1133, *15-1132
38	15-1254	Web Developers*	350	Associate's Degree	\$39,871	\$90,555	274	27.18	27	604	Information Technology	Yes	15-1254	\$73,660	Computer Systems Design and Related Services	
39	15-1255	Web and Digital Interface Designers	320	Bachelor's Degree	\$41,116	\$84,411	274	27.18	27	N/A	Information Technology	Yes	15-1255	\$69,979	Computer Systems Design and Related Services	Includes 15-1134, *15-1257
40	15-1299	Computer Occupations, All Other*	4,090	Bachelor's Degree	\$59,826	\$108,301	907	22.68	91	5,290	Information Technology	Yes	15-1299	\$92,142	Computer Systems Design and Related Services	
41	15-2031	Operations Research Analysts	1,350	Bachelor's Degree	\$56,957	\$128,751	358	43.77	36	824	Business, Management and Administration	Yes	15-2031	\$104,820	Management, Scientific, and Technical Consulting Services	

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Construction/Utilities																
42	47-2111	Electricians	4,620	High-School Diploma or Equivalent	\$36,556	\$60,184	1,280	29.90	128	259	Architecture and Construction	Yes	47-2111	\$52,308	Utility System Construction	
43	47-2152	Plumbers, Pipefitters, and Steamfitters	3,100	High-School Diploma or Equivalent	\$33,159	\$56,792	856	24.33	86	219	Architecture and Construction	No	47-2152	\$48,914	Construction	
44	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,940	Postsecondary Non-Degree Award	\$35,137	\$57,512	631	24.03	63	549	Architecture and Construction	No	49-9021	\$50,054	Construction	
45	11-9021	Construction Managers*	2,360	Bachelor's Degree	\$62,731	\$112,928	1,072	23.90	107	643	Architecture and Construction	Yes	11-9021	\$96,196	Utility System Construction	
46	47-2073	Operating Engineers and Other Construction Equipment Operators **	3,130	High-School Diploma or Equivalent	\$34,262	\$49,720	1,117	25.63	112	104	Architecture and Construction	No	47-2073	\$44,567	Utility System Construction	
47	47-2231	Solar Photovoltaic Installers **	230	High-School Diploma or Equivalent	\$37,216	\$79,855	177	181.00	43	47	Architecture and Construction	No	47-2231	\$65,645	Construction	

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Oil & Gas/Warehousing & Transportation/Finance/Traveler Accommodation/Others																
48	43-3031	Bookkeeping, Accounting, and Auditing Clerks	10,830	Some College, No Degree	\$30,466	\$49,333	1,335	12.60	134	1,254	Finance	Yes	43-3031	\$43,044	Management, Scientific, and Technical Consulting Services	
49	19-2042	Geoscientists, Except Hydrologists and Geographers*	170	Bachelor's Degree	\$69,427	\$161,381	73	31.33	7	13	Science, Technology, Engineering and Mathematics	Yes	19-2042	\$130,730	Support Activities for Mining	
50	11-1021	General and Operations Managers	25,430	Bachelor's Degree	\$41,758	\$134,217	4,575	26.99	458	2,142	Business, Management and Administration	No	11-1021	\$103,397	Warehousing and Storage	
51	11-3031	Financial Managers	4,090	Bachelor's Degree	\$83,371	\$171,985	1,416	38.37	142	1,325	Finance	Yes	11-3031	\$142,447	Credit intermediation and related activities (5221 and 5223 only)	
52	11-3071	Transportation, Storage, and Distribution Managers*	840	High-School Diploma or Equivalent	\$62,888	\$127,463	230	27.48	23	434	Transportation, Distribution and Logistics	No	11-3071	\$105,938	Warehousing and Storage	
53	13-1071	Human Resources Specialists	5,670	Bachelor's Degree	\$42,451	\$80,878	1,087	19.75	109	1,729	Business, Management and Administration	No	13-1071	\$68,069	Mining, Quarrying, and Oil and Gas Extraction	
54	13-1081	Logisticians	1,330	Bachelor's Degree	\$54,014	\$91,920	715	48.97	72	224	Transportation, Distribution and Logistics	No	13-1081	\$79,284	Warehousing and Storage	
55	13-1111	Management Analysts	4,380	Bachelor's Degree	\$59,288	\$101,183	1,463	26.86	146	1,821	Business, Management and Administration	No	13-1111	\$87,218	Management, Scientific, and Technical Consulting Services	
56	13-2011	Accountants and Auditors	7,900	Bachelor's Degree	\$52,001	\$95,853	2,092	23.72	209	1,918	Business, Management and Administration	Yes	13-2011	\$81,235	Credit intermediation and related activities (5221 and 5223 only)	
57	13-2072	Loan Officers*	2,360	Bachelor's Degree	\$34,565	\$89,015	519	20.93	52	395	Finance	Yes	13-2072	\$70,865	Credit intermediation and related activities (5221 and 5223 only)	
58	43-9061	Office Clerks, General	18,140	High-School Diploma or Equivalent	\$24,103	\$42,231	2,298	9.07	230	793	Business, Management and Administration	No	43-9061	\$36,188	Support Activities for Mining	
59	53-3032	Heavy and Tractor-Trailer Truck Drivers	15,290	Postsecondary Non-Degree Award	\$33,740	\$53,455	4,022	27.57	402	3,486	Transportation, Distribution and Logistics	No	53-3032	\$46,883	Warehousing and Storage	
60	49-3023	Automotive Service Technicians and Mechanics	4,800	Postsecondary Non-Degree Award	\$27,818	\$57,223	781	13.81	78	1,376	Transportation, Distribution and Logistics	No	49-3023	\$47,421	Warehousing and Storage	
61	11-9051	Food Service Managers **	1,360	High-School Diploma or Equivalent	\$40,100	\$74,153	817	29.24	82	1,661	Hospitality and Tourism	No	11-9051	\$62,802	Elementary and Secondary Schools	
62	11-9081	Lodging Managers **	260	High-School Diploma or Equivalent	\$43,108	\$88,922	138	28.22	14	235	Hospitality and Tourism	No	11-9081	\$73,651	Other Industry, Accomadations	
63	13-1121	Meeting, Convention, and Event Planners **	670	Bachelor's Degree	\$33,424	\$58,588	176	31.21	18	288	Hospitality and Tourism	No	13-1121	\$50,200	Other Industry, Accomadations	
64	19-4021	Biological Technicians **	250	Bachelor's Degree	\$32,649	\$58,281	52	24.88	5	30	Science, Technology, Engineering and Mathematics	Yes	19-4021	\$49,737	Education and Health Services	
65	23-2011	Paralegals and Legal Assistants **	2,100	Associate's Degree	\$31,336	\$60,536	627	30.03	63	322	Law, Public Safety, Corrections and Security	No	23-2011	\$50,803	Other Industry, Legal Services 5411	

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<b>Education</b>																
66	43-1011	First-Line Supervisors of Office and Administrative Support Workers*	11,600	High-School Diploma or Equivalent	\$40,227	\$71,033	1,553	14.34	155	1,060	Business, Management and Administration	No	43-1011	\$60,764	Elementary and Secondary Schools	
67	25-2021	Elementary School Teachers, Except Special Education	10,440	Bachelor's Degree	\$49,804	\$66,611	1,300	11.71	130	467	Education and Training	No	25-2021	\$61,009	Elementary and Secondary Schools	Includes all specializations *25-2052 Special Education Teachers, Kindergarten and Elementary School
68	25-2022	Middle School Teachers, Except Special and Career/Technical Education	4,740	Bachelor's Degree	\$51,060	\$64,127	589	11.65	59	824	Education and Training	No	25-2022	\$59,771	Elementary and Secondary Schools	Includes all specializations *25-2057 Special Education Teachers, Middle School
69	25-2031	Secondary School Teachers, Except Special and Career/Technical Education	8,660	Bachelor's Degree	\$49,655	\$67,988	968	12.42	97	440	Education and Training	No	25-2031	\$61,877	Elementary and Secondary Schools	Includes all specializations *25-2058 Special Education Teachers, Secondary School
70	35-1011	Chefs and Head Cooks	1,120	High-School Diploma or Equivalent	\$28,817	\$58,941	206	43.10	21	232	Hospitality and Tourism	No	35-1011	\$48,900	Elementary and Secondary Schools	
71	33-3051	Police and Sheriffs Patrol Officers **	5,080	High-School Diploma or Equivalent	\$49,851	\$73,046	572	13.48	57	101	Law, Public Safety, Corrections and Security	No	33-3051	\$65,314	Elementary and Secondary Schools	
72	21-1094	Community Health Workers **	370	High-School Diploma or Equivalent	\$33,033	\$49,236	115	39.25	12	93	Human Services	No	21-1094	\$43,835	Elementary and Secondary Schools	
<p>Source: TWC/LMCI 2020-2030 Projections/LMI Tools            *New Occupations            ** Requested by Partners (some are new)            Notes: Career Pathway Lists tied to Target Occupations and occupations with similar CIP codes are included</p>																



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**Appendix 4: Career Pathways**

Career Pathway - Aerospace	SOC	Mean Wage	Entry Education	Work Experience
<b>VERY ADVANCED PROFESSIONAL</b>				
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	5 years or more
Mechanical Engineers	17-2141	\$47.51	Bachelor's degree	None
Industrial Engineers	17-2112	\$45.37	Bachelor's degree	None
Electrical Engineers	17-2071	\$45.82	Bachelor's degree	None
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133; 15-1252, 15-1253**)	15-1256	\$51.36	Bachelor's degree	None
Aerospace Engineers	17-2011	\$52.77	Bachelor's degree	None
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Computer Systems Analysts* (15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts * (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Transportation/Aviation Inspectors	53-6051	\$43.04	High school/equivalency diploma	Moderate on-the-job training
Aerospace Engineering and Operations Technologists and Technicians*	17-3021	\$35.18	Associate's Degree	None
<b>ADVANCED</b>				
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Compliance Officer	13-1041	\$34.32	Bachelor's degree	Moderate on-the-job training
Occupational Health and Safety Specialists (29-9011**)	19-5011	\$35.64	Bachelor's degree	None
Engineering Technicians, Except Drafters, All Other	17-3029	\$30.11	Associate's degree	None
Avionics Technicians	49-2091	\$31.76	Associate's degree	None
Electrical and Electronic Engineering Technicians	17-3023	\$32.95	Associate's degree	None
First-Line Supervisors of Mechanics, Installers, and Repairers*	49-1011	\$32.98	High-School Diploma or Equivalent	Less than 5 years
Industrial Engineering Technologists and Technicians	17-3026	\$29.98	Associate's degree	None
First-Line Supervisors of Production and Operating Workers***	51-1011	\$28.63	High school diploma or equivalent	Less than 5 years
Aircraft Mechanics and Service Technicians*	49-3011	\$29.24	Postsecondary Non-Degree Award	None
Mechanical Engineering Technicians	17-3027	\$29.83	Associate's degree	None
<b>INTERMEDIATE</b>				
Maintenance and Repair Workers, General*	49-9071	\$18.69	High-School Diploma or Equivalent	Moderate-term on-the-job training
Life, Physical & Social Science Technicians/Quality Control	19-4099	\$22.93	Associate's degree	None
Industrial Machinery Mechanics*	49-9041	\$22.47	High school/equivalency diploma	Long-term on-the-job training
Structural Iron and Steel Workers	47-2221	\$21.70	High school/equivalency diploma	Apprenticeship
Sheet Metal Workers	47-2211	\$22.98	High school/equivalency diploma	Apprenticeship
Carpenters	47-2031	\$20.98	High school/equivalency diploma	Apprenticeship
Welders, Cutters, Solderers, and Brazers*	51-4121	\$22.71	High-School Diploma or Equivalent	Moderate-term on-the-job training
Production, Planning, and Expediting Clerks*	43-5061	\$23.60	High-School Diploma or Equivalent	Moderate-term on-the-job training
Machinists*	51-4041	\$22.48	High-School Diploma or Equivalent	Long-term on-the-job training
Heavy or Tractor-trailer Truck Drivers*	53-3032	\$22.54	Postsecondary Non-Degree Award	Short-term on-the-job training
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	51-4122	\$18.59	High-School Diploma or Equivalent	Moderate-term on-the-job training
<b>ENTRY</b>				
Cabinetmakers and Bench Carpenters	51-7011	\$15.51	High school/equivalency diploma	Apprenticeship
Helpers - Carpenters	47-3012	\$16.89	No formal education	Short-term on-the-job training
Electrical, electronic, and electromechanical assemblers, except coil winders, tapers, and finishers (51-2022, 51-2023**)	51-2028	\$16.84	High school/equivalency diploma	Moderate on-the-job training
<b>KEY CERTIFICATIONS</b>				
Manufacturing Skill Standards Council (MSSC), American Production and Inventory Control Society (APICS)				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - Manufacturing	SOC	Mean Wage	Entry Education	Work Experience	On-the-Job Training
<b>VERY ADVANCED PROFESSIONAL</b>					
Industrial Production Managers	11-3051	\$56.29	Bachelor's degree	5 years or more	
Mechanical Engineers	17-2141	\$47.51	Bachelor's degree	None	
Industrial Engineers	17-2112	\$45.37	Bachelor's degree	None	
Electrical Engineers	17-2071	\$45.82	Bachelor's degree	None	
Electronics Engineers, Except Computer	17-2072	\$50.14	Bachelor's degree	None	
<b>ADVANCED</b>					
Engineering Technicians, Except Drafters, All Others	17-3029	\$30.11	Associate's degree	None	
Electrical and Electronic Engineering Technicians	17-3023	\$32.95	Associate's degree	None	
Industrial Engineering Technologists and Technicians	17-3026	\$29.98	Associate's degree	None	
Electrical and Electronics Drafters	17-3012	\$30.43	Associate's degree	None	
Aircraft Mechanics and Service Technicians*	49-3011	\$29.24	Postsecondary Non-Degree	None	
Aerospace Engineering and Operations Technologists and Technicians*	17-3021	\$35.18	Associate's Degree	None	
Mechanical Engineering Technologists and Technicians	17-3027	\$29.83	Associate's degree	None	
<b>INTERMEDIATE</b>					
First-Line Supervisors of Mechanics, Installers, and Repairers*	49-1011	\$32.98	High-School Diploma or Equivalent	Less than 5 years	
Industrial Machinery Mechanics*	49-9041	\$27.63	High school/Equivalent	Long-term	
Welders, Cutters, Solderers, and Brazers*	51-4121	\$22.71	High school/Equivalent	Moderate	
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	51-4122	\$18.59	High school diploma or equivalent	None	Moderate-term on-the-job training
Machinists*	51-4041	\$22.48	High school/Equivalent	Long-term	
First-Line Supervisors of Production and Operating Workers***	51-1011	\$28.63	High school/Equivalent	None	
Maintenance Workers, Machinery	49-9043	\$22.85	High school/Equivalent	Long-term	
Automotive Service Technicians and Mechanics*	49-3023	\$22.80	Postsecondary nondegree	Short-term	
Coating, Painting, and Spraying Machine Setters, Operators, and Tender	51-9124	\$24.10	High-School Diploma or Equivalent	None	
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	\$24.76	High-School/ Equivalent	None	
Sheet Metal Workers	47-2211	\$22.98	High-School/ Equivalent	None	Apprenticeship
Structural Metal Fabricators and Fitters	51-2041	\$19.83	High school/Equivalent	Moderate	
Heavy and Tractor-Trailer Truck Drivers*	53-3032	\$22.54	Postsecondary Non-Degree Award	Short-term	
Maintenance and Repair Workers, General*	49-9071	\$18.69	High school/Equivalent	Moderate	
<b>ENTRY</b>					
Production Workers, All Other	51-9199	\$14.64	High school/Equivalent	Moderate	
Multiple Machine Tool Setters, Operators, Tenders	51-4081	\$15.57	High school/Equivalent	Moderate	
Laborers and Freight, Stock, and Material Movers	53-7062	\$15.38	None	Short-term	
Stockers and Order Fillers (43-5081**)	53-7065	\$16.53	High school/Equivalent	Short-term	Few months to one year or Apprenticeship
Production, Planning, and Expediting Clerks*	43-5061	\$23.60	High school/Equivalent	Moderate	
Helpers - Production Workers	51-9198	\$15.38	High school/Equivalent	Short-term	
<b>KEY CERTIFICATIONS</b>					
Manufacturing Skill Standards Council (MSSC), American Welding Society (AWS), National Institute for Metalworking Skills (NIMS), American Production and Inventory Control Society (APICS), Automotive Service Excellence (ASE)					
* Target Occupation					
** Changes in SOC Codes or Titles					
***High In-Demand Occupation					
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages					

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Career Pathway - Healthcare	SOC	Mean Wage	Entry Education	Work Experience
<b>VERY ADVANCED PROFESSIONAL</b>				
Medical and Health Services Managers*	11-9111	\$55.31	Bachelor's degree	Less than 5 years
Physical Therapists	29-1123	\$47.80	Doctoral or professional degree	None
Occupational Therapy Assistants*	31-2011	\$33.19	Associate's degree	None
Dental Hygienists* (29-2021**)	29-1292	\$37.24	Associate's degree	None
Registered Nurses*	29-1141	\$37.83	Bachelor's degree	None
Diagnostic Medical Sonographers*	29-2032	\$35.96	Associate's degree	None
Physical Therapist Assistants*	31-2021	\$34.60	Associate's degree	None
<b>ADVANCED</b>				
Respiratory Therapists*	29-1126	\$30.78	Associate's degree	None
Dietitians and Nutritionists***	29-1031	\$31.75	Bachelor's degree	Internship/residency
Radiologic Technologists and Technicians *	29-2034	\$30.28	Associate's degree	None
Medical Dosimetrists	29-2036	\$57.90	Associate's degree	None
Cardiovascular Technologists and Technicians*	29-2031	\$28.15	Associate's degree	None
Clinical Laboratory Technologists and Technicians* (29-2011, 29-2012**)	29-2010	\$25.05	Associate's degree	None
Licensed Practical and Licensed Vocational Nurses*	29-2061	\$24.59	Postsecondary nondegree award	None
Magnetic Resonance Imaging Technologists	29-2035	\$36.41	Associate's Degree	Less than 5 years
Surgical Assistants	29-9093	\$28.06	Postsecondary nondegree award	None
Health Information Technologists and Medical Registrars	29-9021	\$30.72	Associate's degree	None
Health Education Specialists	21-1091	\$24.19	Bachelor's Degree	None
Surgical Technologists*	29-2055	\$22.23	Postsecondary nondegree award	None
Biological Technicians* (**)	19-4021	\$23.91	Bachelor's Degree	None
<b>INTERMEDIATE</b>				
Community Health Workers*	21-1094	\$21.07	High school/equivalency diploma	Short-term on-the-job training
Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other (29-2099, 29-2071, 29-2054, 29-2091, 29-2072, 29-9093, 29-9021,29-2036**)	29-2098	\$21.06	Postsecondary nondegree award	None
Health Technologists and Technicians, All Other * (Crosswalks to 29-2036, 29-2072, 29-2054, 29-2071, 29-9093, 29-9021, 29-2098, 29-2054-Respiratory Therapy Technicians**)	29-2099	\$21.05	Associate's Degree	None
Medical Secretaries*	43-6013	\$17.42	High school/equivalency diploma	Moderate on-the-job training
Medical Records Specialists*	29-2072	\$21.06	Postsecondary Non-Degree Award	
Pharmacy Technicians*	29-2052	\$18.79	High school/equivalency diploma	Moderate on-the-job training
Phlebotomists	31-9097	\$16.94	Postsecondary nondegree award	None
Dental Assistants*	31-9091	\$18.46	Postsecondary Non-Degree Award	None
Medical Assistants*	30-9092	\$16.28	Postsecondary nondegree award	None
<b>ENTRY</b>				
Emergency Medical Technicians	29-2042	\$16.35	Postsecondary Non-Degree Award	None
Pharmacy Aides	31-9095	\$14.64	High school/equivalency diploma	Short-term on-the-job training
Nursing Assistants (31-1014**)	31-1131	\$14.78	Postsecondary nondegree award	None
Dietetic Technicians	29-2051	\$14.50	Associate's degree	None
Crematory Operators and Personal Care and Service Workers, All Other (39-9099, 39-4012**)	39-9098	\$12.14	High school/equivalency diploma	Short-term on-the-job training
Home Health and Personal Care Aides (39-1122,31-1011,39-9021**)	31-1120	\$10.66	High school/equivalency diploma	Short-term on-the-job training
<b>KEY CERTIFICATIONS</b>				
Professional Societies for Medical Specializations				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - IT & Cybersecurity	SOC	Mean Wage	Entry Education	Work Experience
<b>VERY ADVANCED PROFESSIONAL</b>				
Sales Rep., Wholesale & Manufacturing, Technical & Scientific Products	41-4011	\$43.16	Bachelor's degree	
Computer and Information Systems Managers*	11-3021	\$70.12	Bachelor's degree	5 or more years
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	5 or more years
Software Developers * (15-1256**)	15-1252	\$51.36	Bachelor's Degree	Few months to one year
Software Quality Assurance Analysts and Testers * (15-1256, 15-1133, 15-1132**)	15-1253	\$41.42	Bachelor's Degree	Few months to one year
Software Developers and Software Quality Assurance Analysts and Testers (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None
Computer and Information Research Scientists (15-1111**)	15-1221	\$62.73	Master's degree	None
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Data Scientists***	15-2051	\$49.93	Bachelor's Degree	None
<b>ADVANCED</b>				
Computer Systems Analysts* *15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts * (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Computer Programmers (15-1131**)	15-1251	\$38.99	Bachelor's degree	None
Database Administrators* (15-1141**)	15-1242	\$47.10	Bachelor's degree	None
Database Architects * (15-1143**)	15-1243	\$63.91	Bachelor's Degree	Short-term on-the-job training
Network and Computer Systems Administrators* (15-1142**)	15-1244	\$40.84	Bachelor's degree	None
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Operations Research Analysts*	15-2031	\$50.39	Bachelor's degree	None
Web Developers*	15-1254	\$35.41	Associate's Degree	None
Web Developers and Digital Interface Designers* (15-1134, 15-1257**)	15-1255	\$35.41	Associate's degree	None
Computer Network Support Specialists* (15-1152**)	15-1231	\$31.34	Associate's degree	None
<b>INTERMEDIATE</b>				
Computer User Support Specialists* (15-1151**)	15-1232	\$24.41	Some college, no degree	None
Desktop Publishers	43-9031	\$15.12	High school/equivalency diploma	Moderate on-the-job training
Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other (29-2054, 29-2071, 29-2099, 29-2036**)	29-2098	\$21.06	Postsecondary non-degree award	None
Information and Record Clerks, All Other	43-4199	\$18.59	High school/equivalency diploma	Short-term on-the-job training
Computer, Automated Teller, and Office Machine Repairers	49-2011	\$19.50	Some college, no degree	Short-term on-the-job training
<b>ENTRY</b>				
Office Machine Operators, Except Computer	43-9071	\$16.05	High school/equivalency diploma	Short-term on-the-job training
Data Entry Keyers	43-9021	\$17.19	High school/equivalency diploma	Short-term on-the-job training
Customer Service Representatives	43-4051	\$17.75	High school/equivalency diploma	Short-term on-the-job training
Receptionists and Information Clerks	43-4171	\$14.51	High school/equivalency diploma	Short-term on-the-job training
<b>KEY CERTIFICATIONS</b>				
CompTIA, Microsoft, Cisco				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - Construction-Architectural-Utilities	SOC	Mean Wage	Entry Education	Work Experience	On-the-Job Training
<b>VERY ADVANCED PROFESSIONAL</b>					
Architectural and Engineering Managers	11-9041	\$76.02	Bachelor's	5 years or more	None
Architect	17-1011	\$42.58	Bachelor's degree	Internship/residency	None
Construction Managers*	11-9021	\$46.25	Bachelor's degree	None	Moderate-term on-the-job training
Industrial Engineer	17-2112	\$45.37	Bachelor's	None	None
Civil Engineer	17-2051	\$43.42	Bachelor's	None	None
Urban & Regional Planner	19-3051	\$34.32	Master's	None	None
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None	None
<b>ADVANCED</b>					
Surveyors	17-1022	\$30.68	Bachelor's degree	None	Internship/residency
First-Line Supervisors of Construction Trades and Extraction Workers***	47-1011	\$32.36	High school/equivalency	5 years or more	None
Industrial Engineering Technologists and Technicians	17-3026	\$29.98	Associate's degree	None	None
Civil Engineering Technicians	17-3022	\$24.55	Associate's degree	None	None
Telecommunication Line Installers and Repairers	49-9052	\$32.90	High school/equivalency	None	Long-term
Architectural and Civil Drafters	17-3011	\$26.31	Associate's degree	None	None
<b>INTERMEDIATE</b>					
Electrical and Electronic Engineering Technicians	17-3023	\$32.95	Associate's degree	None	None
Solar Photovoltaic Installers *	47-2231	\$31.56	High-School Diploma or Equivalent	None	Few months to one year of work experience. A recognized apprenticeship program.
Surveying and Mapping Technicians	17-3031	\$20.94	High school/equivalency	None	Moderate-term on-the-job training
Crane and Tower Operators	53-7021	\$28.18	High school/equivalency	Less than 5 years	Moderate
Electricians*	47-2111	\$25.15	High school/equivalency	None	Apprenticeship
Heavy and Tractor-Trailer Truck Drivers*	53-3032	\$22.54	Postsecondary nondegree	None	Short-term
Welders, Cutters, Solderers, and Brazers*	51-4121	\$22.71	High school/equivalency	None	Moderate
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	51-4122	\$18.59	High school diploma or equivalent	None	Moderate-term on-the-job training
Brickmasons and Blockmasons	47-2021	\$23.55	High school/equivalency	None	Apprenticeship
Operating Engineers and Other Construction Equipment Operators*	47-2073	\$21.43	High school/equivalency	None	Moderate
Machinists*	51-4041	\$22.68	High school/equivalency	None	Long-term
Structural Iron and Steel Workers	47-2221	\$21.70	High school/equivalency	None	Apprenticeship
Plumbers, Pipefitters, and Steamfitters*	47-2152	\$23.52	High school/equivalency	None	Apprenticeship
Sheet Metal Workers	47-2211	\$22.98	High school/equivalency	None	Apprenticeship
Carpenters***	47-2031	\$20.98	High school/equivalency	None	Apprenticeship
<b>ENTRY</b>					
Glaziers	47-2121	\$20.07	High school/equivalency	None	Apprenticeship
Maintenance and Repair Workers*	49-9071	\$18.69	High school/equivalency	None	Moderate
Painters, Construction & Maintenance	47-2141	\$17.91	None	None	Moderate
Cement Masons & Concrete Finisher	47-2051	\$20.07	None	None	Moderate
<b>Pre-Apprenticeship at Entry Wage</b>					
Bookkeeping, Accounting, and Auditing Clerks*	43-3031	\$20.69	Some College, No Degree	None	None
Cabinetmakers and Bench Carpenters	51-7011	\$15.51	High school/equivalency	None	Short-term, Pre-Apprenticeship
Helpers - Construction Trades, All Other	47-3019	\$15.93	None	None	Short-term, Pre-Apprenticeship
Heating, AC & Refrigeration Mechanics and Installers*	49-9021	\$24.06	Postsecondary nondegree	None	Long-term
Helpers - Installation, Maintenance, and Repair Workers	49-9098	\$16.19	High school/equivalency	None	Short-term, Pre-Apprenticeship
Helpers - Brickmasons, Blockmasons, Stonemasons, Tile and Marble Setters	47-3011	\$17.78	None	None	Short-term, Pre-Apprenticeship
Helpers - Electricians	47-3013	\$17.30	High school/equivalency	None	Short-term, Pre-Apprenticeship
Roofers	47-2181	\$19.42	None	None	Moderate
Helpers - Carpenters	47-3012	\$16.89	None	None	Short-term, Pre-Apprenticeship
Helpers - Pipelayers, Plumbers, Pipefitters, and Steamfitters	47-3015	\$16.01	High school/equivalency	None	Short-term, Pre-Apprenticeship
<b>KEY CERTIFICATIONS</b>					
National Center for Construction and Educational Research (NCCER)					
NCCER certification means that the holder is highly trained, knowledgeable, and qualified to do the job anywhere in the country.					
* Target Occupation					
** Changes in SOC Codes or Titles					
***High In-Demand Occupation					
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages					

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Career Pathway - Oil & Gas/Energy	SOC	Mean Wage	Entry Education	Work Experience
<b>VERY ADVANCED PROFESSIONAL</b>				
Geoscientists, Except Hydrologists and Geographers*	19-2042	\$62.85	Bachelor's Degree	None
Petroleum Engineers	17-2171	\$64.73	Bachelor's Degree	None
Mechanical Engineers	17-2141	\$47.51	Bachelor's Degree	None
Industrial Engineers	17-2112	\$45.37	Bachelor's Degree	None
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	None
General Operations Managers*	11-1021	\$49.71	Bachelor's degree	None
Financial Managers*	11-3031	\$68.48	Bachelor's Degree	None
Financial Specialist	13-2099	\$32.39	Bachelor's degree	Moderate-term on-the-job training
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Computer Systems Analysts* (15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts* (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Logisticians*	13-1081	\$38.12	Bachelor's degree	None
Accountants and Auditors*	13-2011	\$39.06	Bachelor's Degree	None
Purchasing Managers	11-3061	\$61.77	Bachelor's Degree	5 years or more
<b>ADVANCED</b>				
Quality Control Systems Managers/Industrial Production Managers	11-3051.01	\$56.29	Bachelor's degree	5 years or more
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Human Resources Specialists*	13-1071	\$32.73	Bachelor's Degree	None
On-line Merchants/Telesales/Business Operations Specialists, All Other	13-1199.06	\$36.03	Bachelor's degree	None
Business Operations Specialists, All Other	13-1199	\$36.03	Bachelor's degree	None
<b>INTERMEDIATE</b>				
Environmental Engineering Technologists and Technicians	17-3025	\$22.16	Associate's Degree	None
Sales Representatives, Services, All Other-41-3099	41-3091	\$28.07	Highschool/Equivalent	Moderate-term on-the-job training
Derrick Operators, Oil and Gas	47-5011	\$21.71	No formal educational credential	Moderate-term on-the-job training
Service Unit Operators, Oil, Gas, and Mining	47-5013	\$25.08	No formal educational credential	Moderate-term on-the-job training
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	\$24.76	Highschool/Equivalent	Long-term on-the-job-training
Industrial Machinery Mechanics*	49-9041	\$27.63	High school diploma or equivalent	Long-term on-the-job training
Cost Estimators	13-1051	\$32.08	Bachelor's degree	Moderate-term on-the-job training
Supervisors of Construction and Extraction Workers	47-1011	\$32.36	High school diploma or equivalent	5 years or more
Mobile Heavy Equipment Mechanics, Except Engines	49-3042	\$25.84	High school diploma or equivalent	Long-term on-the-job training
Operating Engineers and Other Construction Equipment Operators*	47-2073	\$21.43	High school diploma or equivalent	Moderate-term on-the-job training
Heavy and Tractor-Trailer Truck Drivers*	53-3032	\$22.54	Postsecondary nondegree award	Short-term on-the-job training
First-Line Supervisors of Mechanics, Installers, and Repairers*	49-1011	\$32.98	Information not available	Information not available
Production, Planning, and Expediting Clerks*	43-5061	\$23.60	High school diploma or equivalent	Moderate-term on-the-job training
Welders, Cutters, Solderers, and Brazers*	51-4121	\$22.71	High school/Equivalent	Moderate-term on-the-job training
<b>ENTRY</b>				
Bookkeeping, Accounting, and Auditing Clerks*	43-3031	\$20.69	Some College, No Degree	None
Excavating and Loading Machine and Dragline Operators	53-7032	\$19.70	Highschool/Equivalent	Moderate-term on-the-job training
Roustabouts, Oil and Gas	47-5071	\$19.72	No formal educational credential	Moderate-term on-the-job training
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061	\$20.78	High school diploma or equivalent	Moderate-term on-the-job training
Dispatchers, Except Police, Fire and Ambulance	43-5032	\$19.70	High school or equivalent	Moderate-term on-the-job training
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	\$18.51	High school /equivalent	Short-term on-the-job training
Maintenance and Repair Workers, General*	49-9071	\$18.69	High school /equivalent	Moderate-term on-the-job training
Office Clerks, General*	43-9061	\$17.40	High school /equivalent	Short-term on-the-job training
Pipelayers	47-2151	\$18.17	No formal educational credential	Short-term on-the-job training
Construction Laborers	47-2061	\$17.03	No formal educational credential	Short-term on-the-job training
<b>KEY CERTIFICATIONS</b>				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - Transportation & Warehousing	SOC	Mean Wage	Entry Education	Work Experience
<b>VERY ADVANCED PROFESSIONAL</b>				
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	5 years or more
General Operations Managers*	11-1021	\$49.71	Bachelor's degree	5 years or more
Transportation Storage and Distribution Managers*	11-3071	\$50.93	High school/equivalent	5 years or more
Sales Manager	11-2022	\$60.50	Bachelor's degree	Less than 5 years
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	17-2111	\$49.92	Bachelor's degree	None
Financial Managers*	11-3031	\$68.48	Bachelor's Degree	None
Financial Specialist	13-2099	\$32.39	Bachelor's degree	None
Petroleum Engineers	17-2171	\$64.73	Bachelor's degree	None
Mechanical Engineers	17-2141	\$47.51	Bachelor's degree	None
Industrial Engineers	17-2112	\$45.37	Bachelor's degree	None
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None
Web and Digital Interface Designers*	15-1255	\$33.64	Bachelor's degree,	Few months to one year
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Computer Systems Analysts* (15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts* (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Logistician*	13-1081	\$38.12	Bachelor's degree	None
Management Analysts*	13-1111	\$41.93	Bachelor's Degree	None
Accountants and Auditors*	13-2011	\$39.06	Bachelor's Degree	None
Transportation/Aviation Inspectors	53-6051	\$43.04	High school/equivalent	Moderate on-the-job training
<b>ADVANCED</b>				
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Bookkeeping, Accounting, and Auditing Clerks*	43-3031	\$20.69	Some College, No Degree	None
Compliance Officer	13-1041	\$34.32	Bachelor's degree	Moderate on-the-job training
Occupational Health and Safety Specialists	19-5011	\$35.64	Bachelor's degree	None
Engineering Technicians, Except Drafters, All Other	17-3029	\$30.11	Associate's degree	None
Heavy and Tractor-Trailer Truck Drivers*	53-3032	\$22.54	Postsecondary Non-Degree Award	Short-term on-the-job training
Avionics Technicians	49-2091	\$31.76	Associate's degree	None
Electrical and Electronic Engineering Technicians	17-3023	\$32.95	Associate's degree	None
Industrial Engineering Technologists and Technicians*	17-3026	\$29.83	Associate's Degree	None
Training and Development Specialists***	13-1151	\$27.69	Bachelor's Degree	Less than 5 years
Human Resources Specialists*	13-1071	\$32.73	Bachelor's Degree	None
On-line Merchants/Business Operations Specialists, All Other	13-1199.06	\$36.03	Bachelor's degree	None
Mechanical Engineering Technicians	17-3027	\$20.94	Associate's degree	None
Public Relations Specialists***	27-3031	\$29.09	Bachelor's degree	None
Market Research Analysts and Marketing Specialists***	13-1161	\$29.97	Bachelor's degree	None
<b>INTERMEDIATE</b>				
Aircraft Mechanics and Service Technicians*	49-3011	\$29.24	Postsecondary Non-Degree Award	None
Industrial Machinery Mechanics*	49-9041	\$27.63	High school/equivalency	Long-term on-the-job training
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	\$24.76	High school diploma or equivalent	Long-term on-the-job training
Automotive Service Technicians and Mechanics*	49-3023	\$22.80	Postsecondary Non-Degree Award	Short-term on-the-job training
Paralegals and Legal Assistants*	23-2011	\$24.42	Associate's degree	Moderate-term on-the-job training
<b>ENTRY</b>				
Dispatchers, Except Police, Fire and Ambulance	43-5032	\$19.70	High school or equivalent	Moderate-term on-the-job training
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	\$15.38	No formal education	Short-term on-the-job training
Material Moving Workers, All Other	53-7199	\$22.73	No formal education	Short-term on-the-job training
Cargo and Freight Agents	43-5011	\$22.05	High school /equivalent	Short-term on-the-job training
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	\$18.51	High school /equivalent	Short-term on-the-job training
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011	\$43.16	Bachelor's degree	Moderate-term on-the-job training
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012	\$32.36	High school /equivalent	Moderate-term on-the-job training
Industrial Truck and Tractor Operators	53-7051	\$18.09	No formal educational credential	Short-term on-the-job training
Maintenance and Repair Workers General	49-9071	\$18.69	High school /equivalent	Moderate-term on-the-job training
Delivery Service Drivers	53-3031	\$14.02	High school /equivalent	Short-term on-the-job training
Stockclerks and Order fillers	53-7065	\$15.89	High school /equivalent	Short-term on-the-job training
Billing and Posting Clerks***	43-3021	\$19.17	High school /equivalent	Short-term on-the-job training
Traffic Shipping and Receiving Clerks	43-5071	\$17.24	High school /equivalent	Short-term on-the-job training
Office Clerks, General*	43-9061	\$17.40	High school /equivalent	Short-term on-the-job training
Customer Service Representative	43-4051	\$17.75	High school/equivalency	Short-term on-the-job training
Hand Packers and Packagers	53-7064	\$12.53	No formal educational credential	Short-term on-the-job training
<b>KEY CERTIFICATIONS</b>				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OES Wages				

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Career Pathway - Finance & Insurance	SOC	Mean Wage	Entry Education	Work Experience
<b>VERY ADVANCED PROFESSIONAL</b>				
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	5 years or more
General Operations Managers*	11-1021	\$49.71	Bachelor's degree	5 years or more
Financial Managers*	11-3031	\$68.48	Bachelor's Degree	None
Financial Specialist	13-2099	\$32.39	Bachelor's degree	Moderate-term on-the-job training
Financial Examiners	13-2061	\$38.02	Bachelor's degree	Long-term on-the-job training
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Computer Systems Analysts* (15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Logistician*	13-1081	\$38.12	Bachelor's degree	None
Management Analysts*	13-1111	\$41.93	Bachelor's Degree	None
Accountants and Auditors*	13-2011	\$39.06	Bachelor's Degree	None
Appraisers and Assessors of Real Estate (13-2021, 13-2023, 13-2022**)	13-2020	\$43.78	Bachelor's Degree	Long-term on-the-job training
Budget Analysts	13-2031	\$40.00	Bachelor's Degree	None
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Cost Estimators	13-1051	\$32.08	Bachelor's Degree	Moderate-term on-the-job training
Personal Financial Advisors	13-2052	\$48.30	Bachelor's Degree	Long-term on-the-job training
Purchasing Managers	11-3061	\$61.77	Bachelor's Degree	5 years or more
Labor Relations Specialists	13-1075	\$32.25	Bachelor's degree	Less than 5 years
Credit Analyst	13-2041	\$33.18	Bachelor's degree	None
Quality Control Systems Managers/Industrial Production Managers	11-3051.01	\$56.29	Bachelor's degree	5 years or more
<b>ADVANCED</b>				
Compensation, Benefits, and Job Analysis Specialists	13-1141	\$30.20	Bachelor's Degree	Less than 5 years
Meeting, Convention, and Event Planners*	13-1121	\$24.13	Bachelor's Degree	Less than 5 years
Tax Examiners and Collectors, and Revenue Agents	13-2081	\$38.44	Associate's degree	Moderate-term on-the-job training
Insurance Underwriters	13-2053	\$31.78	Bachelor's degree	Moderate-term on-the-job training
Loan Officers*	13-2072	\$34.07	Bachelor's degree	Moderate-term on-the-job training
Compliance Officer	13-1041	\$34.32	Bachelor's degree	Moderate on-the-job training
Training and Development Specialists*	13-1151	\$27.69	Bachelor's Degree	Less than 5 years
Human Resources Specialists*	13-1071	\$32.73	Bachelor's Degree	None
On-line Merchants/Telesales/Business Operations Specialists, All Other	13-1199.06	\$36.03	Bachelor's degree	None
<b>INTERMEDIATE</b>				
Claims Adjusters, Examiners, and Investigators	13-1031	\$32.78	Postsecondary nondegree award	Prelicensing education, licensing exam.
Title Examiners, Abstractors, and Searchers	23-2093	\$26.59	High school/equivalent	Moderate-term on-the-job training
Securities, Commodities, and Financial Services Sales Agents	41-3031	\$35.73	Bachelor's degree	Moderate-term on-the-job training
Financial and Investment Analysts	13-2051	\$42.74	Bachelor's degree	None
Credit Counselors	13-2071	\$21.49	Bachelor's degree	Moderate-term on-the-job training
Fundraisers	13-1131	\$26.81	Bachelor's degree	None
<b>ENTRY</b>				
Bookkeeping, Accounting, and Auditing Clerks*	43-3031	\$20.69	Some College, No Degree	None
Bill and Account Collectors	43-3011	\$19.98	High school/equivalent	Moderate-term on-the-job training
Tellers	43-3071	\$16.45	High school/equivalent	Short-term on-the-job training
Dispatchers, except police, fire and ambulance	43-5032	\$19.70	High school or equivalent	Moderate-term on-the-job training
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	\$18.51	High school /equivalent	Short-term on-the-job training
Maintenance and Repair Workers, General*	49-9071	\$18.69	High school /equivalent	Moderate-term on-the-job training
Insurance Claims and Policy Processing Clerks	43-9041	\$21.43	High school /equivalent	Moderate-term on-the-job training
Credit Authorizers, Checkers, and Clerks	43-4041	\$18.68	High school /equivalent	Moderate-term on-the-job training
Billing and Posting Clerks***	43-3021	\$19.17	High school /equivalent	Short-term on-the-job training
Office Clerks, General*	43-9061	\$17.40	High school /equivalent	Short-term on-the-job training
Customer Service Representative	43-4051	\$18.68	High school/equivalency	Short-term on-the-job training
<b>KEY CERTIFICATIONS</b>				
Six Sigma, Certified Trust-Examiner, Accredited Financial Examiner				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				



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Career Pathway - Education & Training	SOC	Mean Wage	Entry Education	Work Experience
<b>VERY ADVANCED PROFESSIONAL</b>				
Education Administrators, Elementary & Secondary	11-9032	\$43.75	Master's degree	5 years or more
Education Administrators, Postsecondary	11-9033	\$50.28	Master's degree	Less than 5 years
Education Administrators, Other	11-9039	\$42.26	Bachelor's degree	Less than 5 years
Postsecondary Teachers, All Other	25-1199	\$29.48	Doctoral or professional degree	None
<b>ADVANCED</b>				
Coaches and Scouts	27-2022	\$23.13	Bachelor's Degree	None
Education and Childcare Administrators, Preschool and Daycare	11-9031	\$25.34	Bachelor's degree	Less than 5 years
Athletic Trainers***	29-9091	\$28.46	Bachelor's Degree	None
First-Line Supervisors of Office and Administrative Support Workers*	43-1011	\$29.21	High school diploma or equivalent	Less than 5 years
Police and Sheriffs Patrol Officers*	33-3051	\$31.40	High-School Diploma or Equivalent	Moderate-term on-the-job training
Secondary School Teachers*	25-2031	\$29.75	Bachelor's degree	None
Middle School Teachers*	25-2022	\$28.74	Bachelor's degree	None
Elementary School Teachers*	25-2021	\$29.33	Bachelor's degree	None
Special Education Teachers, Kindergarten and Elementary School* (All Specializations include)	25-2052	\$29.76	Bachelor's Degree	None
Special Education Teachers, Middle School* (All Specializations included)	25-2057	\$29.75	Bachelor's Degree	None
Special Education Teachers, Secondary School* (All Specializations included)	25-2058	\$30.52	Bachelor's Degree	None
Kindergarten Teachers	25-2012	\$29.56	Bachelor's degree	None
<b>INTERMEDIATE</b>				
Adult Basic & Secondary Education	25-3011	\$23.33	Bachelor's degree	None
Librarians and Media Collections Specialists (25-9011**)	25-4022	\$28.91	Bachelor's degree	None, less than 5 years
Education Admin., Preschool & Childcare Center	11-9031	\$25.34	Bachelor's degree	Less than 5 years
Education, Training & Library Workers, All Other	25-9099	\$23.40	Bachelor's degree	None
Preschool Teachers***	25-2011	\$19.57	Associate's degree	None
Chefs and Head Cooks*	35-1011	\$23.51	High-School Diploma or Equivalent	5 years or more
Community Health Workers*	21-1094	\$21.07	High-School Diploma or Equivalent	Short-term on-the-job training
<b>ENTRY</b>				
Library Technicians	25-4031	\$17.68	Postsecondary nondegree award	None
Library Assistants, Clerical	43-4121	\$13.72	High school/equivalency	Short-term on-the-job training
Teacher Assistants (25-9041, 25-9044**)	25-9045	\$13.99	Some college, no degree	None
Substitute Teacher (25-3098**)	25-3031	\$12.40	High school/equivalency diploma	Short-term on-the-job training
Childcare Worker	39-9011	\$11.51	High-School Diploma or Equivalent	Short-term on-the-job training
<b>KEY ACCREDITATIONS</b>				
Key Accreditations by subject area				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

Appendix 2: Examples of Partnerships with Industry

WSA partners with regional professional associations and Chambers of Commerce to identify workforce gaps and leverage workforce initiatives driven from industry that are taking place in the region. As part the Sector-Based Partnership model, WSA will assess and audit all relationships described below. It is expected that some partnerships will be formalized through MOU and/or data sharing agreement as the model develops.

Association partnerships include:

- San Antonio Manufacturers Association (SAMA)
- New Braunfels Manufacturers Association
- Seguin Industrial Relations Committee
- Northwest Vista Business Council
- San Antonio Chamber of Commerce Healthcare & Bioscience Committee
- SATech Bloc (information technology)
- US Conference of Mayors

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- National Association of Workforce Boards (NAWB)
- Texas Association of Workforce Boards (TAWB/Executive Committee)
- Texas Economic Development Council (TEDC)
- International Economic Development Council (IEDC)
- P16 Council
- United Way
- Joint Base SA Transition Assistance ~~Information~~ Program (TIP) (TAP)
- Future of the Region
- State Adult Education Literacy Council
- Northeast Partnership
- Alamo Manufacturing Partnership
- Alamo Academies
- Fredericksburg Workforce Taskforce  
Alamo STEM Workforce Coalition (ASWC)
- UTSA Institute of Economic Development
- Alliance for Technology Education in Advanced Manufacturing (ATEAMS)

Chamber of Commerce partnerships include:

- Bexar County
  - San Antonio Chamber of Commerce
  - San Antonio Hispanic Chamber of Commerce
  - Women’s Chamber
  - North San Antonio Chamber of Commerce

Rural areas:

- Devine Chamber of Commerce
- Castroville Chamber of Commerce
- Tri-County (Schertz/Cibolo/Universal City) and Schertz/Cibolo/Selma Area Chambers of Commerce
- New Braunfels Chamber of Commerce
- Seguin Chamber of Commerce
- Kenedy Chamber of Commerce

Hondo Chamber of Commerce

- Pearsall Chamber of Commerce
- Bandera Chamber of Commerce, Medina Chamber of Commerce
- Kerrville Chamber of Commerce
- Fredericksburg Chamber of Commerce
- Boerne Chamber of Commerce
- Floresville Chamber of Commerce

These partnerships are critical to understanding industry needs. In addition to representing membership views and feedback, many of these agencies maintain industry specific committees that are aligned to regional economic development efforts and WSA’s targeted industry clusters.

### Appendix 3: Non-Exhaustive List of Partners, Organizations, and Employers

WSA partners with regional employers and other supportive services organizations to identify workforce gaps and leverage workforce initiatives driven from industry and to respond to the social and individual needs of job seekers. As part the Sector-Based Partnership model, WSA will assess and audit all relationships described below and expand this list in the coming year. It is expected that some partnerships will be formalized through MOU and/or data sharing agreement as the model develops.

**Workforce Development Activities in the Region:** WSA is working in partnership with several notable workforce development strategies, activities, and projects which are being implemented throughout the 13-county region, all of which have the potential to increase job gains for local job seekers in the targeted industry sectors:

**SA WORX**, a nonprofit, board and staff implement an industry-led demand-driven collective impact model that ties together three domains or areas of focus through a collaborative system that includes multiple entry points for both businesses and job seekers. SA WORX seeks to create and support innovative programs that develop coordinated engagement with the in-demand industries and support consistent implementation of best practices to meet the workforce needs of employers.

#### **Information Technology/Cybersecurity**

**Geekdom**, a local IT co-working space, currently boasts 780 members.

**SA Tech Bloc**, a 3,000-member nonprofit formed in 2015 at a grassroots level by local IT innovators to encourage progressive high technology policies on a city level, recruit, and train talented and highly skilled tech workers, install high-speed fiber Internet and attract venture capital and economic development funds to bring more technology entrepreneurs to the area.

**Youth Code Jam (Code Jam)** works to inspire youth to tell computers what to do by learning to code. With a focus on parent engagement, the agency works to connect the dots from playing online to creating online to real world jobs. Code Jam fosters an interest in technology by introducing upper elementary through high school students to computer science. Four of Code Jam's key programs include School-based Coding Clubs, Summer Camps, She Code Connect, and the Tech TEAM Fellowships.

**Codeup** is shifting away from its roots as a bootcamp and aiming to be more of a local institution. Codeup allows up to 700 hours of paid apprenticeship with companies offering the 16-week program. The startup acts as a career accelerator.

**Launch SA** is a one-stop shop where entrepreneurs and small-business owners can gain valuable information, resources, market data, and expert guidance to help start and maintain their business. Through a partnership with the City of San Antonio and LiftFund, Launch SA can offer tailored programs, workshops, networking opportunities and valuable resources created especially for the San Antonio entrepreneurial community, at no cost.

**Maestro Entrepreneur Center**, a collaboration with the Maestro Leadership Foundation and the SA Hispanic Chamber of Commerce Leadership Development Foundation has 24,200 square foot of office space for small, women and Veteran owned businesses. The Center is a small business incubator and offers mentoring, assistance in accessing capital, and business financial literacy to help the small business owners.

**The San Antonio Manufacturers Association (SAMA)** conducted a study in 2015 to identify and quantify the Alamo Region's skilled workforce demands to meet the regional manufacturing industry's needs. Manufacturing companies were asked to identify their top 3 high-demand employment needs for current, 2-, 5- and 10-year projections. The assessment included responses from nearly all sectors of the manufacturing industry and represented over 25% of the region's manufacturing employment. Although progress continues to be made to address regional workforce issues, the report provides a perspective that significant efforts are still needed to meet both critical current and projected vacancies within the manufacturing industry. To meet the skill and training needs will require continued engagement and collaboration within the Alamo Region.

**Texas Manufacturing Assistance Center (TMAC)**, the Texas organization responsible for the execution of the federal Manufacturing Extension Partnership (MEP) program. TMAC delivers hands-on technical assistance and training to a wide range of businesses, including manufacturing, government, and health care. This organization offers a wide array of services that improve efficiency, quality, and productivity. Focus areas include Lean Enterprise, technology solutions, strategic management, quality systems, environment, and safety.

**Toyota Motor Manufacturing Texas**, is expanded production of the Tacoma pickup truck in Mexico to increase Tacoma's production by more than 60,000 trucks annually in 2018. During a speech before the SAMA, the San Antonio Mayor revealed that the local Toyota plant has never been at "full employment" due to a lack of skilled workers, a problem that plagues all if not most manufacturers across the Alamo City.

**Holt Industries**, the largest Caterpillar dealership in the United States expanded its corporate headquarters to a new 84,000 square-foot, three-story building located in East San Antonio. The city of San Antonio provided an incentive package based on a capital investment of \$20.2M; the company employs about 642 persons.

**Indo-Mim**, has established a 20-year lease for a 58,000 square foot facility located at Port San Antonio. The company produces precision component parts through metal injection molding technology. Manufacturers in the aerospace, automotive, biomedical equipment, defense and other advanced industries use the company's products. The startup workforce will have more than 100 employees with a potential growth of 300 jobs within five years.

**Niagara Bottling LLC**, selected Seguin, Texas, as the site for their new 557,000-square-foot, \$85 million bottling plant. Construction has taken place on 30.77 acres of land at the intersection of Rio Nogales Drive and Eighth Street.

**Port San Antonio** is a unique asset that has helped to advance the industry regionally. The aerospace complex and international logistics platform located on the 1,900-acre site of the former

Kelly Air Force Base operates an industrial airport along one of the region's longest runways, Kelly Field. Aerospace and IT/Cybersecurity-related businesses operate there, including large hangar and shop facilities. Among the marquee names with facilities on site are Boeing, Lockheed Martin, StandardAero, Chromalloy, New Breed Logistics, and General Dynamics.

**Methodist Hospital and Children's Hospital** construction, which began in 2014 includes upgrades to add two new patient towers, expansion of women's services and neonatal ICU, and expansion of emergency and surgical services.

**The Alamo Colleges District** hosts a national award-winning, innovative, STEM-based instructional model which is operated by the Alamo Area Academies Inc., a non-profit organization. In partnership with Alamo Colleges, five academies offer the region's youth with tuition-free career pathways into critical demand STEM-related jobs. The five academies include the Aerospace Academy, Information Technology and Security Academy, Advanced Technology and Manufacturing Academy, Health Professions Academy, and Heavy Equipment Academy.

**Dress for Success San Antonio - Enhancing Economic Self-Sufficiency:** Provides workforce development services tailored to the people and cultures of San Antonio. Services that are unique to the organization include those related to post-employment support as well as specific partnerships with WSA.

**Goodwill Industries of San Antonio – Learn While You Earn:** The Goodwill Learn While You Earn program assists eligible program participants to overcome barriers to employment. The model provides opportunities for immediate transitional employment (funded by Goodwill) into jobs and includes placement goal within 90 days. The goals of the program include a *model continuum* which focuses on preparing, placing, retaining and advancing a participant on the job.

**Project Quest Inc.:** Project QUEST provides San Antonio residents with access to a variety of training programs that lead to the attainment of certificates, associate degrees, bachelor's degrees, and industry recognized certifications. QUEST provides intense case management and wrap around services and offers job search and placement assistance upon completion of training. Through its Open Cloud Academy, QUEST also offers a comprehensive training program leading to occupations in information technology, including cyber security. Instruction in the program is provided by Rackspace.<sup>49</sup> In addition, WSA has specific partnerships with QUEST that focus on the provision of training for dislocated workers, including the long-term unemployed.

**SA Youth – YouthBuild Program:** The YouthBuild program provides young people, ages 16 to 24 an opportunity to receive workforce training and education. The program operates 40 hours a week and helps young people attain a GED, a HS Diploma, and several workforce certifications and skills attainment. The program is holistic in that it offers case management, leadership development, counseling, soft job skills and preparedness, workforce certifications, and civic engagement. Depending on need, YouthBuild offers scholarships and assistance with clothing and transportation.

**My Brother's Keeper San Antonio (MBKSA)** is a national initiative designed to help boys and men of a variety of minorities reach their full potential regardless of life's circumstances. MBKSA

helps coordinate strategies that connect youth with opportunities focusing on six primary goals: 1) ensuring all youth graduate from high school, 2) ensuring all youth complete post-secondary education or training, 3) ensuring all out-of-school youth are employed, 4) ensuring all youth are safe from violent crime, 5) ensuring all youth who have been convicted or incarcerated receive opportunity to lead a productive life, and 6) ensuring that local efforts are sustainable. In alignment with WSA's Youth Program goals, WSA will continue to collaborate closely with MBKSA to provide youth with leveraged resources.

**P16 Plus Council of Greater Bexar County (P16+)** includes the involvement of the San Antonio Youth Commission as a civic engagement platform for area high school students. The commission is comprised of 22 high school youth leaders, two members from each City Council District and two Mayoral appointees. The Youth Commission meets monthly to create and advocate for student policies and programs. To better model and leverage services to in-school youth, WSA will continue to collaborate closely and request ongoing input from P16+.

**SA WORX** was modeled after the Boston Private Industry Council (PIC) and housed at the greater SATX: Regional Economic Partnership. SA WORX is an industry led coalition assembled to develop a comprehensive human capital strategy to fill San Antonio's and Bexar County's most pressing talent needs. The goal of SA WORX includes offering educators and students a minimum of 20,000 experiential learning opportunities by year 2020, and to develop true career pathways that lead to meaningful employment opportunities for San Antonio and Bexar County residents. WSA is committed to continue to work closely with SA WORX, and this includes the development of sector strategies and career pathways envisioned as part of a region-wide "workforce community plan." SA WORX impetus is critical to meeting the needs of both residents and industry in the San Antonio-Bexar County region of WSA's 13-county workforce development area.

**Healy Murphy Center** serves youth who have had difficulty succeeding in a traditional school environment. Services focus on one-on-one attention, individualized curriculum, counseling, childcare, and health services. This includes high school, GED, and high school equivalency programs, daycare for infants and toddlers, and health services.

**Vocational Rehabilitation:** Staff have been co-located in Workforce Career Centers through integration to strengthen and expand career opportunities for individuals with disability barriers. These service opportunities provide a portal for dual-service participation. Individuals enter the Sector pipeline through a variety of TWC Initiatives such as Summer Earn & Learn (SEAL) Pre-Educational Training Services at age 16 – 22 years, or Paid Work Experience opportunities with supported employment staff to help them assimilate in the jobsite for successful employment to earn a living wage.

**The IDDS Internship Program,** in partnership with AACOG and TWC Vocational Rehabilitation, is a unique paid manufacturing internship offered to individuals with documented Intellectual, Developmental or adults with disabilities. It is designed to support the participant to acquire manufacturing job skills for the purpose of gainful competitive integrated employment. The program is for 12 weeks and hosted at Toyotetsu Texas, Inc. Individuals must register with TWC-VR and must commit to 12 Consecutive weeks of training and be 18 plus years of age and graduated.



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## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented by:** Adrian Perez, CIO

**Date:** April 21, 2023

**Subject:** Introduction of Draft WSA Tactical Construct

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**Summary:** This item is to provide a Draft Tactical Construct (working title) developed by WSA staff based on the February 17-18, WSA Board of Directors Retreat. The goal of staff is to further develop and operationalize the WSA Sector Based model integrating local context, State programmatic requirements, and national best practices.

WSA staff have consolidated insights generated by the retreat activities and consolidated them into initial sector-based model “Tactical Construct.” The Construct is designed to further drive development of a common context among policy partners, service partners, and program implementation partners. The construct is also developed to serve as a basis to develop meaningful data products across all practice areas.

**Key Questions and Requirements Summary:** Given the Sector Based Model, how do we organize our work in a way that drives awareness of how the ecosystem works together? How do we do this in a way that supports awareness of upstream and downstream impacts of actions? Further, how do we do this in a manner that drives action and focuses resources under feasible time constraints? Requirements include providing enough clarity to be meaningful to each collection of actors in each practice area to drive action while providing enough awareness of the whole ecosystem to reinforce integration and partnership. How do we do this to express the year’s upcoming work in advancing the Strategic Imperatives and Committee Workplan input received during the February 17-18 Retreat?

**Draft WSA Tactical Construct:** The Draft Tactical Construct groups activities within the workforce ecosystem into practice areas with common terminology and concepts. The Practice Areas or “lenses” proposed are 1.) development of **Industry Sector** value, 2.) optimizing and coordinating **Partnerships**, 3.) optimizing and coordinating outreach and service to **People**, and 4.) application of a **Continuous Improvement** discipline applied to the construct itself.

**Common Terminology:** Common terminology across all practice areas will drive common context for action and includes:

**Objectives and Key Results:** For each practice areas WSA will seek consensus on no more than three annual objectives and key result categories realistically achievable by the end of the calendar year and who's compounded effect advance outcomes through annually adopted workplans.

**Practice Area Scale:** The units and segmentation we use for each lens (practice area) to understand and define related impacts of upstream and downstream activities or recognize a spectrum of impact within each practice area.

**Inputs:** Partners and associated resources that can serve as an opportunity for collaboration in meeting the OKR's of any Practice Area.

**Outputs:** Work that is driven by or coordinated with WSA seeking Outcomes.

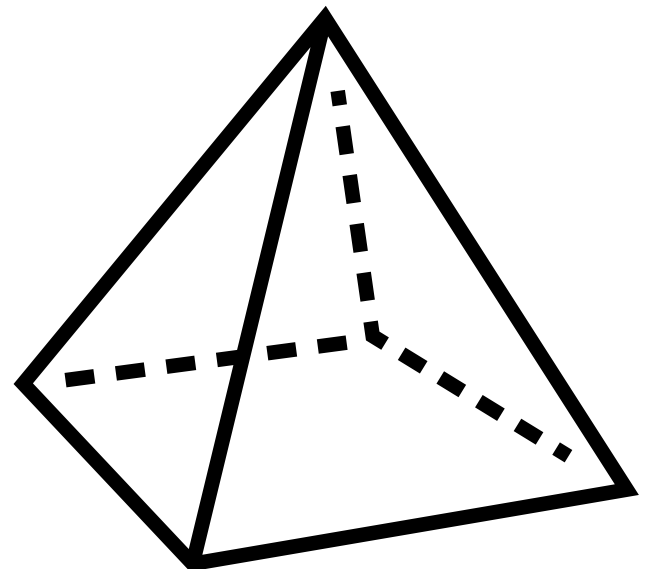
**Outcomes:** Ultimate measures of various degrees of success of any Practice Area.

**Efficiency:** Measures and analysis on rate throughput of dollars, candidates, or other input to secure desired outcomes.

**Effectiveness:** Degree to which inputs and outputs are having desired proportional effect on outcomes.

**Tactical Framework Analogy:** The practice areas four faces of a pyramid. All faces or practice areas combined are an expression of the ecosystem. They are four sides of the same object. Each face is a unique representation of a practice area with common terminology and methodology to express and drive activity.

While each practice area is related and supports the other, meaningful action is derived by focusing on the most pressing motivations of actors within each practice area and laying out meaningful, time constrained objectives and key results.



OKR's should drive engagement and enhance collaboration of each of the other practice areas and should reinforce critical analysis of on-going operations along the Practice Area Scale.

**Practice Area Example:** In the development of each of the defined areas WSA staff **began with outcomes** outlined in Table 1 that would drive engagement of the key actors in the Practice Area. Common Terminology (red labels) starts with Practice Area Scale which is “Time to Fulfillment” of industry demand. We then have *Inputs* which “Supply of Candidates”, Outputs which is “Coordinated Activity to Fulfill Demand” and Outcomes which is described as “Demand Sourcing” and “Fulfilled Demand.” From Table 1.

### Practice Area Example #1: Industry Sectors

**SAMPLE TABLE 1. FOR DISCUSSION: NOT ACTUAL METRICS OR PARTNERSHIPS**

Time to Fulfillment	Input		Output			Outcome			
	Supply of Candidates		Coordinated Activity to Fulfill Demand			Demand Sourcing		Fulfilled Demand	
	Partner	Number of Candidates	Partner	Activity	Measure	Source	Measure	Demand Type Fulfilled	Measure
6 mo	CBO	25 AMT Certs	WSA/Eco Dev Partners	Industry Specific Job Fairs	5	Key Accounts	400 WIT Postings	Placements	40
		25 Welding Certs	WSA/Bexar County/ Chamber	General Job Fairs	5	Industry Collab	30 Welding Certs	Placements	20
			WSA/C2	WIT Manufacturing Job Orders	50	FAME	40 AMTS	Placements	30
	Alamo College	100 Certs	AC	Job Fairs	4	AC Job Fair	30 Positions	Placements	Total Dollars Saved Industry \$100,000
		50 Associates	AC	Incumbent Worker Training	200	AC Bus Svs	400 Incumbent Workers	Incumbent Worker	Total Dollars Saved Industry \$100,000
1 Yr	UTSA	100 BBA	UTSA/ Chamber	Job Fair	4				
		50 MSA	SA Works	Internships	20				
		30 Engineering							
Pipe line	Secondary / Post Secondary	150 Students in STEM Awareness Program	WSA/South Texas Business Partnership	ACE Race	150	TXFAME	150 Kids	Awareness	150 kids aware of programs

**Example Objectives and Key Results:** Constructed and measured quarterly based on the Table 1. OKR's are used to drive collaboration across partners and engage industry.

### **Example Manufacturing OKR's: Year 1**

**Objective A:** Provide Human Resource Directors a value proposition to supply candidates and lower recruitment costs.

**Key Result:** Assess systems for aggregating demand and recommend innovations.

**Key Result:** Aggregate services and partners inputs into a process/package that makes realization of business value.

**Objective B:** Provide Human Resource Directors a value proposition to Train Incumbent Workers to lower training costs.

**Key Result:** Assess outreach systems for awareness of incumbent worker training demand in the region.

**Key Result:** Assess supply of incumbent worker supports systems and overall barriers.

**Objective C:** Provide Human Resource Directors a value proposition to adopt Apprenticeship programs to lower training costs and train potential candidates to fill full time permanent positions.

**Key Result:** Assess all partners offerings in terms of technical assistance to employers.

**Key Result:** Assess what conditions make Apprenticeships appropriate for employers.

**Key Result:** Co-develop a program to deploy Apprenticeship programs across the region.

**Next Steps:** With the feedback of the Committees WSA staff will continue to frame and build out the over Practice Areas of the Tactical Construct. The goal is to operationalize the desires of the WSA Board Committee and to help drive further collaboration across all actors as a means of deploying a focused yet far reaching Sector Based Strategy with clear objects and key results that can be measured over 5-year period.



# **Workforce Solutions Alamo**

## **Local Plan Modification**

### **May 2023**



# Purpose of the Two-Year Board Plan Modification

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## Analyze, Update and Revise the 2021-2024 Local Plan

- In-Demand Sectors, Industries and Target Occupations
- Economic and Workforce Analysis
- Workforce Development Activities
- Socioeconomic Analysis from the 13 County Workforce Solutions Alamo Region and the people that we serve

## Board's Operational Plans

- Description of Workforce Solutions Alamo's plans regarding programs and services
- Strategies, Financing and Performance Goals



# Local Plan Feedback

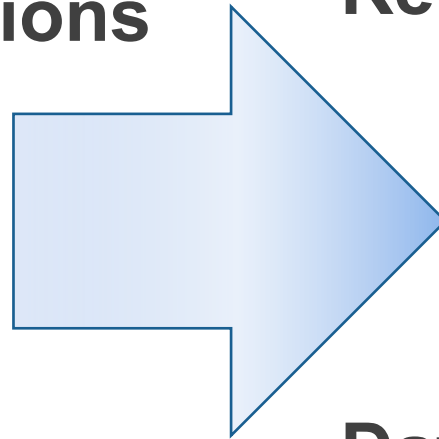
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**WSA Listening Sessions**

**One-on-One Data Sessions**

**Strategic Partners  
Presentations**

**Posted for Public Comment  
in December and January  
2023**



**24 Unique Target Occupation  
Requests**

- COSA
- Alamo Colleges
- Project Quest
- Accommodation Industry

**Data Review Criteria:**

- Mean Wage
- Reliable Data Sources
- Percentage Growth Overtime



# Sectors – Industries – Occupations

- **9 Industry Sectors:** Concentration of businesses and industries in a geographic region that are interconnected by the markets they serve
- **17 in-demand industries:**
  - Industries that have a substantial and current or potential impact on the local economy
  - Contribution to the growth and/or stability of other supporting businesses or industry sectors
- **72 Target Occupations:**
  - Include jobs that lead to economic self-sufficiency and opportunities for advancement



Source: TWC



# Local Plan Modifications: 2021 – 2024 Summary

## 2021-2024 (4-Yr Local Plan)

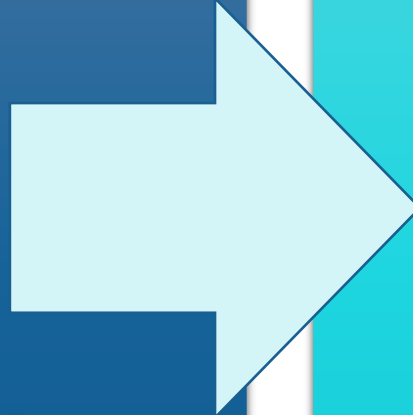
\$15.00 Target Avg.  
Wage

6 Clusters

11 Industry Sectors

22 In-Demand Industry

62 Target Demand  
Occupations



## 2023-2024 (Two Year Update)

\$17.00 Target Avg.  
Wage

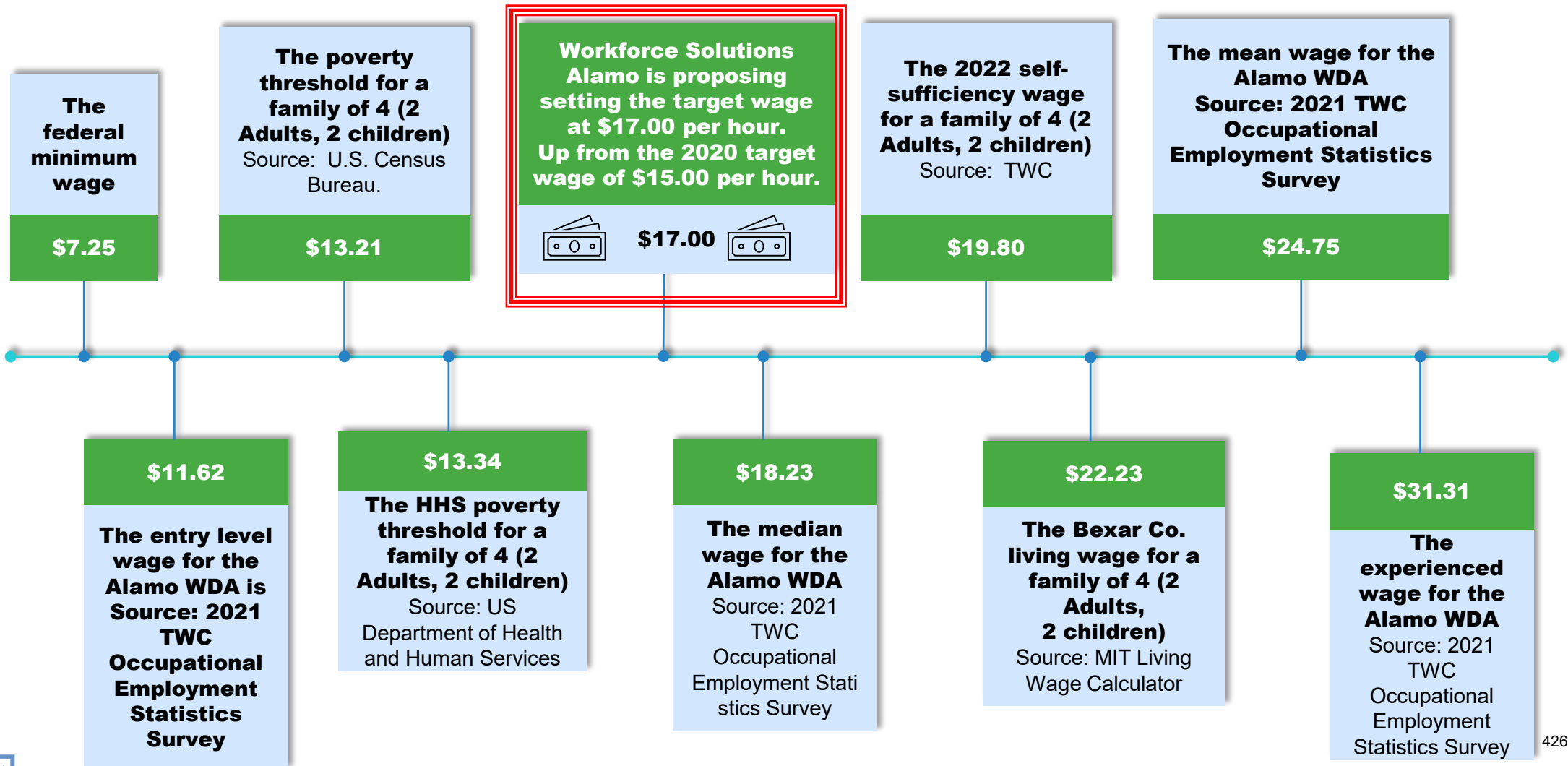
6 Clusters

**9 Industry** Sectors

**17** In-Demand Industry

72 Target Demand  
Occupations

# Workforce Solutions Alamo Target Wage Analysis



# WSA Career Pathway



# 9 In Demand Industry Sectors

	Industry NAICS Code	Industry Title
1	62	Health Care and Social Assistance
2	21	Mining, Quarrying, and Oil and Gas Extraction
3	61	Educational Services
4	52	Finance and Insurance
5	31-33	Manufacturing
6	54	Professional, Scientific, and Technical Services
7	23	Construction
8	48-49	Transportation and Warehousing
9	72**	Accommodation and Food Services
10	42	Wholesale Trade*
11	51	Information*
12	44-45	Retail Trade *

Source: TWC/LMCI/Industry Projections/Sectors/2018-2028

\* Removed \*\* New Industry



# 17 In-Demand Industries

Industry Sectors	Industries
<b>Aerospace/Manufacturing</b>	3361 Motor Vehicle Manufacturing 3363 Motor Vehicle Parts Manufacturing 3364 Aerospace Products and Parts Manufacturing
<b>Health</b>	6211 Offices of Physician 6221 General Medical and Surgical Hospitals 6223 Specialty (except Psychiatric and Substance Abuse) Hospitals* 6212 Offices of Dentists 6215 Medical and Diagnostic Laboratories
<b>Information Technology/Cybersecurity</b>	5182 Data Processing and Related Services* 5415 Computer Systems Design 5416 Management/Scientific, and Technical Consulting Services 4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers
<b>Construction/Architecture/Utilities</b>	2373 Highway, Street, and Bridge Construction* 2371 Utility System Construction 2382 Building Equipment Contractors** <b>New Industry</b> 5413 Architectural, Engineering, and Related Services* 4441 Building Material and Supplies Dealers *
<b>Oil &amp; Gas/ Warehousing &amp; Transportation/Traveler Accommodation/ Finance/Others</b>	5221 Depository Credit Intermediation 5242 Agencies, Brokerages, and Other Insurance Related Activities* 2111 Oil & Gas Extraction 4931 Warehousing and Storage 2131 Support Activities for Mining 7211 Traveler Accommodation ** <b>New Industry</b>
<b>Education</b>	6111-Elementary and Secondary Schools

\* These are industries that did not meet either the primary data target and/or secondary data targets. \* **Removed** \*\* **New Industry**

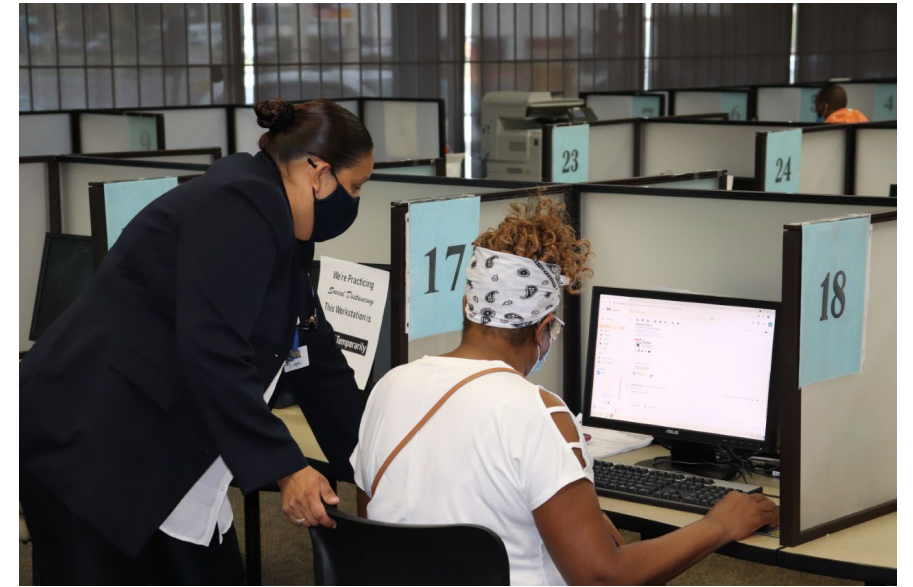


# Target Occupations List

## TWC Requires Boards to:

- Identify target occupations critical to the region's in-demand industries
- Develop a ranking / cutoff criteria
  - WSA identifies primary and secondary data targets.
- Use six-digit Standard Occupational Classification (SOC) codes to identify occupations
- Dedicate WIOA and other training resources to these occupations

Source: TWC



# Aerospace/Manufacturing Industry

## *Occupations*

Production, Planning, and Expediting Clerks

First-Line Supervisors of Mechanics, Installers, and Repairers

Aircraft Mechanics and Service Technicians

Industrial Machinery Mechanics

Maintenance and Repair Workers, General

Welders, Cutters, Solderers, and Braziers

Aerospace Engineering and Operations Technologists and Technicians

Source: LMCI/Industry Projections 2020-2030



# Healthcare

## *Occupations*

Medical and Health Services Managers

Registered Nurses

Dental Hygienists

Diagnostic Medical Sonographers

Radiologic Technologists and Technicians

Pharmacy Technicians

Licensed Practical and Licensed Vocational Nurses

Health Technologists and Technicians, All Other

Physical Therapist Assistants

Dental Assistants

Medical Assistants

Medical Secretaries and Administrative Assistants

Source: LMCI/Industry Projections 2020-2030





# Information Technology/Cybersecurity

## Occupations

Computer and Information Systems Managers  
Computer Systems Analysts  
Information Security Analysts  
Computer Network Support Specialists  
Computer User Support Specialists  
Computer Network Architects  
Database Administrators  
Database Architects  
Network and Computer Systems Administrators  
Software Developers  
Software Quality Assurance Analysts and Testers  
Web Developers  
Web and Digital Interface Designers  
Computer Occupations, All Other  
Operations Research Analysts

Source: LMCI/Industry Projections 2020-2030



# Construction/Utilities

## *Occupations*

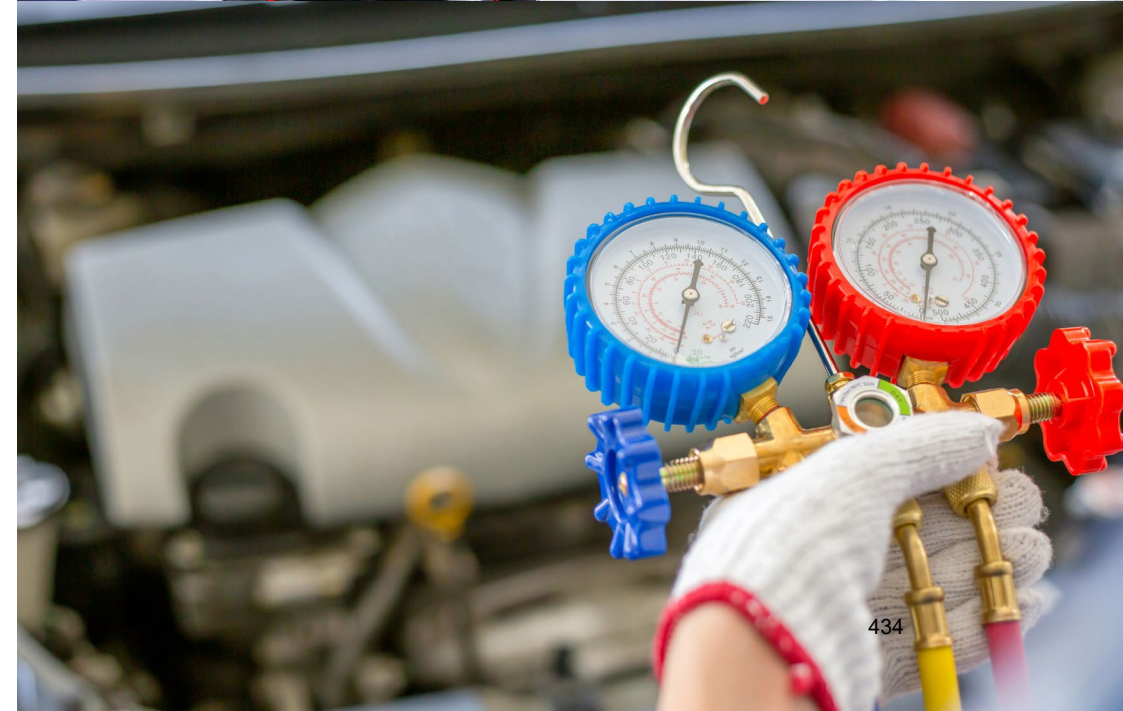
Electricians

Plumbers, Pipefitters, and Steamfitters

Heating, Air Conditioning, and Refrigeration  
Mechanics and Installers

Construction Managers

Source: LMCI/Industry Projections 2020-2030



# Oil & Gas/Warehousing & Transportation/Finance/ Accommodation/Others

## *Occupations*

Bookkeeping, Accounting, and Auditing Clerks

Geoscientists, Except Hydrologists and Geographers

General and Operations Managers

Financial Managers

Transportation, Storage, and Distribution Managers

Human Resources Specialists

Logisticians

Management Analysts

Accountants and Auditors

Loan Officers

Office Clerks, General

Heavy and Tractor-Trailer Truck Drivers

Automotive Service Technicians and Mechanics



Source: LMCI/Industry Projections 2020-2030

# Education

## Occupations

First-Line Supervisors of Office and Administrative Support Workers

Elementary School Teachers, Except Special Education

Middle School Teachers, Except Special and Career/Technical Education

Secondary School Teachers, Except Special and Career/Technical Education

Chefs and Head Cooks

Source: LMCI/Industry Projections 2020-2030



# Next Steps & Questions

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- ➔ Two-year Local Plan Update to be presented to Area Judges, Bexar County Commissioner and City of San Antonio
  - Submit to TWC in May

## Questions?



# DRAFT

# WSA Tactical Construct

Adrian Perez, CIO

April 21, 2023





# Summary

This item is to provide a DRAFT Tactical Construct developed by WSA staff based on the February 17-18, WSA Board of Directors Retreat. The goal is to further develop and operationalize the Sector Based model integrating, State programmatic requirements, local context and national best practices.



# State of Texas Strategic Direction

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The State of Texas piloted the Texas Talent and Economic Growth Project which outlined Goals that further align Workforce Solutions Alamo with economic development, employer focused program development, broader community collaboration and aligning services around the entirety of the barriers faced by job seekers such as housing and transportation.

WSA and its leadership were key stakeholders in the development of this pilot.







## GOAL 1 TEXAS TALENT EXPERTS

*To establish the state's public workforce system as the go-to resource for expertise about the Texas talent market.*

### STRATEGIES

#### 1.1. STANDARDIZED DATA

Align data processes across Workforce Development Boards for consistent storytelling of key labor market indicators and statistics.

#### 1.2. THOUGHT LEADERS

Position the system as the leading expert about labor market insights with enhanced awareness building and employment projections.

#### 1.3. RESOURCE INVESTMENT

Develop leadership capacity of Workforce Development Board staff through professional development opportunities that enhance data analysis skills and strengthen ties to economic development.



## GOAL 2 SERVICE OPTIMIZERS

*To deploy unmatched services of value to employers and economic development organizations and more effectively tell the story of the public workforce system's toolbox.*

### STRATEGIES

#### 2.1. STANDARD MENU OF EMPLOYER SERVICES

Transition the marketing of tools from being program focused to service oriented and provide a standard menu of employer services that outlines requirements and steps for accessibility.

#### 2.2. TARGETED DELIVERY MODEL

Implement a targeted service delivery model to focus on employers within in-demand industries and career seekers on paths to quality jobs.

#### 2.3. EXPANDED TRAINING

Expand training options that provide workers the in-demand skills that employers need and provide employers more upskilling opportunities as a talent retention tool.



## GOAL 3 PARTNERSHIP MANAGERS

*To create and manage more intentional partnerships to facilitate talent solutions, pursue shared goals in support of a healthy and robust workforce, and leverage joint resources.*

### STRATEGIES

#### 3.1. INDUSTRY ENGAGEMENT

Engage employers in a more comprehensive and intentional manner through sector partnerships that verify demand and guide priorities.

#### 3.2. ECONOMIC DEVELOPMENT COLLABORATION

Act as a lead collaborator with economic development organizations to identify actionable solutions for addressing workforce challenges.

#### 3.3. TRAINING AND EDUCATION ALIGNMENT

Facilitate efficient connections with training and education opportunities that produce strong outcomes for career seekers.

#### 3.4. COMMUNITY-BASED ORGANIZATIONS SUPPORT

Integrate with community-based organizations about talent-adjacent issues, like housing and transportation.



# Key Questions and Requirements

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- Express the year's upcoming work in advancing the Strategic Imperatives and Committee Workplan input received during the February 17-18 WSA Board Retreat.
- Drives awareness of how the ecosystem works together to support awareness of upstream and downstream impacts of actions.
- Drive action and focus resources under feasible time constraints with enough clarity to be meaningful to each group of stakeholders while providing enough awareness of the whole ecosystem to reinforce integration and partnership.
- Serve as a basis to develop meaningful data products and WSA and stakeholder-involved analysis across all practice areas.



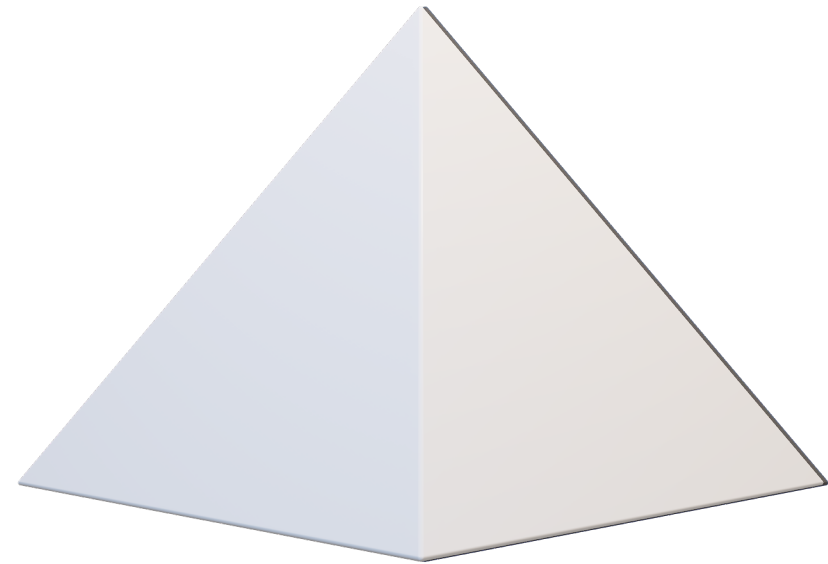
# Tactical Construct Analogy

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The practice areas form four faces of a pyramid as an expression of the ecosystem. While each practice area is related and supports the other.

Each face is a unique representation of a practice area with common terminology and methodology to express and drive activity.

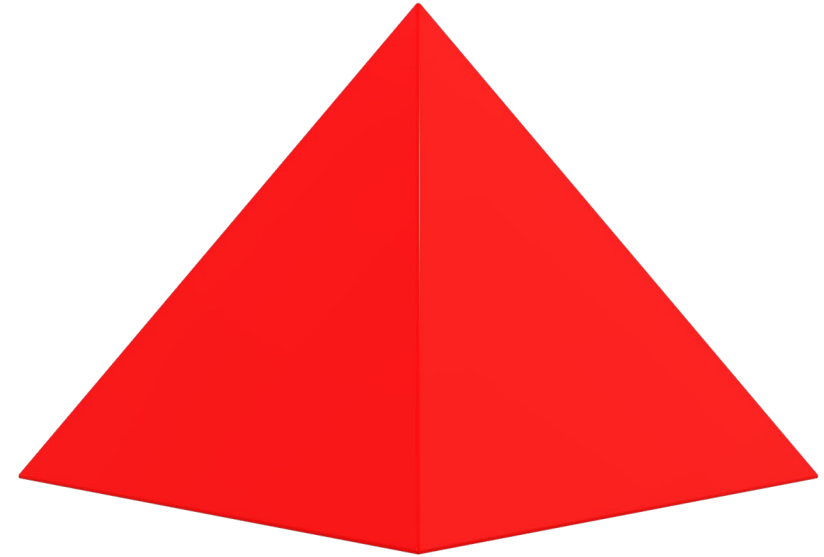
Meaningful action is derived by focusing on the most pressing motivations of actors within each practice area and laying out meaningful, time constrained objectives and key results.



# Practice Areas

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- 1.) Development of **Industry Sector** value
- 2.) Optimizing and coordinating **Partnerships**
- 3.) Optimizing and coordinating outreach and service to **People**
- 4.) Application of a **Continuous Improvement** discipline applied to the Tactical construct.



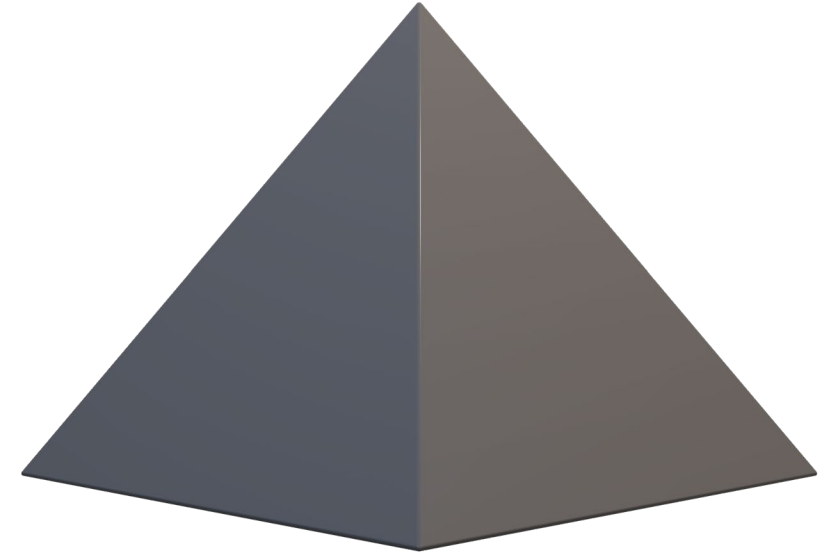
# Practice Areas and Common Terminology

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**Each Practice Area consists of common terminology but unique variables for the following:**

**Objectives and Key Results:** annual objectives and key result categories realistically achievable by the end of the calendar year and who's compounded effect advance outcomes through annually adopted workplans.

**Practice Area Scale:** The units and segmentation we use for each practice area to understand and define related impacts of upstream and downstream activities or recognize a spectrum of impact within each practice area.



# Practice Areas and Common Terminology

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**Inputs:** Partners and associated resources that can serve as an opportunity for collaboration in meeting the OKR's of any Practice Area.

**Outputs:** Work that is driven by or coordinated with WSA seeking Outcomes.

**Outcomes:** Ultimate measures of various degrees of success of any Practice Area.

**Efficiency:** Measures and analysis on rate throughput of dollars, candidates, or other input to secure desired outcomes.

**Effectiveness:** Degree to which inputs and outputs are having desired proportional effect on outcomes.



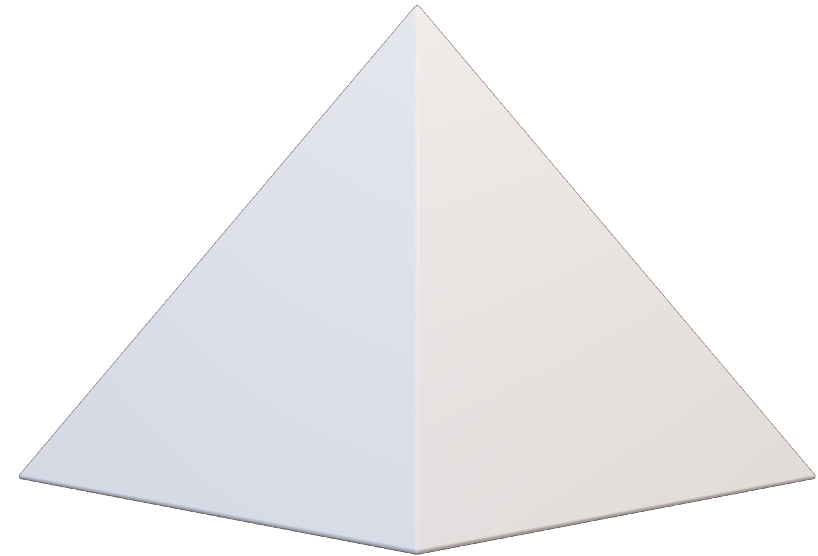
# Example Practice Area: Industry - Manufacturing

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In the development of Objectives and Key Results (OKR) WSA staff **began with Outcomes** that would drive engagement of the key actors in the Practice Area.

## Common Practice Area Terminology

1. Practice Area Scale = “Time to Fulfillment” of industry demand.
2. Inputs = “Supply of Candidates”
3. Outputs = “Coordinated Activity to Fulfill Demand”
4. Outcomes = “Demand Sourcing” AND “Fulfilled Demand.”



## Practice Area Example #1: Industry Sectors

**SAMPLE TABLE 1. FOR DISCUSSION: NOT ACTUAL METRICS OR PARTNERSHIPS**



Time to Fulfillment	Input		Output			Outcome			
	Supply of Candidates		Coordinated Activity to Fulfil Demand			Demand Sourcing		Fulfilled Demand	
	Partner	Number of Candidates	Partner	Activity	Measure	Source	Measure	Demand Type Fulfilled	Measure
6 mo	SCALE	CBO	WSA/Eco Dev Partners	Industry Specific Job Fairs	5	Key Accounts	400 WIT Postings	Placements	40
			WSA/Bexar County/ Chamber/	General Job Fairs	5	Industry Collab	30 Welding Certs	Placements	20
			WSA/C2	WIT Manufacturing Job Orders	50	FAME	40 AMTS	Placements	30
		Alamo College	100 Certs	AC	Job Fairs	4	AC Job Fair	30 Positions	Placements
	50 Associates		AC	Incumbent Worker Training	200	AC Bus Svs	400 Incumbent Workers	Incumbent Worker	Total Dolla \$ Saved Industry \$100,000
	1 Yr	SCALE	UTSA	UTSA/ Chamber	Job Fair	4			
SA Works				Internships	20				
Pipe line	SCALE	Secondary / Post Secondary	WSA/South Texas Business Partnership	ACE Race	150	TXFAME	150 Kids	Awareness	150 kids aware of programs



# Objectives and Key Results: Year 1

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**Objective A:** Provide Human Resource Directors a value proposition to supply candidates and lower recruitment costs.

[ Tangible direction on audience, what needs to be accomplished to drive engagement, and consensus approach derived from Table 1]

**Key Result 1:** Assess systems for aggregating demand and recommend innovations.

[ Internally focused incremental require for KR 2]

**Key Result 2:** Aggregate services and partners inputs into a process/package that makes realization of business value.

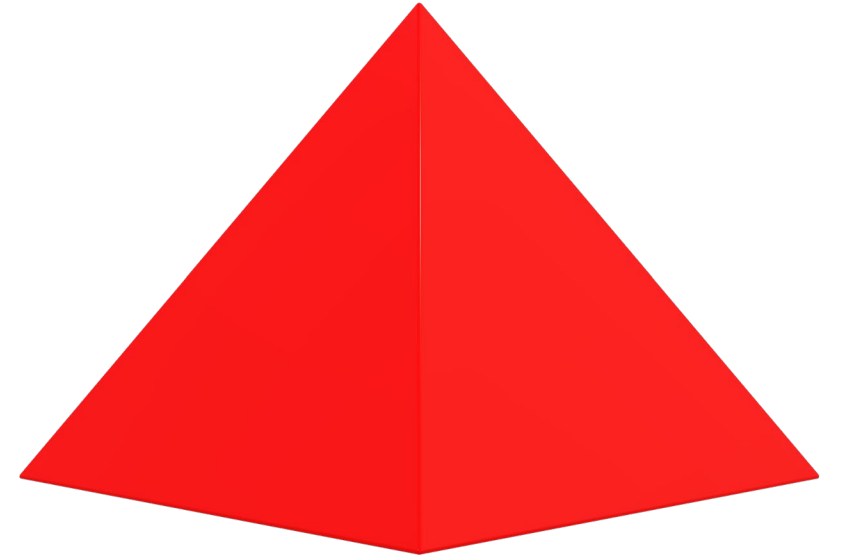
[Externally focused incremental result ]



# Objectives and Key Results

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- OKR's derived from a defined Scale, Input, Output, Outcome table and most importantly are time constrained.
- Each successive OKR may rely on a different sets of actors/programs but work towards the same goal of driving engagement in Practice Area.
- Each annual OKR should drive progress of a 5-year plan.



Key Results may shift as barriers or opportunities to advance the Objective emerge as achievable during the program year. For example:

- Key Result of “Assess current means of aggregating demand”
- May call for a year-long overhaul of internal processes
- This creates a new KR or Objective.

# Next Steps



## **Work to further operationalize and measure implementation of Sector Based Model:**

Define and present common terminology across the remaining Practice Areas (Partners, People, Continuous Improvement).

Integrate direction of the WSA Board and Committees.

Discuss and collaborate with partners on WSA OKR's based on State and Board strategic direction.





**Questions?**





# OVERSIGHT COMMITTEE REPORT



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## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented by:** Katherine Pipoly, Chief Operations Officer

**Date:** April 21, 2023

**Subject:** Workforce Solutions Aspen Workforce Leadership Academy

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**Summary:** Workforce Solutions Alamo is proud to announce our local WSA Aspen Workforce Leadership Academy (WLA), in partnership with the Aspen Institute Economic Opportunities Program (EOP). WSA is one of eight organizations selected across 24 states and Canada.

In accordance with the Local Plan, WSA has worked to create partnerships representing a diverse collection of employers, government entities and elected officials, education and training partners, economic development organizations, labor associations and organizations, and community-based and non-profit social service agencies that create an ecosystem focused on the development of the local workforce and driven by industry demand. WSA has established the agency as the convener of these partnerships and acts as a coordinating partner across multiple sectors to facilitate communication, funding, innovation, and progress. WSA's approach incorporates data collection from specific constituencies in order to create highly customized responses to the needs of target industries. This opportunity directly supports the WSA Sector-Based partnership strategy.

Aspen Leadership Academy Fellows work with leading practitioners, apply practical planning tools, strategize about applying effective strategies, and engage in leadership development. Through a Collaborative Learning Lab, academies provide a forum for local leaders to identify local and regional systems-based challenges and create shared solutions. The fellowship program supports the implementation of the WSA Local Plan in the following ways:

- WSA will employ best practices in workforce development and the WLA fellowship will strengthen leaders' capacity to develop and sustain effective workforce strategies.
- Fellows align with the WSA partnership strategy and foster a more clearly aligned workforce ecosystem that delivers integrated services to businesses and workers.
- The fellowship will expand the number and quality of leaders who advance opportunities for low-wage workers and job seekers as they meet employers' talent development needs. The Academy is employer-driven, data informed, and will help us with the implementation of our local plan.

- The Academy aligns with the WSA core values accountability (of being the convenor of workforce development), collaboration (community leaders and partners), excellence, innovation (first Academy in Texas and done by a workforce board), and integrity. The WSA Board vision provides the inspiration to execute an integrated community workforce network in the nation.
- The sector-based framework of WSA prioritizes strategies that promote systems change and partnership across multiple sectors of the workforce ecosystem. Best practices associated with the Sector-Based model include:
  - The development of collaborative infrastructure with a lead agency in the role of convenor or lead organization that facilitates connection with education, industry, and economic development partners with a shared vision for workforce development.
  - Transparency and communication among regional partners to promote the shared vision for workforce development.
  - Creation of a playbook to define communications plan for programs and partnerships.
  - Emphasize local wisdom and community voice in program development and evaluation.
  - Create measurable goals and objectives with culturally responsive data-gathering and evaluation processes.
  - Inform the development career pathways that address the needs of employers and jobseekers.

Twenty-four fellows were selected across the Alamo Region to represent the Workforce Leadership Academy and represent local government, community-based organizations, economic development, workforce, school districts, and private industry.

The Workforce Leadership Academy 2023 Schedule includes:

- Opening Retreat, March 29 – March 31, 2023
- 5 Working Sessions & 5 CoLabs, beginning April 10 and held monthly through October 2023. These sessions focus on:
  - Employers
  - Metrics & Data
  - Partners & Collaboration
  - Programs Strategies
  - Policy & Funding
- 360 Leadership Assessment – September 15, 2023
- Closing Retreat, November 8<sup>th</sup> – 10<sup>th</sup>, 2023
- Stakeholder CoLab Pitch, December 4, 2023

The purpose of the monthly sessions focuses on:

- Surface Fellows' collective intelligence around needed local ecosystems changes to improve services, programs, and strategies.
- Apply systems thinking to the local workforce system.
- Reflect on, practice, and develop collaborative leadership skills.
- Deepen Fellows' knowledge of specific CoLab issue.
- Craft and present recommendations for ecosystems changes in self-selected Collaborative Learning Lab small groups.
- Engage with a broader base of local leaders to share Fellows' analysis and recommendations for action.

**Analysis**

No analysis has commenced at this time. Future data collection and analysis will include the impact and outcomes of the WLA. Data points and collection method to be determined in coordination with Aspen and WSA data team.

**Alternatives:**

No alternatives are being considered at this time.

**Fiscal Impact:**

The Aspen Institute Economic Opportunities Program (EOP) has awarded WSA \$50,000 in support of the Workforce Leadership Academy. WSA will utilize nonfederal funds, including Fellow sponsors and donations to invest an additional \$101,953 to support the successful implementation of the WLA in the Alamo Region.

**Recommendation:**

Focus efforts on preparing the WLA sessions to fully explore opportunities to strengthen our local workforce ecosystem. WSA facilitators will work with the WSA team and local partners to secure the strongest local and national subject matter experts to highlight best practices and analyze existing system processes to explore system breakdowns and enhancements.

**Next Steps:**

WSA team is working with Aspen WLA coach to secure guest speakers for each session based on the topics outlined above. The first session will take place virtually on Monday, April 10, 2023. WSA will continue to secure sponsorships to support the Academy.



## MEMORANDUM

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented by:** Adrian Perez, Chief Information Officer

**Date:** April 21, 2023

**Subject:** Unemployment Insurance Weekly Work Search Contact Requirement

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**Summary:** The Wagner-Peyser Act requires that the state unemployment compensation system administer work test requirements. Texas Labor Code §207.021 requires UI claimants to register for work, to demonstrate the ability to work, and to be available for work. UI claimants must actively seek suitable work by making a minimum of three work search contacts per week. Commission rule allows Boards to require more than three work search contacts per week, based on a local labor market information analysis. TWC Workforce Development (WD) Letter 01-12, Change 1, dated June 23, 2021, provides local workforce areas with guidance on conducting an annual analysis by county. The Board must review the analysis and approve the recommended UI weekly job search requirements.

**Analysis:** Boards are required to conduct an annual analysis of the minimum number of weekly work search contacts for each county. Sources to consider when evaluating the number of work search contacts may include population, labor force and labor market information, employment opportunities, and work search requirements in neighboring or similar counties.

**Alternatives:** None.

**Fiscal Impact:** None.

**Recommendation:** An analysis was conducted reviewing U.S. Census demographics, Local Area Unemployment Statistics (LAUS), and industry employment growth (% and # Change) data by county. WSA also reviewed a comparison of job search requirement by county for other large boards. WSA staff recommends that the weekly work search contact requirements remain at 5 for all counties based on the unemployment rate of 3.4% for the region, and UI rates < or = to 3.4 in nine of thirteen counties, in November of 2022. Also, QCEW industry employment comparison for Q2 2021 and 2022 indicated an employment growth for all WSA counties of 52,555 with a % change of 5.0 percentage points over the year.

**Next Steps:** If approved, TWC will be notified of the required weekly job search contacts. Information is used by UI staff to test that UI Claimants are able, available, and actively seeking work. TWC may randomly test UI claimants job search activities. Claimants are required to keep a log that may be used to validate their job search. WSA will issue a policy record to the Adult Contractor for continued implementation.

**MEMORANDUM**

To: Board of Directors  
 From: Dr. Ricardo Ramirez, Director of Quality Assurance  
 Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance  
 Date: April 21, 2023  
 Subject: TWC Performance – Measurable Skills Gains (MSGs) and Credential Rates

**SUMMARY:** This Memorandum aims to present information to assist with the definition and role of these performance measures. WIOA §116 requires TWC to formally contract specific ‘siloes’ Title I Adult, Dislocated Worker (DW), and Youth measures to Boards. Two measures include the Measurable Skills Gains (MSGs) and Credential Rates. The following provides a summary of these two measures.

Board staff includes TWC-contracted performance in our contracts with partners (for the One-Stop/Adults and Youth service provider contracts). Staff uses TWC’s Management Performance Report (MPR) to determine performance outcomes to pay service provider profits (e.g., as negotiated at the beginning of each year). The “End-of-Year” (EOY) resembles the overall score or grade of the report card.

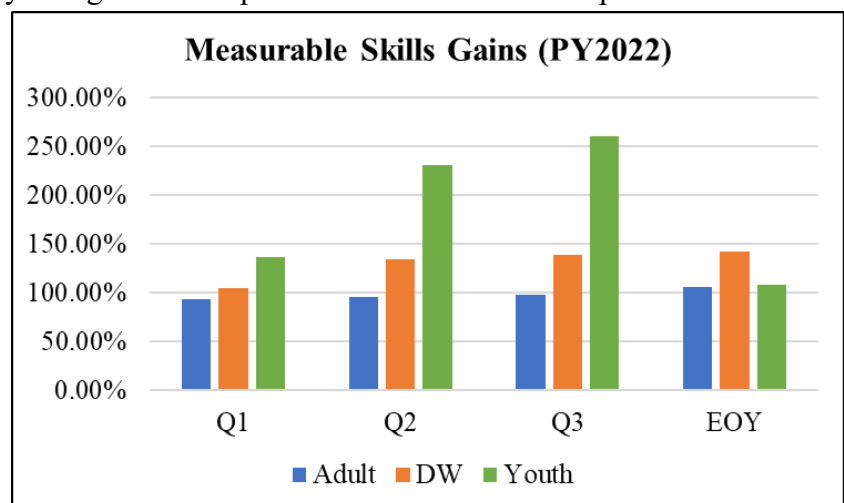
**Measurable Skills Gains (MSGs)**

The MSGs performance aim to capture the percent of Program Participants who (during the Program Year) were enrolled in an Education or Training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress towards such a credential or employment.

These can be understood as ‘industry-recognized occupational credentials.’ Examples of MSGs: Satisfactory Progress (for college/university and high school), Training Milestones, and Skills Progression.

For this past year, outcomes capture participants who gained industry-recognized occupational skills from July 1, 2021, through June 31, 2022.

*Source: TWC MPR; Meeting >= 90%, Exceeding >=110%*

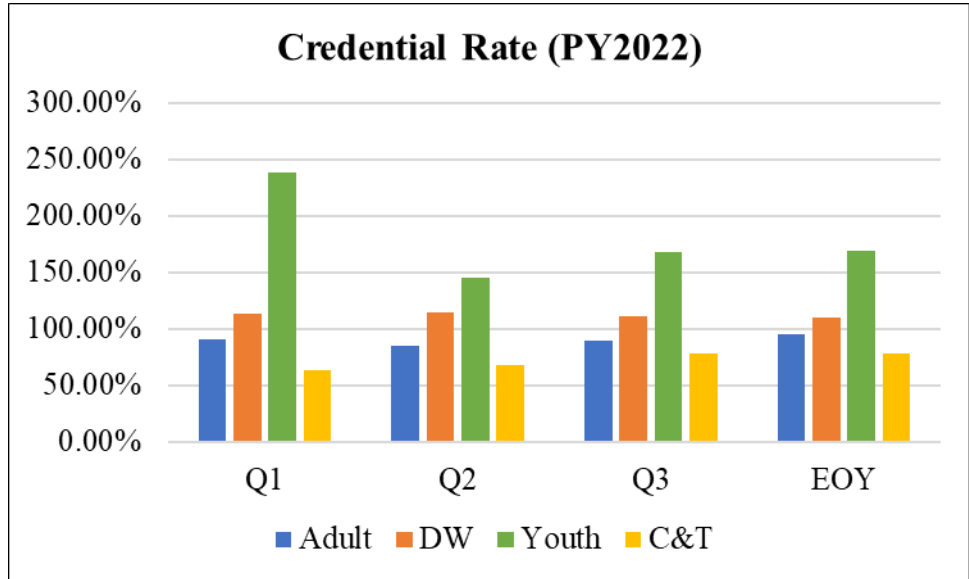


### Credential Rate

The Credential Rate performance captures the percent of Exiting Program Participants (Exiters) who were in Training/Education other than On-the-Job Training or Employer Customized Training and who achieved a Recognized Credential within one (1) Year of Exit.

For this past year, outcomes capture participants who gain credentials from January through December (of the previous year).

Source: TWC MPR;  
Meeting >= 90%,  
Exceeding >=110%  
C&T = Not Meeting.



Examples of Credentials: High School Equivalency/Diploma, Bachelors Degree, Master’s degree, Doctorate degree, Registered Apprenticeship, Associate Degree, Occupational Skills License, Occupational Certificate/Certification.

#### STAFF RECOMMENDATIONS:

TWC requires Boards to Meet or Exceed TWC-contracted performance measures as contracted to service providers. Board Staff recommends a continued focus on the measures.

#### FINANCIAL IMPACT:

WSA subrecipient contracts include TWC-performance goals as part of their profit. TWC may sanction Boards that fail to Meet performance. TWC Sanctions (or ‘Intent’ to Sanction) may limit the Board’s eligibility for TWC Annual Awards (monetary or other), and different types of sanction may carry additional requirements.

**STRATEGIC OBJECTIVE: To help meet the requirements of of WIOA 116 which requires states to formally contract specific ‘siloes’ Title I Adult, Dislocated Worker (DW), and Youth Measures, including Measurable Skills Gain and Credential Rate.**

#### ATTACHMENTS

- TWC Definitions: BCY22 LWDA Contracted Performance Measure Definitions for Credential Rate and Measurable Skills Gains.
- Measurable Skills Gains WSA Policy

**TWC DEFINITIONS**  
**BCY22 LWDA Contracted Performance Measure Definitions**

Measure Name:	<b>Credential Rate</b>
Contracted?	Four (4) Measures: Title I Adult, Title I Dislocated Worker, Title I Youth, & All Career & Training Participants
Perf Period:	Exiters from 1/1/20 to 12/31/20
Data Source	TWC's PIRL Report
Definition:	The percent of Exiting Program Participants (Exiters) who were in Training/Education other than OJT or Employer Customized Training and who achieved a Recognized Credential within one (1) Year of Exit
Methodology	<p>Denominator is the number of Program Participants who Exited during the Performance Period who didn't have a valid Exclusion and who during their Period of Participation were either:</p> <ol style="list-style-type: none"> <li>1) Enrolled in training other than On-the-Job Training or Employer Customized Training (as defined by DOL, not the ECT code in TWIST); or</li> <li>2) An In-School Youth.</li> </ol> <p>Numerator is the number of Exiters from the Denominator who within one year (365 Days) of Exit have achieved either a:</p> <ol style="list-style-type: none"> <li>1) Recognized Credential other than a Secondary School Diploma/Equivalent; OR</li> <li>2) Secondary School Diploma/Equivalent AND were also either: <ol style="list-style-type: none"> <li>a. Employed in any of the four (4) Calendar Quarters Following the Calendar Quarter of Exit OR</li> <li>b. Enrolled in Post-Secondary Education or Training at some point during the first year (365 Days) following Exit.</li> </ol> </li> </ol> <p>Performance is calculated by dividing the numerator by the denominator.</p>
Additional Notes	<p>Year End Performance will be reported in the August MPR.</p> <p>Adult, Dislocated Worker, and Youth versions of these measures are required to be contracted to local Boards under WIOA §116. All Career &amp; Training Participants was selected to be contracted because the state provides support for training and education through a variety of other programs.</p>

Measure Name:	<b>Measurable Skills Gain</b>
Contracted?	<b>Three (3) Measures: Title I Adult, Dislocated Worker, Youth</b>
Perf Period:	Participants in Education or Training (including OJT) from 7/1/21 to 6/30/22
Data Source	TWC’s PIRL Report
Definition:	The percent of Program Participants who (during the Program Year) were enrolled in an Education or Training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress towards such a credential or employment.
Methodology	<p>Denominator is the number of Program Participants who were enrolled in Education or Training (including OJT but not including Youth Work Experience) that leads to a recognized postsecondary credential or employment (including enrollment in Secondary Education) during the program year (7/1/21 to 6/30/22). <u>Note that this includes all In-School Youth.</u></p> <p>Numerator is the number of Participants from the Denominator who have a Measurable Skills Gain during the Program Year (even if after Exit but within the PY).</p> <p>Performance is calculated by dividing the numerator by the denominator.</p> <p>There are 5 types of Measurable Skills Gains:</p> <ol style="list-style-type: none"> <li>1) Achievement of an EFL for a person in education below Post-Secondary Level (note that enrolling in PSE AFTER Exit but DURING the same PY is evidence of an EFL);</li> <li>2) Attainment of Secondary School Diploma/Equivalent;</li> <li>3) Report Cards demonstrating progress: <ol style="list-style-type: none"> <li>A) Secondary School report card showing sufficient hours to meet the state’s academic standards;</li> <li>B) PSE report card or transcript showing successful completion of at least 12 credit hours in a 12-month period that ends during the PY;</li> </ol> </li> <li>4) Satisfactory or better progress towards established milestones such as completion of OJT or advancement in an apprenticeship program; or</li> <li>5) Successful passage of an exam that is required for a particular occupation or progress attaining technical or occupation skills based on trade-related benchmarks such as knowledge-based exams.</li> </ol>
Additional Notes	<p>Year End Performance will be reported in the August MPR.</p> <p>Note that while Boards and States are required to report all gains a Participant achieves (even if multiple within the same category), the actual measure is %</p>

	<p>of Participants in Education/Training with a Gain. It is NOT Total Number of Gains achieved divided by Total Number of Participants in Education/Training. Thus, if a Participant achieves two (2) gains during the PY, the Participant only counts one time in the numerator.</p> <p>Adult, Dislocated Worker, and Youth versions of these measures are required to be contracted to local Boards under WIOA §116. All Career &amp; Training Participants was selected to be contracted because the state provides support for training and education through a variety of other programs.</p>
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**Measurable Skills Gains – WSA Policy**

OUTCOME TYPE	Satisfactory Progress (Report Card or Transcript)	
	34 - College/University Transcript/Report Card	35 - High School Transcript/Report Card
<b>WD 09-19,C1, Attachment 1</b>	Postsecondary Education - at least 12 credit hours: a) full-time: in one semester during program year, or b) part-time: within same 12-month period that ends in the program year	Youth Only - Secondary (9-12 grades) - report card or transcript for one semester with academic standard achievement.
<b>TWC Q&amp;A</b>	<p>For Proprietary Schools: terms such as ‘trimesters,’ ‘modules,’ ‘session,’ ‘term,’ or ‘quarter’ are used in lieu of ‘semester.’ For these, ‘contact’ or ‘clock’ hours must be used.</p> <p>With 6 credit hours in the 1st semester and 6 more in the next semester, if the semesters cross two PYs, the 6 credit hours in the 1st semester would not count in the 1st PY but both 6 credit hours would count in the 2nd PY.</p> <p>Includes Dual Credit coursework.</p> <p>Includes online training (e.g., through MedCerts) with verification of progression as required.</p>	All ISY are included in the denominator.

OUTCOME TYPE	Satisfactory Progress (Report Card or Transcript)	
	34 - College/University Transcript/Report Card	35 - High School Transcript/Report Card
TEGL 10-16, Ch. 1	If a postsecondary student completed 6 hours in the spring and 6 hours in the fall and the semesters cross two program years, they would not count as a skill gain in the first program year but would count in the second program year.	
	Programs should not delay enrollment or services to participants until a new program year even if programs believe there is insufficient time for the participant to make any type of measurable skill gain by the end of that program year.	
TWC MSG PowerPoint WD 09-19 Ch1 TEGL 10-16, Ch.1 TWC Email Clarification (07/20/2022)	Staff should enter each individual semester transcripts even if under 12 hours, by the end of the PY customer may accumulate the total 12 hours.	For Youth only, HSE Preparatory Course - report card or transcript at end of course with standard achievement.
Date	The date recorded must be the last day of the semester for which the report card demonstrates MSG requirements are met.	

OUTCOME TYPE	Established Training Milestone (Satisfactory or Better Progress Report)	
	36 - Training Milestone	
WD 09-19,C1, Attachment 1	<p>Achievement of <u>established milestones</u> of employer/training provider: a) completion of OJT, b) completion of one year of apprenticeship, c) similar milestones. Training reports of milestones completed as participant masters required job skills for these examples.</p> <p>May be documented with a satisfactory or better progress of an <i>established milestone</i>. The progress reflects achievement or mastering of a required job skill.</p> <p><i>Pay increase from working <u>additional hours</u> is not acceptable.</i></p>	

OUTCOME TYPE	Established Training Milestone (Satisfactory or Better Progress Report)
	36 - Training Milestone
TWC Q&A	<p>Counselor Notes should document the start and estimated end date of training, name of training, courses being taken, the MSGs participant should earn, and when established milestones are expected to be earned.</p> <p>Documentation for OJT includes OJT Contract and/or an evaluation from the employer - the process should be outlined in the OJT Contract prior to the beginning of the OJT.</p> <p>A “Certificate of ‘Training’ Completion” can be used to verify completion of training courses (as defined by <u>TEN 25-19 Att. 1</u>). Professional or industry associations may award occupational certificates (“certificate” and “certification” are often confused). “Certificates” are completion-based and denote participation in a defined course of study.</p> <p><i>Some certificates relate to discrete skills within one or more industries or occupations (e.g., writing, leadership, general hygiene, handwashing, general safety, cardiopulmonary resuscitation or CPR, work readiness, food-handling certificates, etc.) - these are typically not eligible.</i></p> <p><i>Passing a test in an academic course by participants enrolled in a traditional secondary or postsecondary education program is not considered an MSG gain. Quizzes and single exams (i.e. Science quiz, weekly, mid-term or final exam would not be eligible.</i></p>
TEGL 10-16, Ch. 1	<p>Programs should identify appropriate methodologies based on the nature of the services, and must document <i>substantive</i> skill development.</p> <p>May include training reports or milestones completed as the individual <i>masters the required job skills</i>, or steps to complete an OJT or apprenticeship.</p> <p>Includes increases in pay resulting from newly acquired skills or increased performance.</p> <p>May include: documentation demonstrating participants master required job skills through training.</p> <p>‘Completion of one year of an apprenticeship’ is just one example and reflects a ‘timeframe’ that may be established as a milestone - a ‘one year’ timeframe should not be construed as a required timeframe or the only way an apprentice can achieve an MSG.</p>



OUTCOME TYPE	Established Training Milestone (Satisfactory or Better Progress Report)
	36 - Training Milestone
<p><b>TEN 25-19 Attachment 1</b></p>	<p>A postsecondary credential that validates attainment of a measurable technical or industry/occupational skill necessary to a) gain employment or b) advance within an industry/occupation. These ‘skills’ are based on standards developed or endorsed by businesses or industry associations.</p> <p>Certificates, reports, or credentials of this type pertain to a skill that must be recognized industry-wide, or document a measurable technical or industry/occupational skill, <i>necessary</i> to gain employment or advance in a specific occupation.</p> <p><i>Certificates awarded by Boards are not included in this definition, nor are work readiness certificates.</i></p> <p><b>Examples (there is no comprehensive national list of approved credentials):</b></p> <ul style="list-style-type: none"> <li>-A document from a nationally- or regionally-recognized industry association</li> <li>-A document from an organization representing a sizeable portion of the industry sector</li> <li>-A credential that is sought or accepted by companies within the industry sector for purposes of hiring or recruitment</li> <li>-Stackable industry-recognized credentials (e.g., Advanced Manufacturing, Healthcare/Electronic Health Records)</li> </ul>
<p><b>TWC MSG PowerPoint WD 09-19 Ch1 TEGL 10-16, Ch.1 TWC Email Clarification (07/20/2022)</b></p>	<p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>-Must document substantive skill development.</li> <li>-Training Provider Certificate of Training Completion (of training courses).</li> <li>-Successful completion of Nurse Aid Provider Training Classes (before State Exam).</li> <li>-Successful completion of OJT (documented in OJT Training Plan and Agreement).</li> <li>-Completion of 1st year of Apprenticeship Program (in signed DOL Apprentice Agreement).</li> <li>-Increase in pay from newly acquired skills/or performance.</li> <li>-Food Handlers, CPR and First Aide Certificates if received as a component of a larger training program.</li> <li>-A progress report that lists a number of benchmarks by identifying the occupational and industry-recognized skills that the customer is learning. If a progress report does not contain enough information about the achieved milestone, the progress report in conjunction with case notes can be used to document the achievement of an MSG milestone. The case notes must detail and identify the specific training milestone, how the MSG was earned and documented.</li> </ul> <p><i>-OSHA-10 is not considered eligible for MSG.</i></p> <p><i>-“Yes/No” or similar statements in a report to record a gain are insufficient.</i></p>

<b>OUTCOME TYPE</b>	<b>Established Training Milestone (Satisfactory or Better Progress Report)</b>
	<b>36 - Training Milestone</b>
<b>Date</b>	Date recorded must be the date the employer/training provider indicated the milestone was met.

<b>OUTCOME TYPE</b>	<b>Skills Progression (Passage of an Exam)</b>
	<b>37 - Skills Progression</b>
<b>WD 09-19,C1, Attachment 1</b>	<p>Passage of an exam that is required: for an occupation and to progress in attaining technical or occupational skills as evidenced by trade-related benchmarks (e.g., knowledge-based exams).</p> <p>May include: a) passing a component exam in a registered apprenticeship program; b) an employer-required knowledge-based exam; c) satisfactory attainment of an element of an industry or occupational competency-based assessment; d) other completion test necessary to obtain a credential.</p> <p><i>Passing a test in an academic course by participants enrolled in a traditional secondary or postsecondary education program is not considered a gain.</i></p>
<b>TWC Q&amp;A</b>	<p>Allowable examples include passage of LVN or RN NCLEX exams even without completing the minimum 12 credit hours in one semester (full-time) or within two semesters (part-time).</p> <p>Attainment of industry-recognized credential.</p> <p>“Certifications” attest to attainment of competence through a rigorous examination or demonstration and may include a work experience requirement - they are also usually considered to be more rigorous and indicate a higher level of competence or proficiency than a Certificate.</p> <p><i>Passing a test in an academic course by participants enrolled in a traditional secondary or postsecondary education program is not considered an MSG gain. Quizzes and single exams (i.e. Science quiz, weekly, mid-term or final exam would not be eligible.</i></p> <p><i>A CDL driving permit for a temporary period is not an MSG.</i></p>

<b>OUTCOME TYPE</b>	<b>Skills Progression (Passage of an Exam)</b>
	<b>37 - Skills Progression</b>
<b>TWC MSG PowerPoint WD 09-19 Ch1 TEGL 10-16, Ch.1 TWC Email Clarification (07/20/2022)</b>	<b>Examples:</b> -Passing Texas Department of Public Safety, CDL written and driving test. -Passing State Certified Nurse Aid written and hands-on Exam -Passing Specific Welding Type Exam (Arc, Pipe, etc.) -Electrician Apprenticeship – passing exam on wiring a Ceiling Fan -Information Technology – passing exam for Industry-Recognized Credential (Microsoft, CompTIA, Windows Certified Technologist, Network +, PMP) -HVAC – EPA Certification, Universal Type I, II III, or IV -Medical Certification – passing exam by an Accredited Medical Certification Exam (CMA, Pharmacy Technician, Phlebotomy Technician, Medical Records Technician, Medical Billing & Coding).
<b>Date</b>	Date recorded must be the day the exam was completed and passed.

# Aspen Workforce Leadership Academy Goals

The Academy engages leaders in a yearlong peer learning cohort to:

- Expand and deepen professional networks and partnerships;
- Strengthen organizational and systems leadership skills;
- Apply a race and equity lens to assess and improve workforce services and strategies;
- Apply systems change framework to Fellows' work;
- Deepen understanding of effective strategies and programs; and
- Provide a forum to work collaboratively to identify local and regional systems-based challenges and create shared solutions.

## Workforce Leadership Academy



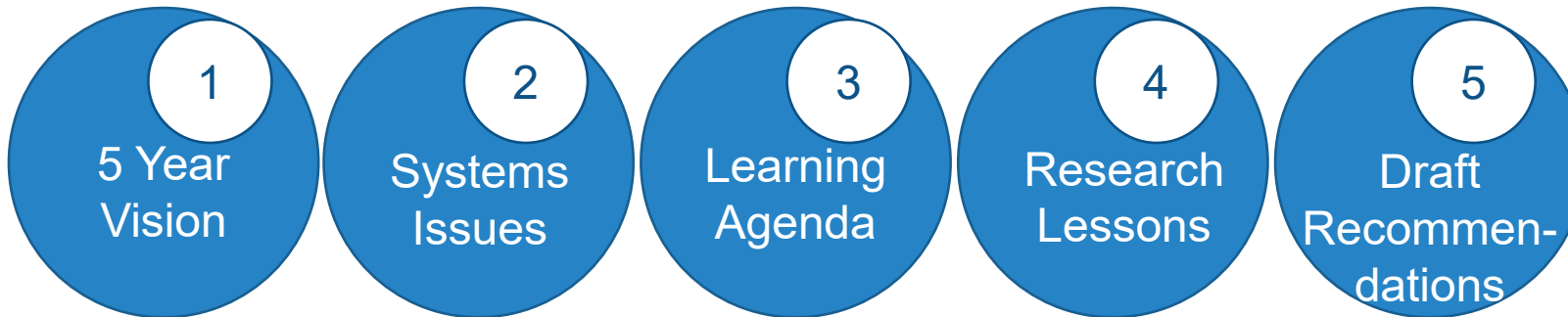
Developing a Framework for Action

Exploring Options for the Future

Recommendations for Change

Opening Retreat

## Labs:



Fellows conduct local and national interviews and review research

Closing Retreat

Stakeholder Meeting

## Team Meetings:



# WLA Alamo - Arc of Learning

## Academy Sessions

### Metrics & Meaning

1. Reflect on organization's approach to data and areas for action.
2. Explore access to resources and using quantitative and qualitative data
3. Identify opportunities for disaggregating data and recognize racial and other equity disparities
4. Inform strategies that respond to the disproportionate impacts of racism and sexism.

## Co Labs

1. Surface Fellows' collective intelligence around needed local ecosystems changes
2. Apply systems thinking to the local workforce system
3. Reflect on, practice, and develop collaborative leadership skills
4. Craft and present recommendations for ecosystems changes in learning labs
5. Deepen Fellows' knowledge of specific CoLab issue

**Engage with a broader base of local leaders to share Fellows' analysis and recommendations for action.**



# Systems Changes

*not a single silver bullet*

Why?

Why?

To stop running into the same barrier time after time.

Changing institutional factors that affect how workers connect to jobs:

- **Business Practices** (hiring, retention, promotion, work organization)
- **Education Practices** (availability/accessibility of key skills certifications, degrees, credentials)
- **Policy Barriers** (funding, regulation of education and business)



Questions?



A proud partner of the American Job Center network



# Unemployment Insurance Weekly Work Search Contact Requirement

Annual Analysis, Review and Approval





# Summary

**The primary purpose** of the weekly work search contact requirement is to assure claimant are “able, available, and actively seeking work”. Boards are required to conduct an annual analysis of the minimum number of weekly work search contacts for each county. Commission rule directs UI claimants to make a minimum of three work search contacts per week. Based on the analysis, Boards may require more than three work search requirements per week.



# Work Search Requirement Yearly Analysis:

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Boards may adjust the number of required weekly work search contacts at any time, as local labor market information and conditions warrant, and are required to do a yearly analysis.

Some of the factors when evaluating the number of work search contacts required may include:

- **Population**
- **Labor force/market information**
- **Employment opportunities**
- **Work search requirements in neighboring or similar counties.**



## Population and Unemployment Statistics Alamo Counties

Table 1 shows:

- Continued population growth for most counties between 2010 and 2020 Decennial Census. Karnes and McMullen indicated a loss of -8% and -15% respectively.
- Population in the region increased 44,883 over the year, with a total 2020 decennial census population count of 2,671,161 and a 2021 Estimate of 2,716,044.
- The civilian labor force in Nov. 2022 was 1,304,481, an increase over the year of 6,496.
- November 2022 data indicated that the counties with the highest unemployment rates were Atascosa, Bandera, Bexar and Medina Counties
- The unemployment rate for all counties declined over the year from the November 2021 rates.

**Table 1 Population, Civilian Labor Force and Unemployment**

WSA Counties	Population					Civilian Labor Force	Num. Unemp.	Unemp. Rate	Over the Year Change
	Population Estimate 2021	2020 Counts	% Change (2010-2020) Counts	Population Estimate 2019	% Change 2019 to 2021 Estimates	Nov-22	Nov-22	Nov-22	Nov 21 to Nov 22
Atascosa	49,939	48,981	9%	51,153	-2.4%	22,333	852	3.8	-1.2
Bandera	21,565	20,851	2%	23,112	-6.7%	10,545	367	3.5	-0.5
Bexar	2,028,236	2,009,324	17%	2,003,554	1.2%	978,428	34,160	3.5	-0.7
Comal	174,986	161,501	49%	156,209	12.0%	82,122	2,635	3.2	-0.4
Frio	18,436	18,385	7%	20,306	-9.2%	9,079	280	3.1	-0.8
Gillespie	27,297	26,725	8%	26,988	1.1%	15,032	337	2.2	-0.6
Guadalupe	177,036	172,706	31%	166,847	6.1%	85,492	2,692	3.1	-0.5
Karnes	14,754	14,710	-8%	15,601	-5.4%	6,895	200	2.9	-1.2
Kendall	46,788	44,279	33%	47,431	-1.4%	23,534	695	3.0	-0.2
Kerr	53,161	52,598	6%	52,600	1.1%	21,914	732	3.3	-0.5
McMullen	608	600	-15%	743	-18.2%	772	12	1.6	-0.4
Medina	51,981	50,748	10%	51,584	0.8%	22,479	806	3.6	-0.5
Wilson	51,257	49,753	16%	51,070	0.4%	25,856	762	2.9	-0.7
<b>Total</b>	<b>2,716,044</b>	<b>2,671,161</b>	<b>13%</b>	<b>2,667,198</b>	<b>1.8%</b>	<b>1,304,481</b>	<b>44,530</b>	<b>3.4</b>	<b>-0.6</b>

Source: TWC/US-Census-Quickfacts-Population 2021/TWC-LAUS November 2022/TWC-QCEW Q2 2022-2021



## Alamo Counties Employment & Job Demand Q2 2022

Table 2 shows:

- An over the year growth (change) in the industry employment for the 2<sup>nd</sup> Quarter 2022 for all counties except for Karnes and Frio.
- McMullen and Atascosa County indicated the highest employment growth at 26% and 12.3% respectively.
- A total over the year industry employment growth for all WSA counties of 52,555 with a percent change of 5.0 percentage points.
- Job Postings for all counties



WSA Counties	Industry Employment 2nd Q		Change		Total Job Postings June 2022 to November 2022
	2022	2021	Number Change	% Change	
Atascosa	13,832	12,322	1,510	12.3%	5,170
Bandera	3,707	3,454	253	7.3%	1,281
Bexar	893,046	852,862	40,184	4.7%	555,834
Comal	70,081	65,020	5,061	7.8%	7,589
Frio	6,591	6,618	-27	-0.4%	785
Gillespie	12,109	11,258	851	7.6%	1,478
Guadalupe	44,286	41,997	2,289	5.5%	20,896
Karnes	6,075	6,231	-156	-2.5%	781
Kendall	19,205	17,585	1,620	9.2%	4,902
Kerr	18,622	18,274	348	1.9%	2,897
McMullen	609	483	126	26.1%	125
Medina	10,336	10,118	218	2.2%	3,187
Wilson	8,921	8,642	279	3.2%	3,058
<b>Total</b>	<b>1,107,420</b>	<b>1,054,864</b>	<b>52,556</b>	<b>5.0%</b>	<b>604,925</b>

Source: TWC-QCEW Q2 2022-2021, EMSI Job Posting

# Large Board Comparison

Large Boards Tarrant, Dallas, Gulf Coast, Boarderplex, Lower Rio Grande have 3 weekly job search requirements for all counties.

Alamo and North Central have 5 weekly job search requirements for all counties.



<b>Table 3: Large Board Comparison</b>					
	<b>Civilian Labor Force</b>	<b>Num. Unemp.</b>	<b>Unemp. Rate</b>	<b>Unemp. Rate</b>	<b>Weekly Job Search Requirements</b>
<b>Six Large Board Areas</b>		<b>Nov-22</b>		<b>Nov-21</b>	<b>2022 UI Job Search</b>
<b>Alamo</b>	<b>1,304,481</b>	<b>44,530</b>	<b>3.4</b>	<b>4.1</b>	<b>All counties 5</b>
<b>North Central</b>	<b>1,784,767</b>	<b>54,599</b>	<b>3.1</b>	<b>3.5</b>	<b>All counties 5</b>
<b>Tarrant County</b>	<b>1,148,038</b>	<b>38,817</b>	<b>3.4</b>	<b>4.1</b>	<b>All counties 3</b>
<b>Dallas</b>	<b>1,452,957</b>	<b>50,489</b>	<b>3.5</b>	<b>4.4</b>	<b>All counties 3</b>
<b>Gulf Coast</b>	<b>3,619,771</b>	<b>146,039</b>	<b>4.0</b>	<b>5.1</b>	<b>All counties 3</b>
<b>Borderplex</b>	<b>374,625</b>	<b>15,829</b>	<b>4.2</b>	<b>5.0</b>	<b>All counties 3</b>
<b>Lower Rio Grande</b>	<b>404,522</b>	<b>26,933</b>	<b>6.7</b>	<b>8.1</b>	<b>All counties 3</b>

Source: TWC/LMCI-LAUS-November 2022, November 2021

## 2023 Proposed Job Search Requirement

**Table 4: Weekly Job Search Requirements**

TWC Weekly Job Search Requirements	Job Search Requirement 2022	Proposed Job Search Requirement 2023
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5
3	5	5

**Next Steps:** If approved, TWC will be notified of the required weekly job search contacts. Information is used by UI staff to test that UI Claimants are able, available and actively seeking work. TWC may randomly test that UI claimants job search activities. Claimants are required to keep a log that may be used to validate their job search. WSA will issue a policy record to the Adult Contractor for continued implementation.



# Recommendation Weekly Work Search Requirement

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Proposed Work Search requirement recommendations for Alamo.  
**The recommendation is for the work search requirement to remain at 5 for all counties.**

Miriam Barksdale Botello  
(210) 581-1096  
[mbarksdale@wsalamo.org](mailto:mbarksdale@wsalamo.org)







**Questions?**



# WSA Quality Assurance TWC Performance – Measurable Skills Gains (MSGs) and Credential Rates

Dr. Ricardo Ramirez, Director of Quality Assurance

April 21, 2023





# Summary

## *Briefing on TWC Performance:*

- *Measurable Skills Gains (MSGs), and*
- *Credential Rates.*

*Staff is not requesting Board action at this time.*

# Briefing on TWC Performance



## TWC-contracted Performance Measures

- *Each year, TWC contracts require Boards to meet or exceed performance targets.*
- *Two of these measures include:*
  - *Measurable Skills Gains (MSGs), and*
  - *Credential Rates.*
- *These measures are tied to participant educational and training achievements.*
- *WSA uses TWC's Monthly Performance Report (MPR) to determine outcomes.*
- *WSA attaches TWC's performance to partner contracts and ties these to their profits.*

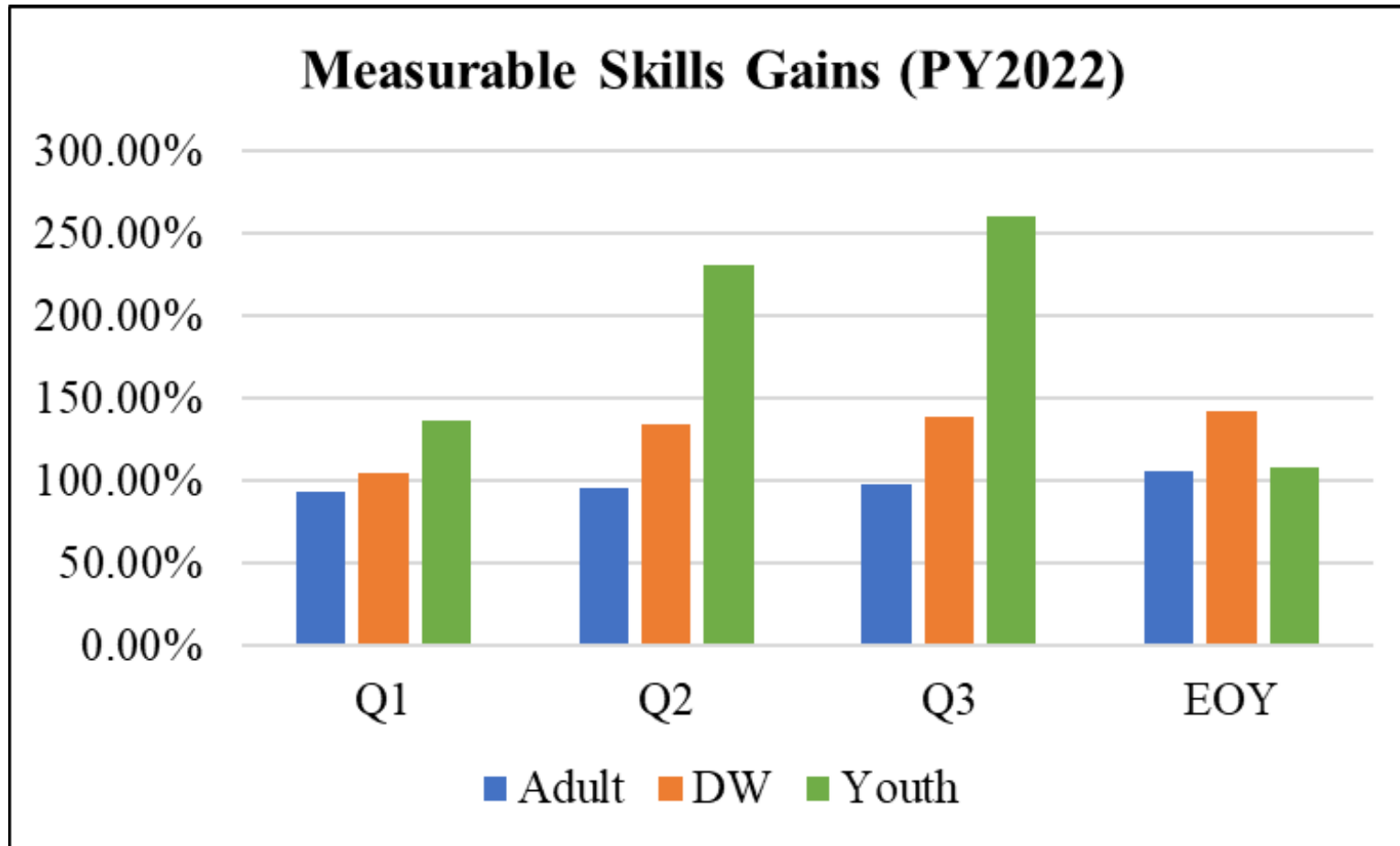
# Briefing on TWC Performance



## Measurable Skills Gains (MSGs)

- MSGs aim to capture the percent of participants who during the program year were enrolled in education/training that leads to an ‘industry-recognized occupational credential.’
- Examples:
  - Satisfactory Progress (for college/university and high school),
  - Training Milestones, and
  - Skills Progression.

# Briefing on Monitoring Activities



For this past year, outcomes capture participants who gained skills from July 1, 2021, through June 31, 2022.

Meeting  $\geq 90\%$

Exceeding  $\geq 110\%$

Source: TWC's MPR

# Briefing on TWC Performance



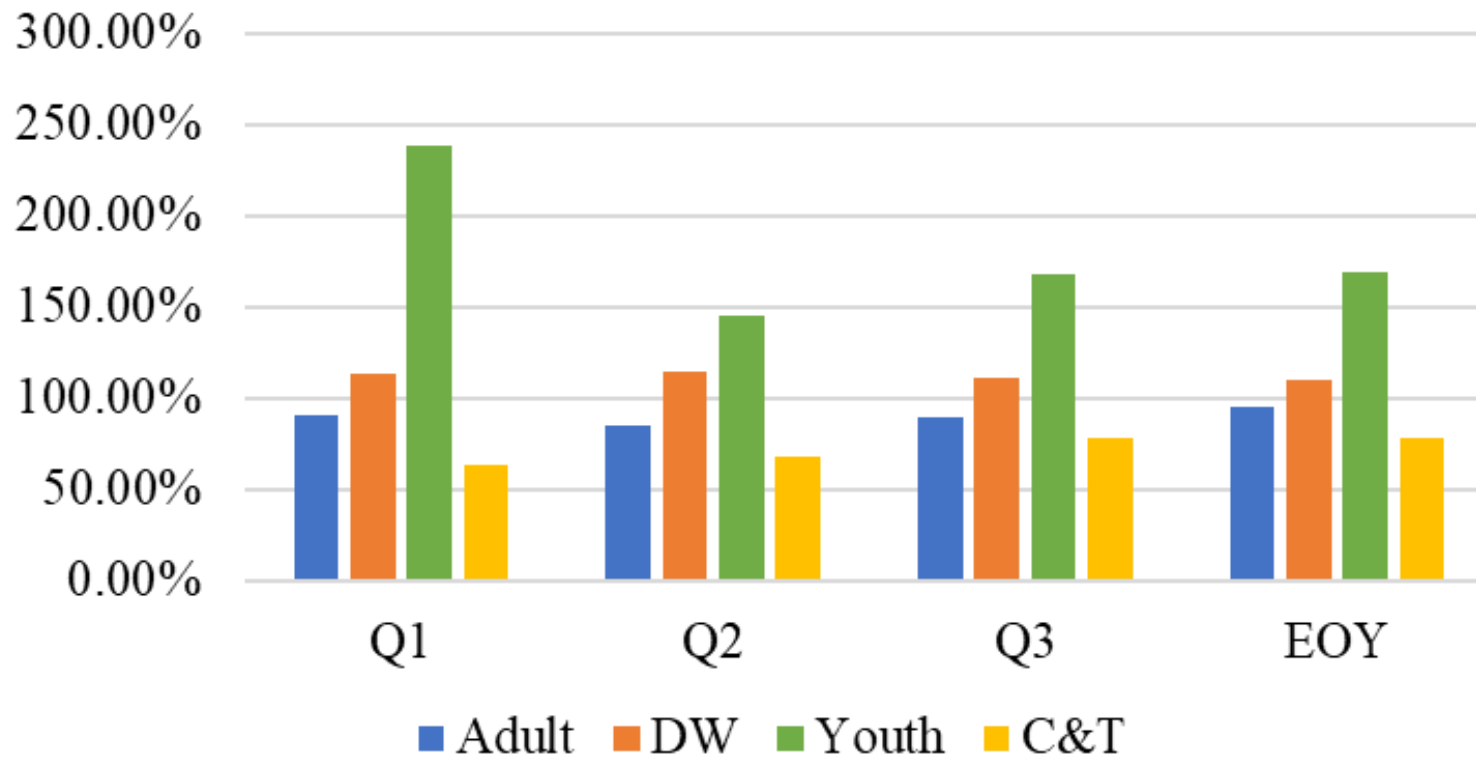
## Credential Rate

- The Credential Rate captures the percent of Exiting Program Participants (Exiters) who were in training/education (with some exceptions) and who achieved a Recognized Credential within one (1) Year of Exit.
- *Examples include:*
  - *High School Equivalency/Diploma, Bachelors Degree, Master's Degree, Doctorate Degree, Registered Apprenticeship, Associate Degree, Occupational Skills License, and Occupational Certificate/Certification.*

# Briefing on Monitoring Activities



### Credential Rate (PY2022)



For this past year, outcomes capture participants who gained a credential within one (1) year of Exit, from January 1, 2020, through December 31, 2021.

Meeting  $\geq 90\%$   
Exceeding  $\geq 110\%$

Source: TWC's MPR



# Briefing on TWC Performance

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- Attachments include:
  - TWC’s definitions of the two performance measures, and
  - WSA’s guidance to our partners which includes policy information and requirements from various sources (e.g., from TWC and Dept. of Labor).



Questions or Comments?



# COMMITTEE OF SIX PARTNER REPORT





# CEO REPORT



# Letters of Support

## 1. **Culturingua**: Application to Islamic Relief USA for the 2023 Domestic Grant Application

- Funding Request : \$75,000
- Who will it serve/ How many people: 150 trainees from the immigrant and refugee community will obtain Food Handling Certification in their native language (Pashto, Arabic, or Dari); 6 culinary apprenticeships with classroom training and on-the-job experience
- Alignment with local plan: It addresses individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market and serves Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- WSA role: Co-enrollment of individuals



Congratulations to **Culturingua** on receiving \$150,000 for the Rural Immigrant Success Exchange (RISE) Grant! They will be focused on the economic advancement of immigrants, refugees, and migrant workers while building a network of education and training providers working to break down barriers to education, training, and employment in rural areas.

# Letters of Support

**2. Goodwill Industries:** Application to U.S. Department of Justice Second Chance Act Improving Reentry Education and Employment Outcomes grant

- Funding Request: \$900,000
- Who will it serve/ How many people: Reentry population/ 140 individuals
- Alignment with local plan: OSHA and forklift certifications/ apprenticeships in carpentry, plumbing, electrical or sheet metal. Participants will be given job leads in demand occupations related to these skills with a goal of starting at \$16.39+
- WSA role: Co-enrollment of individuals to assist with removing barriers, offering trainings in additional demand occupations, and assisting with employer partnerships

# WSA Ready to Work Awarded \$21,000

WSA Ready to Work Program won \$21,000.00 by entering a contest in December with AACN(Alamo Area Council Network) Signify Platform

**Most Authorizations WSA \$10,000**

**Most PRAPARE Assessments WSA \$10,000**

**PRAPARE Assessments WSA \$1000**

**Staff receiving \$250 gift cards for Most Authorizations**

- Jessica Rico-Wilcox – San Antonio Food Bank
- Gilbert Maldonado – Chrysalis Ministries
- Jesse Wenzlaff – Chrysalis Ministries

**Most Referrals sent \$250 gift card**

- Lauren Pyle – San Antonio Food Bank
- Peter Apaez – San Antonio Food Bank
- Justino Escobar – San Antonio Food Bank

**Most Responsive Referral Receivers \$250 gift card**

- Alma Alaniz – Family Service Association
- Lisa Miller – Chrysalis Ministries
- Jesse Wenzlaff – Chrysalis Ministries

# AACN AWARD





# SAN ANTONIO CHAMBER OF COMMERCE PARTNERSHIP

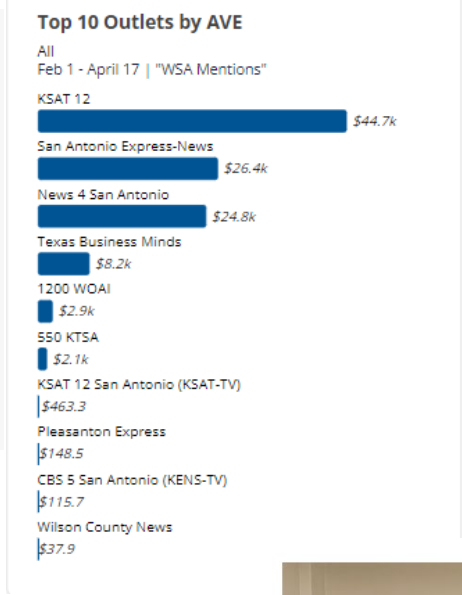
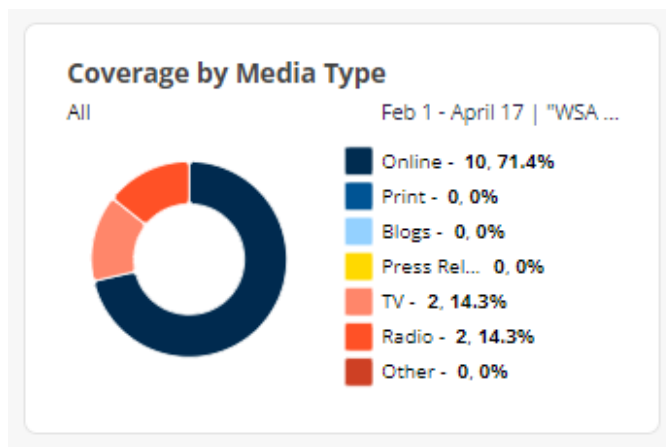
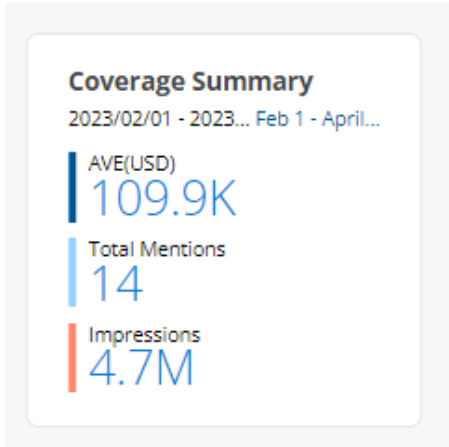


# Media Report

Penny Benavidez

Director of Public & Government Relations

# Media/Public Relations Activity: February - April 2023



## Top Stories

- Childcare Quality/Wages
- Labor Market Information
- Wilson County News “The Press Room” Interview
- San Antonio Business Journal 40 Under 40

### Latest San Antonio-area jobs report positive despite slight increase in unemployment numbers

Brooks Job Fair scheduled for March 22



SAN ANTONIO - It was a positive January jobs report for San Antonio and surrounding areas in the latest Workforce Solutions Alamo jobs report.



The Press Room Ep. 37 - Keeping up with the workforce & newer, bigger, better with Sisters Boutique!

Wilson County News 415 subscribers [Subscribe](#) [5](#) [Share](#) [Download](#) [Save](#)

# Datapoint Career Center Graphics

- Datapoint Interior Graphics Installation Complete
- Healthcare Focus
- Visual Career Paths depicting Target Industries
- Upcoming Reveal

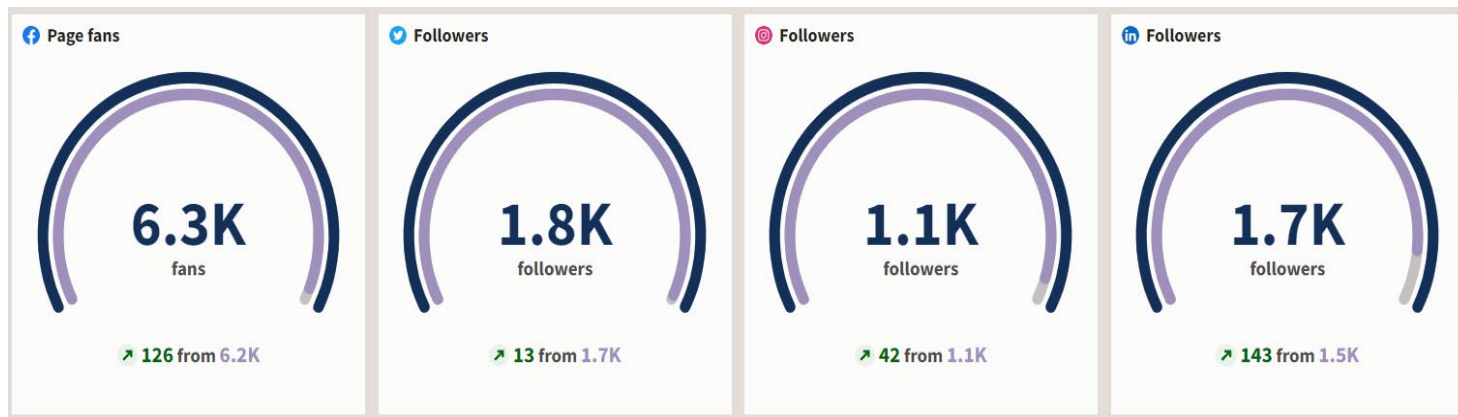


# Social Media

## Highlights

- Audience growth on all platforms
  - More than 300 new Followers (February – April)
- Weekly Events campaign every Sunday
  - Creates consistency for our followers

## Audience Growth:



Timeframe: Feb 1, 2023 - April 17, 2023 compared with Dec 1, 2022 – January 31, 2023

## Weekly Events

### Post:

**Workforce Solutions Alamo**  
Published by Hootsuite · March 26 at 12:30 PM · 🌐

Don't miss out on how you can make an impact in your community and your career! Attend one of our upcoming events this week!

For more info, visit our website: <http://ow.ly/9QG850Ns9eA>

#WorkforceSolutionsAlamo #WorkingToMakeAnImpact #SanAntonio #AlamoArea #JobFair #Careers

### Upcoming Events

MARCH 2023

SUN	MON	TUE	WED	THU	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

### Coming Up Next:

**Tuesday March 28th**  
**Military Spouse Expo & Hiring Event**

10:00 AM - 2:00 PM

JBSA-Lackland Gateway Club  
650 Kenly Ave, Lackland AFB,  
TX 78236



American Job Center

823  
People reached

28  
Engagements

-  
Distribution score

Boost post

4

5 shares

Like

Comment

Share



Comment as Workforce Solutions Alamo



### Still to Come:

**Wed. March 29th**  
**Seguin Multi-Industry Job Fair**

1:00 PM - 4:00 PM

Workforce Solutions Alamo  
Seguin Career Center  
411 E. Court St.,  
Seguin, TX 78155

**Thursday March 30th**

**Ready To Work Info Session with Chrysalis Ministries**

10:00 AM - 2:00 PM

509 San Pedro Ave,  
San Antonio, TX 78212

**Thursday March 30th**

**Texas Department of Criminal Justice Premier Virtual On-line Hiring Event**

10:00 PM - 1:00 PM

# Government Relations

- Rural Visits to Newly Elected Officials
- ¡VIVA SAN ANTONIO!
- SA to DC



# Texas Talent and Economic Growth



# Questions?





# BOARD CHAIR REPORT



**MEMORANDUM**

**To:** Board of Directors

**From:** Adrian Lopez, CEO

**Presented by:** Katherine Pipoly, Chief Operations Officer

**Date:** April 21, 2023

**Subject:** Briefing Regarding Rural Activities & Investments

**Summary:** This item is to provide an update of Workforce Solutions Alamo programs and efforts throughout Rural areas. The following analysis provides insight to elements related to adult, youth, and childcare programs as well as employer activities focused on enhancing service delivery and access to WSA programs and supports.

**Analysis:**

**1. Quality Early Learning Provider Investments**

- a. **Early Learning Provider Bonuses:** Workforce Solutions Alamo has provided five rounds of provider bonuses to support the retention of quality early childhood educators throughout the Alamo region. WSA quality supports early learning providers including registered/licensed home providers and licensed childcare centers.

<b>Provider Bonus Payments issued by Location</b>		
Guadalupe	143,750.00	8.70%
Wilson	42,400.00	2.57%
Atascosa	36,950.00	2.24%
Frio	32,850.00	1.99%
Comal	80,650.00	4.88%
Medina	42,600.00	2.58%
Bexar	800,250.00	48.43%
Kerr	54,550.00	3.30%
Kendall	397,650.00	24.06%
Gillespie	20,750.00	1.26%
<b>Grand Total</b>	<b>1,652,400.00</b>	<b>100.00%</b>
	<b>Bexar</b>	<b>48.43%</b>
	<b>Rural</b>	<b>51.57%</b>

- b. **WSA Quality Cohort:** The WSA Quality Cohort works directly with early learning providers to understand and prepare to achieve Texas Rising Star (TRS) certification requirements. 70 centers completed the quality cohort and are awaiting the next step for Texas Rising Star certification. The next quality cohort will begin at the end of April and will participate over the next six months (October).

**The next quality cohort will begin in late April. 91 early learning providers have submitted an interest form and contact is being made to confirm enrollment.**

The following information represents the quality status throughout Rural and Urban early learning centers:

- I. Alamo board currently has 418 centers requiring outreach to become TRS.
  - i. 7 centers are not currently eligible.
  - ii. 109 Rural
    - 1. 93 LCCC
    - 2. 16 Homes
  - iii. 302 Bexar
    - 1. 255 LCCC
    - 2. 47 Homes
- II. Currently 71/411 Providers are enrolled in the WSA Quality Cohort
  - i. 56 Bexar
  - ii. 15 Rural
- III. Previous cohort, 11 Providers completed.
  - i. 5 have received a TRS Assessment
    - 1. 4 received a TRS 4 Star certification.
    - 2. 1 received a TRS 3 Star certification.
  - ii. 3 have submitted applications for Assessment.
  - iii. 2 centers are still actively working with a mentor before preparing to submit an application.
  - iv. 1 is not currently eligible for assessment due to licensing deficiencies.

- c. **WSA Quality Materials & Supplies:** Early learning programs working towards achieving or maintaining Texas Rising Star certification receive quality education materials and professional development opportunities. Currently, 20% of the quality materials and supplies investment has been invested in rural early learning providers.

County	Amount
ATASCOSA	2892.4
BANDERA	723.1
BEXAR	39047.4
COMAL	1446.2
GILLESPIE	723.1
GUADALUPE	1807.75

KENDALL	723.1
KERR	723.1
MEDINA	723.1
WILSON	361.55
<b>Grand Total</b>	<b>49170.8</b>

- d. Early Learning Professional Development:** Professional development trainings are being provided to early childhood educators at the end of March, we are tracking Urban and Rural participation. The childcare team is exploring available training space to host Child Development Associate credentialing to support the increase of quality early childhood educators in the Rural areas.
- e. Rural In-Person On-Site Support Rotation by County:** Child Care scholarship contractor started an in-person rotation to provide face-to-face support for families seeking childcare support in rural areas. The following schedule was created and will leverage space in the Workforce Solutions One-Stop Career Centers. Due to availability of space, Child Care representatives will leverage existing partnerships to provide in-person services in Bandera and McMullen.

County	Workforce Site	Current Families in Care (waitlist)	Date of Onsite Staffing
Atascosa	Pleasanton	241 (7)	April 12, April 26, and May 10
Comal	New Braunfels	377 (9)	April 4, April 18, and 16
Frio	Pearsall	92 (5)	April 11, April 25, and May 9
Guadalupe	Seguin	422 (14)	April 6, April 20, and May 18
Karnes	Kenedy	16 (0)	April 13 and May 11
Kendal	Boerne	62 (3)	April 4, April 18, and May 16
Kerr	Kerrville	181 (6)	April 13, April 27, and May 11
Medina	Hondo	143 (8)	April 5, April 19, and May 17
Wilson	Floresville	105 (4)	April 5, April 19, and May 17
Bandera	*Bandera Library	29 (15)	TBD – Working with partner
McMullen	*Childcare Center	0 (0)	TBD – Working with partner

2. **WSA Workforce Ambassador Program:** Distills the activities of WSA into a concise and accessible curriculum. The program is open to school personnel, nonprofit organizations, case managers, social service agencies, libraries, etc. This program helps organizations and individuals understand the strategic vision of the WSA’s plan, sector-based model, programs, and services, occupations, and careers. Ambassadors serve as an extension of WSA role in connecting people to sustainable jobs and careers.

The curriculum offers 3 sessions including:

- Workforce 101
- Workforce Programs

- Ambassadors will:
- Workforce Business Services
  - Attend workgroups facilitated by strategic partners and employers
  - Participate in workforce events
  - Create brand awareness and market workforce career opportunities
  - Receive professional development training and incentives
  - Refer clients to WSA to help them land high-paying, high-demand jobs

**To date, 295 individuals have enrolled and 142 have completed the WSA Ambassador program. 24 organizations represent services in the rural areas:**

Prospera Housing Community Services
Hondo Library
Lakeshills Library
BCFS
New Braunfels Library
Converse EDC
Family Promise of Greater New Braunfels
Seguin Public Library
Pleasanton Library & Information Center
Step Forward Program
Seguin Public Library
Jourdanton Community Library
Mammen Family Library
Good Sam- Fredericksberg
US Probation
Bandera Kronkosky Public Library
Butt-Holdsworth Memorial Library
Seguin Public Library
Mammen Family Public Library
Patrick Heath Public Library
Driscoll Public Library
City of Shertz
New Braunfels EDC

**3. Adult & Youth Programs:**

- a. Youth Programs:** We are exceeding our targets in the rural area as of quarter 2 with the summer months being the strongest time for enrollment. Currently 54 youth (39% of our goal) are enrolled in Work Experience Career Opportunities and expect to exceed the initial goal over the summer months. The following multi-industry events will be held in rural areas May through August 2023.

5/4/2023	Multi Industry Event	Pearsall
6/13/2023	Multi Industry Event	Datapoint
7/19/2023	Multi Industry Event	New Braunfels
8/3/2023	Multi Industry Event	South Flores

- b. **Summer Earn and Learn (SEAL) Program** provides students with disabilities the opportunity to explore careers and gain valuable work experience. In 2022, WSA SEAL program had 117 rural participants enrolled for 2022. Each student was required to work 4 hours a week for 5 weeks. Total earnings for all 117 students was approximately \$24,500 over the 5-week period.
- c. **Student Hireability Navigator:** Over the last quarter WSA Navigator has worked extensively with rural partners to connect youth with disabilities to training opportunities and employment. The most recent rural communities include Kennedy, Kerrville, Fredericksburg, Pleasanton, and Pearsall. During these visits, the Hireability Navigator also connected with Chambers of Commerce to share workforce information specific to supporting individuals with disabilities in rural areas.
- d. **Non-Custodial Parent:** As an agency we are exploring opportunities to expand to a rural county as the program has had an \$85,399,244.06 collection since its inception in 2005.
- e. **WSA Teacher Externships** included a total of 17 districts, 6 of which are rural districts providing 15 teachers with professional development opportunities that connect the classroom to the workplace and the opportunity to Interact with Sector Based industry leaders via direct experience at a job site. Teachers learn about the trends, skills, and opportunities in industries related to their content to enrich and strengthen instruction and to bring relevance to student learning. Teachers also create lesson plans and conduct surveys for the students regarding their completed externship.
- f. **Upcoming hiring events:** Two hiring events are scheduled in April in Floresville and Kerrville to connect job seekers with employers.

Universal Job Fair	10:00 am - 1:00 pm	Floresville
Universal Job Fair	10:00 am - 1:00 pm	Kerrville

- g. **Additional Rural Activities:** WSA teams are actively participating in additional rural activities including Chambers of Commerce meetings, inter-agency convenings, Economic Development Corporations initiatives such as increasing the availability of quality early childhood education in rural communities, hosting virtual job readiness sessions for job seekers with transportation barriers, and attending readings of adult court dockets to ensure connection to WSA services.

**Alternatives:**

No alternatives have been identified at this time.

**Fiscal Impact:**

No additional fiscal impact currently.

**Recommendation:**

WSA team will continue exploring opportunities to enhance sector-based partnerships to provide greater access to WSA services in the rural areas.

**Next Steps:**

Next steps include continued monitoring of activities and data to understand the needs of rural areas. Analyzing program outcomes, budgets, and working collaboratively with local partners to understand successes and opportunities will help enhance WSA services for job seekers and employers.

# Rural Activities & Investments





# Rural Activities & Investments

## Quality Early Learning Provider Investments

### Provider bonus payments supporting retention of educators:

<b>Guadalupe</b>	143,750.00	8.70%
<b>Wilson</b>	42,400.00	2.57%
<b>Atascosa</b>	36,950.00	2.24%
<b>Frio</b>	32,850.00	1.99%
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<b>Grand Total</b>	1,652,400.00	100.00%
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# Rural Activities & Investments

## Early Learning Centers: WSA Quality Materials & Supplies

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# Rural Activities & Investments

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# Rural Activities & Investments

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## Workforce Ambassador Program

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- Create brand awareness and market workforce career opportunities
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- Refer clients to WSA to help them land high-paying, high-demand jobs

**To date, 295 individuals have enrolled and 142 have completed the WSA Ambassador program.  
24 organizations represent services in the rural areas**



# Rural Activities & Investments

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## Adult & Youth Program:

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1. **Student Hireability Navigator:** Supporting rural partners to connect youth with disabilities to training opportunities and employment. Most recently: Kennedy, Kerrville, Fredericksburg, Pleasanton and Pearsall.
1. **WSA Teacher Externships** included a total of 17 districts, 6 in rural districts providing 15 teachers with professional development opportunities that connect the classroom to the workplace and the opportunity to Interact with Sector Based industry leaders via direct experience at a job site.



Workforce Solutions Alamo  
January 2023 Expenditures By County

EXHIBIT 1: October 1, 2022-January 31, 2023 Expenditures Broken by County - Excluding Ready to Work												
County	City	Adult	Dislocated	Youth	CCDF	CCM	TANF	SNAP	Other Childcare	Other Workforce Programs	Total	
Atascosa	Pleasanton	28,866	16,125	165,537	432,852	187,663	5,492	26,165	89,636	7,862	960,197	2.29%
Bandera	Bandera	729	1,243	13,243	59,166	25,185	1,236	501	6,914	492	108,710	0.26%
Bexar	San Antonio	1,692,087	932,716	546,271	15,633,309	5,960,024	673,617	1,572,396	5,018,666	2,509,929	34,539,015	82.41%
Comal	New Braunfels	46,536	41,412	43,040	736,285	294,287	24,785	73,229	229,685	140,957	1,630,216	3.89%
Frio	Pearsall	24,677	14,592	62,904	163,217	61,343	13,307	14,362	36,025	17,225	407,651	0.97%
Gillespie	Fredericksburg	2,515	6,403	13,243	65,172	27,713	(7)	227	12,292	26	127,584	0.30%
Guadalupe	Seguin	29,794	13,142	129,119	866,221	381,186	12,417	28,965	235,964	37,754	1,734,562	4.14%
Karnes	Kenedy	14,201	20,344	6,621	24,532	11,283	3,421	11,027	9,010	151	100,590	0.24%
Kendall	Boerne	36,375	13,806	19,864	122,156	50,296	4,674	16,080	199,953	18,831	482,036	1.15%
Kerr	Kerrville	49,534	15,179	29,797	323,288	139,984	7,561	19,800	51,437	32,715	669,294	1.60%
McMullen	Tilden			3,311	-	-			-	-	3,311	0.01%
Medina	Hondo	14,985	8,916	46,350	368,701	153,835	5,216	5,373	60,423	9,649	673,447	1.61%
Wilson	Floresville	52,209	20,265	39,729	203,479	79,941	7,452	11,049	60,146	789	475,059	1.13%
<b>Total</b>		<b>\$ 1,992,509</b>	<b>\$ 1,104,142</b>	<b>\$ 1,119,027</b>	<b>\$ 18,998,378</b>	<b>\$ 7,372,740</b>	<b>\$ 759,171</b>	<b>\$ 1,779,173</b>	<b>\$ 6,010,151</b>	<b>\$ 2,776,381</b>	<b>\$ 41,911,673</b>	<b>100.00%</b>

EXHIBIT 2: October 1, 2022-January 31, 2023 Expenditures Broken by County (%) - Excluding Ready to Work												
County	City	Adult	Dislocated	Youth	CCDF	CCM	TANF	SNAP	Other Childcare	Other Workforce Programs	Total	
Atascosa	Pleasanton	1.45%	1.46%	14.79%	2.28%	2.55%	0.72%	1.47%	1.49%	0.28%	2.29%	
Bandera	Bandera	0.04%	0.11%	1.18%	0.31%	0.34%	0.16%	0.03%	0.12%	0.02%	0.26%	
Bexar	San Antonio	84.92%	84.47%	48.82%	82.29%	80.84%	88.73%	88.38%	83.50%	90.40%	82.41%	
Comal	New Braunfels	2.34%	3.75%	3.85%	3.88%	3.99%	3.26%	4.12%	3.82%	5.08%	3.89%	
Frio	Pearsall	1.24%	1.32%	5.62%	0.86%	0.83%	1.75%	0.81%	0.60%	0.62%	0.97%	
Gillespie	Fredericksburg	0.13%	0.58%	1.18%	0.34%	0.38%	0.00%	0.01%	0.20%	0.00%	0.30%	
Guadalupe	Seguin	1.50%	1.19%	11.54%	4.56%	5.17%	1.64%	1.63%	3.93%	1.36%	4.14%	
Karnes	Kenedy	0.71%	1.84%	0.59%	0.13%	0.15%	0.45%	0.62%	0.15%	0.01%	0.24%	
Kendall	Boerne	1.83%	1.25%	1.78%	0.64%	0.68%	0.62%	0.90%	3.33%	0.68%	1.15%	
Kerr	Kerrville	2.49%	1.37%	2.66%	1.70%	1.90%	1.00%	1.11%	0.86%	1.18%	1.60%	
McMullen	Tilden	0.00%	0.00%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	
Medina	Hondo	0.75%	0.81%	4.14%	1.94%	2.09%	0.69%	0.30%	1.01%	0.35%	1.61%	
Wilson	Floresville	2.62%	1.84%	3.55%	1.07%	1.08%	0.98%	0.62%	1.00%	0.03%	1.13%	
<b>Total</b>		<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	

# CHAMPION OF ADVOCACY AWARD



# PRESENTED BY SAN ANTONIO CHAPTER-TEXAS ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN





**WORKFORCE SOLUTIONS ALAMO BOARD  
2022 ATTENDANCE**

Place #	WSA BOARD MEMBER	CATEGORY	CURRENT TERM	MAY '22	JUNE '22	JULY '22	AUG '22	SEPT '22	OCT '22	NOV '22	DEC '22	JAN '23	FEB '23	MAR '23	APR '23	Number of Meetings	Meetings Attended/Excused	Number of Unexcused Absences	Total %
1	<b>Mary Batch (VICE CHAIR)</b>	Private Sect.	01/25/2023-12/31/2025													28	28	0	100%
	BOARD OF DIRECTORS				Y		Y		E		Y		Y						
	EXECUTIVE COMMITTEE				Y		Y	Y		Y			Y		Y				
	AUDIT & FINANCE COMMITTEE (CHAIR)			Y		Y		Y		E			Y		Y				
	HR COMMITTEE																		
2	<b>Betty Munoz</b>	Private Sect.	01/01/2022 - 12/31/2024													20	19	1	95%
	BOARD OF DIRECTORS				Y		Y		Y		Y		E						
	HR COMMITTEE																		
	NOMINATIONS COMMITTEE									U									
	EARLY CARE & EDUCATION COMMITTEE			E						Y		Y		Y					
3	<b>Becky Butler Cap</b>	Private Sect.	01/25/2023-12/31/2025													1	1	0	100%
	BOARD OF DIRECTORS												Y						
4	<b>Leslie Cantu (BOARD CHAIR)</b>	Private Sect.	01/01/2021-12/31/2023													52	52	0	100%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	AUDIT & FINANCE COMMITTEE			Y		Y		Y		Y			Y		E				
	STRATEGIC COMMITTEE						Y			Y		Y		Y					
	OVERSIGHT COMMITTEE			Y		Y		Y		Y			Y		Y				
	EXECUTIVE COMMITTEE				Y		Y		Y	Y			Y		Y				
	YOUTH COMMITTEE																		
	EARLY CARE & EDUCATION COMMITTEE									Y									
	HR COMMITTEE (CHAIR)																		
5	<b>Esmeralda Perez</b>	Private Sect.	01/01/2022 - 12/31/2024													14	14		100%
	BOARD OF DIRECTORS				E		Y		Y		Y		Y						
	OVERSIGHT COMMITTEE			Y		Y		Y		Y			Y		Y				
	CHILD CARE COMMITTEE																		
6	<b>Anthony Magaro</b>	Private Sect.	02/01/2021-12/31/2024													19	18	1	95%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	YOUTH COMMITTEE																		
	EXECUTIVE COMMITTEE									Y			E		U				
	STRATEGIC COMMITTEE							E		E		Y		Y					
	NOMINATIONS COMMITTEE (CHAIR)									Y									
7	<b>Yousef Kassim (SECRETARY)</b>	Private Sect.	01/01/2021-12/31/2023													36	34	2	94%
	BOARD OF DIRECTORS				Y		Y		E		Y		Y						
	AUDIT & FINANCE COMMITTEE			Y		Y		Y		U			E		Y				
	EARLY CARE & EDUCATION COMMITTEE									Y		Y		Y					
	STRATEGIC COMMITTEE									U									
	EXECUTIVE COMMITTEE												Y		Y				
	OVERSIGHT COMMITTEE																		
8	<b>Ben Peavy</b>	Private Sect.	01/01/2021-12/31/2023													25	23	2	92%
	BOARD OF DIRECTORS				Y		Y		E		Y								
	EXECUTIVE COMMITTEE																		
	YOUTH COMMITTEE																		
	STRATEGIC COMMITTEE						Y	Y		Y		Y		E					
9	<b>Jerry Graeber</b>	Private Sect.	09/01/2022 - 12/31/2024													3	3	0	100%
	BOARD OF DIRECTORS								Y		E		Y						

WORKFORCE SOLUTIONS ALAMO BOARD  
2022 ATTENDANCE

Place #	WSA BOARD MEMBER	CATEGORY	CURRENT TERM	MAY '22	JUNE '22	JULY '22	AUG '22	SEPT '22	OCT '22	NOV '22	DEC '22	JAN '23	FEB '23	MAR '23	APR '23	Number of Meetings	Meetings Attended/Excused	Number of Unexcused Absences	Total %
10	<b>Lowell Keig</b>	Public Empl.	06/01/2022 - 12/31/2024													8	8	0	100%
	BOARD OF DIRECTORS						Y		Y		Y		Y						
	STRATEGIC COMMITTEE							Y		Y		Y		Y					
11	<b>Diana Kenny</b>	Private Sect.	12/18/18-12/31/2022													10	10	0	100%
	BOARD OF DIRECTORS				Y		E		Y		Y		Y						
	HR COMMITTEE																		
12	<b>David Halverson</b>	Private Sect.	01/25/2023-12/31/2025													1	1	0	100%
	BOARD OF DIRECTORS												Y						
13	<b>Lisa Navarro Gonzales</b>	Private Sect.	01/01/2021-12/31/2023													18	17	1	94%
	BOARD OF DIRECTORS						Y		Y		E		Y						
	AUDIT & FINANCE COMMITTEE					E		Y		Y			Y		U				
14	<b>Eric Cooper</b>	CBO	1/01/2022 - 12/31/2024													31	31	0	100%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	STRATEGIC COMMITTEE (CHAIR)						Y	Y		Y		Y		Y	Y				
	EXECUTIVE COMMITTEE				Y		Y		Y	Y			Y						
15	<b>Elizabeth Lutz</b>	CBO	01/25/2023-12/31/2025													26	21	6	81%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	EARLY CARE & EDUCATION COMMITTEE				E					U		Y		U					
	STRATEGIC COMMITTEE						Y	U		U		U							
16	<b>Ana DeHoyos O'Conner</b>	CBO	1/01/2022 - 12/31/2024													20	20	0	100%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	EARLY CARE & EDUCATION COMMITTEE (CHAIR)				Y					Y		Y		Y					
	NOMINATIONS COMMITTEE									Y									
	EXECUTIVE COMMITTEE				Y		Y			Y			Y		Y				
17	<b>Dr. Burnie Roper</b>	Education	01/01/2021-12/31/2023													11	11	0	100%
	BOARD OF DIRECTORS				E		Y		Y		Y		Y						
	YOUTH COMMITTEE																		
	MARKETING & COMMUNICATIONS																		
18	<b>Dr. Sammie Morrill</b>	Education	01/25/2023-12/31/2025													25	24	1	96%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	EXECUTIVE COMMITTEE					E	U		Y	Y				Y					
	OVERSIGHT COMMITTEE (CHAIR)				Y	Y		Y		Y			Y		Y				
19	<b>Angelique De Oliveira</b>	ABE	01/05/21-12/31/2023													21	17	4	81%
	BOARD OF DIRECTORS				Y		U		Y		Y		Y						
	STRATEGIC COMMITTEE						Y	U		Y		U		Y					

**WORKFORCE SOLUTIONS ALAMO BOARD  
2022 ATTENDANCE**

Place #	WSA BOARD MEMBER	CATEGORY	CURRENT TERM	MAY '22	JUNE '22	JULY '22	AUG '22	SEPT '22	OCT '22	NOV '22	DEC '22	JAN '23	FEB '23	MAR '23	APR '23	Number of Meetings	Meetings Attended/Excused	Number of Unexcused Absences	Total %
20	<b>Lindsay Dennis</b>	Econ. Dev.	01/01/2022 - 12/31/2024													18	16	1	89%
	BOARD OF DIRECTORS						E		Y		Y		Y						
	STRATEGIC COMMITTEE						Y	U				E		Y					
21	<b>Mitchell Shane Denn</b>	Labor	01/01/2022 - 12/31/2024													32	29	5	91%
	BOARD OF DIRECTORS				Y		Y		E		Y		Y						
	STRATEGIC COMMITTEE						Y	Y		Y		Y		Y					
	AUDIT & FINANCE COMMITTEE			Y		Y		Y		Y		Y		Y					
22	<b>Kelli Rhodes</b>	Literacy	1/01/2022 - 12/31/2024													12	12	0	100%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	YOUTH COMMITTEE																		
	MARKETING & COMMUNICATIONS																		
23	<b>Allison Greer Francis</b>	Public Assist.	02/01/2021-12/32/2024													15	14	1	93%
	BOARD OF DIRECTORS				E		Y		Y		Y		Y						
	OVERSIGHT COMMITTEE			Y			U			Y			Y		E				
24	<b>JR Trevino</b>	Private Sect.	09/01/2022 - 12/31/2024													4	4		100%
	BOARD OF DIRECTORS								Y		Y		E						
	NOMINATIONS COMMITTEE									Y									
25	<b>Dawn Dixon</b>	Rehabilitation	01/01/2021-12/31/2023													16	16	0	100%
	BOARD OF DIRECTORS				Y		Y		Y		E		Y						
	EARLY CARE & EDUCATION COMMITTEE			E						Y		E		Y					

**Last Date Updated: 04/17/2023**

Average: 92.05%

**WORKFORCE SOLUTIONS ALAMO BOARD  
2022 DEMOGRAPHICS**

Place Number	WSA BOARD MEMBER	CATEGORY	COMPANY	INDUSTRY	INITIAL CERTIFICATION	CURRENT TERM	Gender	Race	Hispanic	CC	Urab	Vet
1	Mary Batch (BOARD VICE CHAIR)	Private Sect.	Catapillar ISPD	Manufacturing	11/16/2015	01/25/2023-12/31/2025	F	White	N	N	R	Y
2	Betty Munoz	Private Sect.	JW Marriott San Antonio	Accomodation	10/4/2016	01/01/2022-12/31/2024	F	White	Y	N	U	N
3	Becky Butler Cap	Private Sect.	GenCure/BioBridge Global	Private Sector	1/25/2023	01/25/2023-12/31/2025	F	White	N	N	U	N
4	Leslie Cantu (BOARD CHAIR)	Private Sect.	Toyotetsu Texas, Inc.	Manufacturing	12/5/2017	01/01/2021-12/31/2023	F	White	N	N	U	N
5	Esmeralda Perez	Private Sect.	CHRISTUS Santa Rosa	Health Care	12/8/2021	01/01/2022-12/31/2024	F	White	Y	N	U	N
6	Anthony Magaro	Private Sect.	SWRi	Private Sector	2/1/2021	02/01/2021-12/31/2024	M	Other	Y	N	U	N
7	Yousef Kassim	Private Sect.	E-Legal, Inc. EasyExpun	IT	12/5/2017	01/01/2021-12/31/2023	M	Other	N	N	U	N
8	Benjamin Peavy	Private Sect.	Accenture Federal Services	IT	12/5/2017	01/01/2021-12/31/2023	M	Black	N	N	U	N
9	Jerry Graeber	Private Sect.	Leonard Contracting	Construction	9/1/2022	09/01/2022-12/31/2024	M	White	N	N	U	Y
10	Lowell Keig	Public Employment	TWC	TWC	5/1/2022	05/01/2022-12/31/2024	M	White	N	N	U	N
11	Diana Kenny	Private Sect.	Assesmentent Intervention	Health Care, Social Assist	10/8/2019	01/01/2021-12/31/2023	F	White	N	N	U	N
12	VACANT	Private Sect.				01/25/2023-12/31/2025						
13	Lisa Navarro Gonzales	Private Sect.	Forma Automotive, LLC	Manufacturing	1/1/2021	01/01/2021-12/31/2023	F	White	N	N	U	N
14	Eric Cooper	CBO	San Antonio Foodbank	Social Assist.	5/3/2016	01/01/2022-12/31/2024	M	White	N	N	U	N
15	Elizabeth Lutz	CBO	The Health Collaborative	Health Care	2/25/2014	01/25/2023-12/31/2025	F	White	Y	N	U	N
16	Ana DeHoyos O'Connor	CBO	Alamo College	Educational	1/1/2021	01/01/2022-12/31/2024	F	White	Y	Y	U	N
17	Dr. Burnie Roper	Education	Lackland ISD.	Educational	11/16/2015	01/01/2021-12/31/2023	M	Black	N	N	U	Y
18	Dr. Sammie Morrill	Education	Alamo College District	Educational	1/7/2020	01/25/2023-12/31/2025	F	White	Y	N	U	N
19	Angelique De Oliveira	ABE	Goodwill Industries of SA	Educational	1/5/2021	01/05/2021-12/31/2023	F	White	N	N	U	N
20	Lindsay Dennis	Econ. Dev.	Seguin Ecominic Development	Public Admin	9/1/2020	01/01/2022-12/31/2024	F	White	N	N	R	N
21	Mitchell Shane Denn	Labor	San Antonio Building Trade	Other Services	1/7/2020	01/01/2022-12/31/2024	M	White	Y	N	U	N
22	Kelli Rhodes	Literacy	Restore Education	Public Admin	9/1/2020	01/01/2022-12/31/2024	F	White	Y	N	U	N
23	Allison Greer Francis	Public Assist.	The Center for Health Center	Health Care, Social Assist	2/1/2021	02/01/2021-12/32/2024	F	White	Y	N	U	N
24	JR Trevino	Private Sect.	Treco Enterprises Inc	Construction/Health Care	9/1/2022	09/01/2022-12/31/2024	M	White	Y	N	U	N
25	Dawn Dixon	Rehabilitation	Warm Springs Foundation	Health	1/1/2021	01/01/2021-12/31/2023	F	White	N	N	U	N

Female	15	<b>60%</b>	<b>Private Sector</b>	13	<b>52%</b>
Male	9	<b>36%</b>	Child Care Reps.	1	
Black	2	<b>8%</b>	Vet. Reps.	3	
White	20	<b>80%</b>	<b>CBO/Labor</b>	4	<b>16%</b>
Other	2	<b>8%</b>	Hispanic	10	<b>40%</b>

PRIVATE SECTOR
COMMUNITY BASED ORGANIZATION (CBO)
EDUCATION
PUBLIC EMPLOYMENT
ADULT BASIC, AND CONTINUING EDUCATION
ECONOMIC DEVELOPMENT
PUBLIC ASSISTANCE
REHABILITATION
LABOR
LITERACY

4/10/2023

# Workforce Solutions Alamo

LAST	FIRST	Category	Company	Industry	Gender	Race	Hisp	Expires	Vacant	O.O.C.	CC	Vet
	Vac, Halverson	prv sector	Scorpion Biological Servi	Admin, Support	M	White	No	12/31/25	04/03/23	07/02/23	No	Yes
Batch	Mary K.	prv sector	Caterpillar ISPD	Manufacturing	F	White	No	12/31/25			No	Yes
Cantu	Leslie	prv sector	Toyotetsu Texas Inc	Manufacturing	F	White	No	12/31/23			No	No
Cap	Elizabeth Butle	prv sector	GenCure/BioBridge Glob	Health Care, Soci	F	White	No	12/31/25			No	No
Cooper	Eric	CBO	San Antonio Food Bank	Health Care, Soci	M	White	No	12/31/24			No	No
Denn	Mitchell Shane	labor	San Antonio Building Tra	Other Services	M	White	No	12/31/24			No	No
Dennis	Lindsay	econ devl	Seguin Economic Develo	Public Administrati	F	White	No	12/31/24			No	No
Dixon	Dawn	rehab	Warm Springs Foundatio	Health Care, Soci	F	White	No	12/31/23			No	No
Francis	Allison L. Greer	pub assist	The Center for Health Ca	Health Care, Soci	F	White	No	12/31/23			No	No
Graeber	Jerry	prv sector	Leonard Contracting	Construction	M	White	No	12/31/24			No	No
Kassim	Yousef	prv sector	E-Legal, Inc.-EasyExpun	Professional, Tech	M	Other	No	12/31/23			No	No
Keig	Lowell	pub emplo	Texas Workforce Commi	Public Administrati	M	White	No	12/31/24			No	No
Kenny	Diana	prv sector	Assessment, Intervention	Health Care, Soci	F	White	No	12/31/23			No	No
Lutz	Elizabeth	CBO	Bexar County Communit	Health Care, Soci	F	White	Yes	12/31/25			No	No
Magaro	Anthony	prv sector	Southwest Research Inst	Professional, Tech	M	White	No	12/31/24			No	No
Morrill	Sammi M.	education	Alamo Colleges District (	Educational Servic	F	White	No	12/31/25			No	No
Munoz	Betty	prv sector	JW Marriott San Antonio	Accomodation, Fo	F	White	Yes	12/31/24			No	No
Navarro-Gonzal	Lisa	prv sector	Forma Automotive, LLC	Manufacturing	F	White	Yes	12/31/23			No	No
O'Connor	Ana DeHoyos	CBO	YMCA	Other Services	F	White	Yes	12/31/24			Yes	No
Oliveira	Angelique De	ABE	Goodwill Industries of Sa	Health Care, Soci	F	White	No	12/31/23			No	No
Peavy	Benjamin	prv sector	Accenture Federal Servic	Professional, Tech	M	Black	No	12/31/23			No	No
Perez	Esmeralda	prv sector	CHRISTUS Santa Rosa	Health Care, Soci	F	White	Yes	12/31/24			No	No
Rhodes	Kelli G.	literacy	Restore Education	Educational Servic	F	White	No	12/31/24			No	No
Roper, Jr.	Burnie L.	education	Lackland ISD	Educational Servic	M	Black	No	12/31/23			No	Yes
Trevino	Edward JR	prv sector	Treco Enterprise, Inc	Construction	M	White	Yes	12/31/24			No	No

Current Members	25
Operating Size:	25 - 30
Term:	3

<b>BOARD:</b>	Female	Hispanic	Black	Priv Sect:	CC Reps	Vet Reps	CBO/Lab:
	15	6	2	13	1	3	4
	60%	24%	8%	<b>52.0%</b>			<b>16.0%</b>
<b>WDA:</b>	58%	48%	5%				

Priv Sect: 13 Education: 2 Labor: 1 Rehab: 1 CBO: 3 Econ Dev: 1 Pub Employ: 1 Pub Asst: 1 Lit: 1 ABE: 1