



EXECUTIVE COMMITTEE MEETING

100 N. Santa Rosa St., Suite 120
Boardroom
San Antonio, TX 78207
April 14, 2023
10AM

AGENDA

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

Citizens may appear before the Committee to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Linda Martinez at (210) 272-3250.

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

For those members of the public that would like to participate and cannot attend in person at the host location, please call toll-free 1-877-858-6860, which will provide two-way communications through a speaker phone. For additional information, please call Linda G. Martinez, (210) 272- 3250.

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During the Public Comments portion of the meeting (Agenda Item 3), the Public may type their name into the chat box or unmute themselves and state their name. The meeting host will call each member of the public for comments, in the order their names were submitted.

- I. CALL TO ORDER AND QUORUM DETERMINATION
Presenter: Chairwoman Leslie Cantu

- II. DECLARATIONS OF CONFLICT OF INTEREST
Presenter: Chairwoman Leslie Cantu

- III. PUBLIC COMMENT
Presenter: Chairwoman Leslie Cantu

- IV. CONSENT AGENDA: (DISCUSSION AND POSSIBLE ACTION).....pg. 5 - 186
Presenter: Chairwoman Leslie Cantu
 - a. Executive Committee Meeting Minutes – February 10, 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. Timeline and Update for Adult RFP
 - g. RFP Updates
 - h. Financial Reports
 - i. Update on Annual Audit Report
 - j. Performance, Programs, and Operational Updates
 - k. Quality Assurance Update
 - l. Monitoring Outcomes and Technical Assistance
 - m. Summary of WSA Board of Directors Retreat
 - n. Child Care Performance Briefing
 - o. Texas Rising Star Assessment Update
 - p. TRS Contracted Slots Pilot Briefing
 - q. WSA Efforts for Access to Quality
 - r. Success Stories

- V. AUDIT AND FINANCE COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 187 - 217
Presenter: Mary Batch, Audit & Finance Committee Chair
 - a. Update on Procurement Processes
 - b. Update on Ready to Work Matters
 - c. Update on TWC Monitoring Report
 - d. Mobile Workforce Unit - Rebid

- VI. EARLY CARE & EDUCATION COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 218 - 227
Presenter: Ana DeHoyos O'Connor, Child Care Committee Chair
 - a. Entry Level Designation & Efforts Towards Increasing Quality for CCS Centers (TWC Timeline of 24-months)

- VII. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 228 - 257
 Presenter: Eric Cooper, Strategic Committee Chair
 - a. Local Plan – 2-Year Modification
 - b. Introduction of Draft Workforce Solutions Alamo Tactical Construct

- VIII. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 258 - 295
 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

- IX. CEO REPORT.....pg. 296 - 301
 Presenter: Adrian Lopez, CEO
 - a. Applications for Funding
 - b. Alamo Area Community 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. Texas Talent and Economic Growth

- X. CHAIR REPORT (DISCUSSION AND POSSIBLE ACTION).....pg. 302 - 315
 Presenter: Chairwoman Leslie Cantu
 - a. Rural Activities
 - b. Champion of Advocacy Award
 - c. BOD Attendance and Demographics

- XI. Next Meeting: June 9, 2023

- XII. **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 Section 551.089—Discussions regarding Security Devices or Audits.

XIII. ADJOURNMENT

Presenter: Chairwoman Leslie Cantu



CONSENT AGENDA ITEMS





EXECUTIVE COMMITTEE MEETING - MINUTES

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

February 10, 2023
10AM

BOARD MEMBERS: Leslie Cantu, Chairwoman (in-person), Mary Batch, Yousef Kassim, Eric Cooper, Ana DeHoyos O'Connor, Dr. Sammi Morrill

PARTNERS: Mike Ramsey, Amy Contreras

WSA STAFF: Adrian Lopez, Katherine Pipoly, Giovanna Escalante-Vela, Penny Benavidez, Jessica Villarreal, Jeremy Taub, Chuck Agwuegbo, Caroline Goddard, Dr. Ricardo Ramirez, Linda Martinez, Angela Bush, Vanessa McHaney, Trema Cote, Aaron Smith, Rebecca Espino Balencia, Jalil Peoples, Brenda Garcia, Sylvia Perez, Miriam Barksdale-Botello, Jason Rodriguez, Roberto Corral, Rebekah Guajardo, Gabriela Horbach, Manuel Ugues, Dr. Federico Ghirimoldi

LEGAL COUNSEL: Frank Burney

GUEST: None

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I. CALL TO ORDER AND QUORUM DETERMINATION

Presenter: Chairwoman Leslie Cantu

At 10:00 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. Executive Committee Meeting Minutes November 21, 2022
- b. Procurement Diversity Update (SMWVBE)
- c. Facility Updates
 - i. Port SA Update
 - ii. Mobile Unit
 - iii. 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
- j. 2021 Annual Report
- k. RFP Updates
- l. Labor Market Data

Upon motion by Board Member Ana DeHoyos O'Connor and second by Board Member Eric Cooper, the Committee unanimously approved the Consent Agenda items a. – l.

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

Presenter: Mary Batch, Audit & Finance Committee Chair

a. Financial Reports

Presented by Giovanna Escalante-Vela, Controller

- September 2022 Report: Personnel is 10% under budget due to attrition, facilities is 2.75% under budget which is an acceptable variance, equipment is 25% under budget due to equipment reserve for vacant positions, general office is 49% under budget due to a decreased amount of insurance claims, professional services is 37% under budget due to program review that was not able to be utilized, and Board of Directors is 78% under budget due to timing of Board room upgrades.
- November 2022 Report: Personnel is 19% under budget and the Board is working to fill vacant positions, facilities is 1.4% over budget due to Board storage increased cost and this amount will be reflected in the budget amendment, equipment is 46% under budget due to equipment reserve for vacant positions and timing of software maintenance and licenses, general office is 37% under budget due to a decreased amount of insurance claims, professional services is 39% under budget due to timing of monitoring and auditing, and Board of Directors is 40% under budget due to timing of Board room upgrades.
- Key Variances: This year's TANF allocation is \$2M more than average and TWC approved to use 10% of the budget for a special initiative geared towards a STEM summer youth program, the Trade Act grant is at 6% but is in the sunset phase, Child Care CCQ is 10.7% underspent and the contractor is utilizing temporary staff to assist with attrition, Workforce Commission Initiatives Grant Changes include the Red, White, and You! annual job fair held on November 10, 2022 and Short Term Training for Parents in the CCS program of \$109,820 has been extended through May 31, 2023, Military Family Support grant supports military spouses and the contractor continues to increase outreach efforts, Skills Development grant supports Lone Star National Bank's re-training initiative and has been extended through March 31, 2023, the Pilot Navigator Program supports sex trafficking victims and has received an increase of funding and an extension through October 31, 2023, and TAMUSA contract finalized in October 2022 for Ready to Work and as of December 31, 2022 the Board has paid almost \$500k in tuition.
- Financial Monitoring Update: C2GPS for FY21 and FY22 are expected to complete in February with a follow up date on February 10, 2023.

b. Budget Amendment #1

Presented by Angela Bush, Contractor, CFO Augmentation Services

- Corporate Facilities has an increase of \$5,000 for office storage.
- General Office has an increase of \$5,000 for offsite archive storage.
- Professional Services has an increase of \$475k including Human Resources Legal Services increase by \$50k, Temporary Services increase by \$250k utilized for additional support and to fill gaps due to attrition, and Other Professional Services increase of \$225k for consulting services related to Finance, Procurement, RFP Evaluators, and Web Site.
- Facilities has an increase of \$300k. This includes \$50k for the mobile unit due to change in vendor, increase in equipment pricing, and contingency for additional cost related, and Port San Antonio increase of \$250k.

- Child Care Reserve has a decrease of about \$1.4M. Reserve is typically utilized to first quarter. FY22 projected reserve is about \$13.5M.
- Projects has an increase of about \$60k to include San Antonio Foundation and Aspen Institute.
- Service Delivery has an increase of about \$8.3M. Key variances are National Dislocated Worker carry over adjustment of -\$1.2M due to timing, Childcare is increased at \$15.6M, and Ready to Work has a forecasting estimate of -\$6.5M.

Upon motion by Board Member Eric Cooper and second by Board Member Ana DeHoyos O'Connor, the Committee unanimously approved Budget Amendment #1.

- c. Timeline for 2022 Independent and Single Annual Audit
Presented by Angela Bush, Contractor, CFO Augmentation Services
 - Planning for the audit occurred in December 2022. The audit will start on March 21, 2023. The final report will be done on May 12, 2023, with presentation for approval at the committee meeting on May 26, 2023. On June 30, 2023, the audit will be submitted to Federal Clearing House and will be provided to Area Judges and other interested parties.
 - In November 2022, WSA received the TWC acceptance letter of the 2021 annual audit.
- d. Update on Ready to Work Financial Matters
Presented by Giovanna Escalante-Vela, Controller
 - An analysis will be held for the Ready to Work program and will include financial components, performance metrics, partner invoicing, and multi-year forecasting model.
 - Ana DeHoyos O'Connor asked if the review includes the connection between a parent in the Ready to Work program and childcare. Adrian Lopez responded that this is being tracked and a report can be shown at the next committee meeting. Ana DeHoyos O'Connor would also like to see how the partners are contributing to this when participants enter a program, yet they are on the childcare waiting list. Rebecca Espino Balencia added that they are working with United Way who is able to support them with tuition for childcare.
- e. Amendment for Workforce Ready Konzept to Increase Purchase Amount >\$150k
Presented by Jeremy Taub, Director of Procurement and Contracts
 - The Workforce Ready Konzept's WRK – Mobile Learning Platform (MLP) is designed to improve employability and self-sufficiency of participants enrolled in workforce development programs. It's anticipated the WRK MLP teaches a variety of self-supporting skills aimed at preparing participants for life-long learning.
 - The request for the amendment is to add 69 additional licenses to the 31 already purchased in the amount of \$232,350. The current contract term is effective December 16, 2022 through December 15, 2023 and may be renewed annually.
 - Ana DeHoyos O'Connor asked if these are held at the workforce sites. Jeremy Taub responded that they are, however, they are mobile and something the participants can take with them. These licenses do come with a support system and a counselor to assist them as needed.

Upon motion by Board Member Dr. Sammi Morrill and second by Board Member Ana DeHoyos O'Connor, the Committee unanimously approved the Amendment for Workforce Ready Konzept to increase the purchase amount by \$232,350.

- f. Ratification Approval of Purchase of Child Care Kits
 - The purchase of these kits will assist the providers in starting on the pathway to Texas Rising Star certification. The kits will enhance the needs of the programs and remain in alignment with WSA’s Child Care vision of increasing and sustaining quality programs and staff. The kits are being provided to childcare providers at no cost.
 - This is a one-time purchase in the amount of \$312,340 to Lakeshore Learning Materials.

Upon motion by Board Member Ana DeHoyos O’Connor and second by Board Member Eric Cooper, the Committee unanimously approved the Ratification Approval of Purchase of Child Care Kits.

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

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

- a. Child Care Performance Briefing
 - Performance is being met at 93.47%. TWC performance set at 11,427 for FY23. Current YTD for FY23 is 10,681.
 - The Alamo Region percentage of TRS/CCS Centers is at 25%. The goal in 2 years is to be at 100%.

VII. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Eric Cooper, Strategic Committee Chair

- a. Local Plan – 2 Year Modification
 - Presented by Katherine Pipoly, COO
 - WSA has gained Local Plan feedback from listening sessions, one-on-one data sessions, and strategic partner presentations. There were 23 unique target occupation requests that came from COSA, Alamo Colleges, Project Quest, and the hospitality industry. The data review criteria looked at mean wage, reliable data sources, and percentage growth overtime.
 - There are 8 industry sectors, 16 in-demand industries, and 74 target occupations. The research methods were looking at industries and occupations using the analysis of historical labor market trends and staffing patterns.
 - The WSA Career Pathway includes on the job training, work experience, and training and supportive service.
 - The Local Plan modifications include: \$17.00 target average wage, 6 clusters, 8 industry sectors, 16 in-demand industries, and 57 target demand occupations. Wholesale Trade, Information, and Retail Trade are no longer included in the in-demand industry sectors.
 - Ana DeHoyos O’Connor asked if Early Childhood Education can be added under 6111 – Elementary and Secondary Schools. Katherine Pipoly responded that it does not qualify but it is apart of the career pathway so it can be invested in.
 - Amy Contreras asked why Information was removed but IT/Cybersecurity is included in industry sectors. Miriam Barksdale-Botello responded that data processing and related services was removed but all other occupations that are strong are covered. Katherine Pipoly responded that the two industry sector slides need to be clearer because they are a bit confusing.
 - Machinists will be added to Aerospace & Manufacturing target occupations list.
 - Medical Records Specialists, Health Technologists and Technicians, Respiratory

Therapists, Clinical Laboratory Technologists and Technicians, Cardiovascular Technologists and Technicians, Surgical Technologists, and Occupational Therapy Assistants will be added to Healthcare target occupations list.

- Dr. Sammi Morrill proposed to add Phlebotomists to the target occupations for Healthcare due to the large amount of requests that Alamo Colleges receives for this occupation. Amy Contreras was in agreement with her. Dr. Sammi Morrill entered this note into the chat box – This is an excerpt from a TWC statement in May 2022: Along with the rest of the country, Texas faces a critical shortage of registered nurses. According to a TWC Labor Market analysis, there is a current gap of approximately 20,000 Registered Nurses in Texas. At the same time, demand for all healthcare occupations is expected to grow at a much faster rate than all occupations combined. The most recent projections indicate employment in Healthcare Occupations will grow 18.4 percent by 2028, adding more than 190,000 new jobs. This growth will account for more than 11 percent of the overall expected growth in Texas.
- Electricians, Plumbers, Pipefitters, Steamfitters, Heating, Air Conditioning, and Refrigeration Mechanics and Installers, and Construction Managers will be added to Construction/Utilities target occupations list.
- Amy Contreras proposed to add Solar Photovoltaic Installers to the target occupations list for Construction/Utilities. Katherine Pipoly responded that they will connect to discuss further. Ana DeHoyos O'Connor added that she agreed to show that the Board is moving toward the future. Mike Ramsey added that he was surprised that Carpenters and Roofers were not on the target occupations list. Miriam Barksdale-Botello explained that they do not meet the criteria because there is no education requirement, and the education level is one of the primary data targets from high school to bachelor's degrees.
- Mike Ramsey noticed that Highway, Street, and Bridge Construction was removed from in-demand industries, and he wanted to notate that there is a lot of attention on the road work happening in the City of San Antonio with the bipartisan infrastructure law for road, street, and bridge work coming soon. Adrian Lopez agreed with Mike Ramsey's comments.
- Dr. Sammi Morrill and Ana DeHoyos O'Connor proposed to keep Childcare Workers on the target occupations list for Education as it is on a career pathway for advancement. Dr. Sammi Morrill also requested that the participant's career pathway be documented.
- Food Service Managers, Lodging Managers, Meeting, Convention, and Event Planners, Paralegals and Legal Assistants will be added to Other target occupations list.
- Next steps for the Local Plan is to share with the full Board of Directors on February 17, 2023 and submit to TWC in March 2023.

VIII. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Sammi Morrill, Oversight Committee Chair

a. Quality Assurance Update

- WSA is awaiting the final report for the TWC Annual Monitoring.
- Currently TWC is monitoring Child Care Services and SNAP E&T.
- WSA contracted Ms. Christine Nguyen, CPA, for external program monitoring services for WIOA grants, TANF/Choices, Child Care Services, SNAP E&T, and

Ready to Work. Currently the external monitor is reviewing COSA Child Care Services and Ready to Work.

— Internal monitoring is currently reviewing SNAP E&T, Trade Adjustment Assistance, and National Dislocated Worker.

b. Monitoring Outcomes and Technical Assistance

— For FY21-22, SEAL is at 90%, Teacher Externship Eligibility/Worksites is at 99.3%, and Teacher Externship Stipends is at 100%.

— 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, and increased oversight.

c. Performance, Programs and Operational Updates

— Credential rating is not on target and staff is reviewing how they are qualifying that and looking at training providers that do not provide a credential rating.

i. 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. Mike Ramsey asked if removing the funding limitations will allow for a fewer number of people to be served. Katherine Pipoly responded that it is not anticipated that participants will reach an unusually high tuition rate, however, this will allow for investment in information technology and cybersecurity trainings that weren't allowed to go full-fledged in the past.

○ 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.

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

d. 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 selected provider is ATEAMS in the amount of \$162,500. The term of the contract will be effective upon award for the initial 12-month period and may be renewed contingent upon available funding.

— Dr. Sammi Morrill would like a report on how many teachers, ISDs, and urban and rural areas were included at the end of the program.

Upon motion by Board Member Mary Batch and second by Board Member Eric Cooper, the Committee unanimously approved the purchase from ATEAMS for Teacher Externship in the amount of \$162,500.

IX. IT ASSESSMENT

Presenter: Chuck Aguwebgo, Director Innovation and Technology

- A TWC cybersecurity audit was conducted and they found significant improvements with an overall score of 2.87, which is an 85% increase over the last audit two years ago. FY21 had an overall score of 1.54.
- There are 12 areas that need to be worked on. Action plans are being implemented to increase security in these areas. TWC recommended the cloud platform which WSA is already looking to implement.
- The average score for all Boards is 2.05. In comparison to only large Boards, the average score is 2.36.

X. CEO REPORT

Presenter: Adrian Lopez, CEO

Giovanna Escalante-Vela has been promoted to CFO.

a. Board Retreat

- This will be held February 17 and 18, 2023.

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

c. SA Ready to Work Update

- The annual goal is approximately 3,600 unique applicants and is currently being met at 40%. The annual enrollment goal is approximately 3,000 and is currently being met at 19%.

d. Aspen Institute

- Applications to become a Fellow are now open.

e. Population Association of American Annual Meeting 2023

- Congratulations to Dr. Federico Ghirimoldi who has been selected to present in April.

f. Applications for Funding

g. Alamo Area Community Network Awards

- WSA Ready to Work program has been awarded \$11k.

h. Media, Marketing and Communications Update

Presenter: Penny Benavidez, Director Public and Government Relations

- Between December 2022 and February 2023, WSA has had 30 media mentions with 9.4M impressions.
- Top stories are: Childcare Community Conversations, SA Food Bank Donation Drive, Ready to Work Information Sessions, Aspen Institute, San Antonio Business Journal 40 Under 40, and Labor Market.
- A landing page for 2021 Community Impact Report has been created and the report for 2022 is already under way.
- A landing page for the Aspen Institute has been created.
- Social Media Highlights: 10k aggregated fans/followers in 2022, an increase of more than 1,500 fans/followers in 2021.

XI. CHAIR REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Chairwoman Leslie Cantu

a. BOD Attendance and Demographics

XII. Next Meeting: March 31, 2023

- CORRECTION, Next Executive Committee Meeting is on April 14, 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;**
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- d. Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and**
- e. Government Code Section 551.089—Discussions regarding Security Devices or Audits.**

XIV. **ADJOURNMENT**

Presenter: Chairwoman Leslie Cantu

There being no further business, a motion was made by Board Member Mary Batch that the meeting adjourn. The motion carried unanimously. The meeting adjourned at 12:06 pm.

MEMORANDUM

To: Executive Committee

From: Jeremy Taub, Director of Procurement and Contracts

Presented by: Jeremy Taub, Director of Procurement and Contracts

Date: April 14, 2023

Subject: Facility Update: Port San Antonio

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.

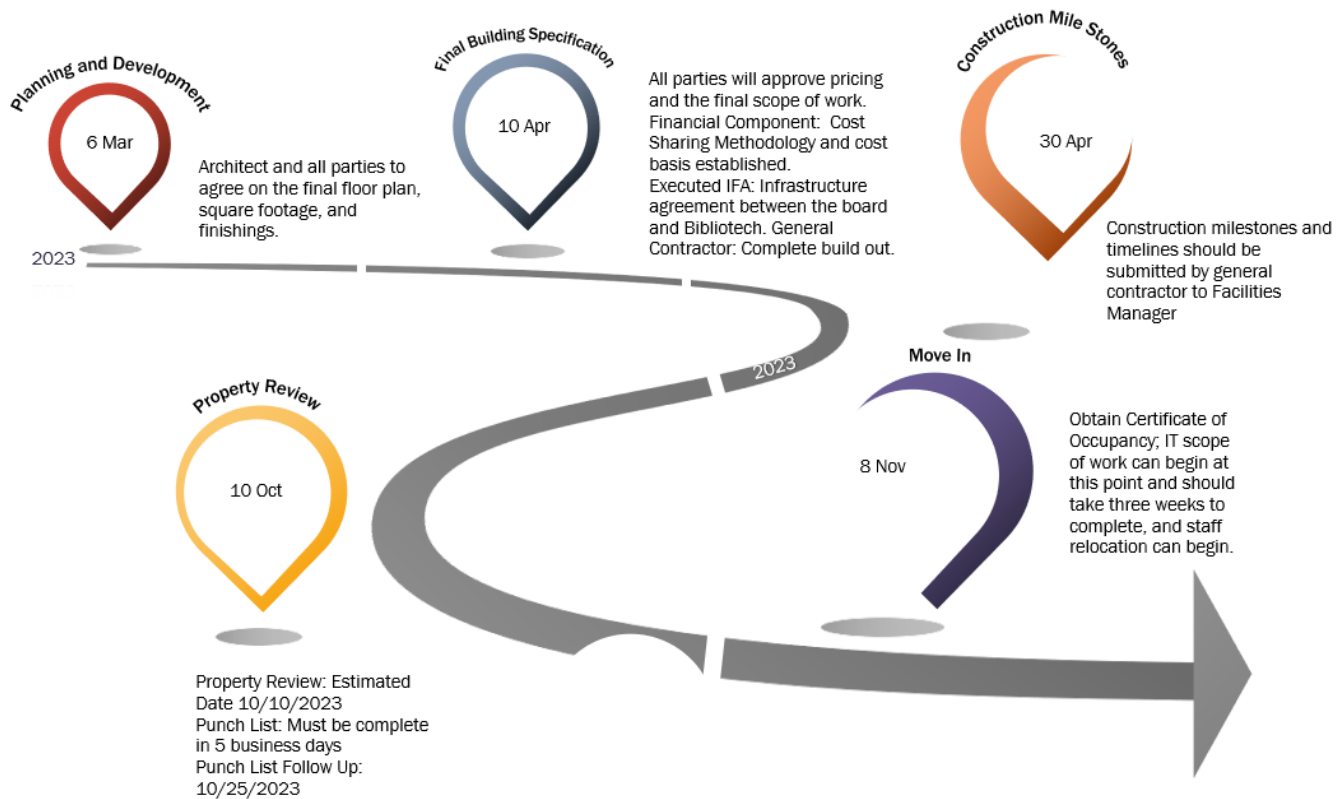
Fiscal Impact: The base rent for the Port San Antonio facility is \$24,791.67 monthly, increasing by 2.5% annually. Additionally, the FY23 budget included \$545,000 to support the furniture, equipment, upgraded technology, and moving expenditures for the Workforce Center. The current economic environment 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:



MEMORANDUM

To: Executive Committee

From: Jeremy Taub, Director of Procurement and Contracts

Presented By: Jeremy Taub, Director of Procurement and Contracts

Date: April 14, 2023

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

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



MEMORANDUM

To: Executive Committee

From: Giovanna Escalante-Vela, CFO

Presented by: Jeremy Taub, Director of Procurement and Contracts

Date: April 14, 2023

Subject: SMWVBE Update - Procurement Diversity Program

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

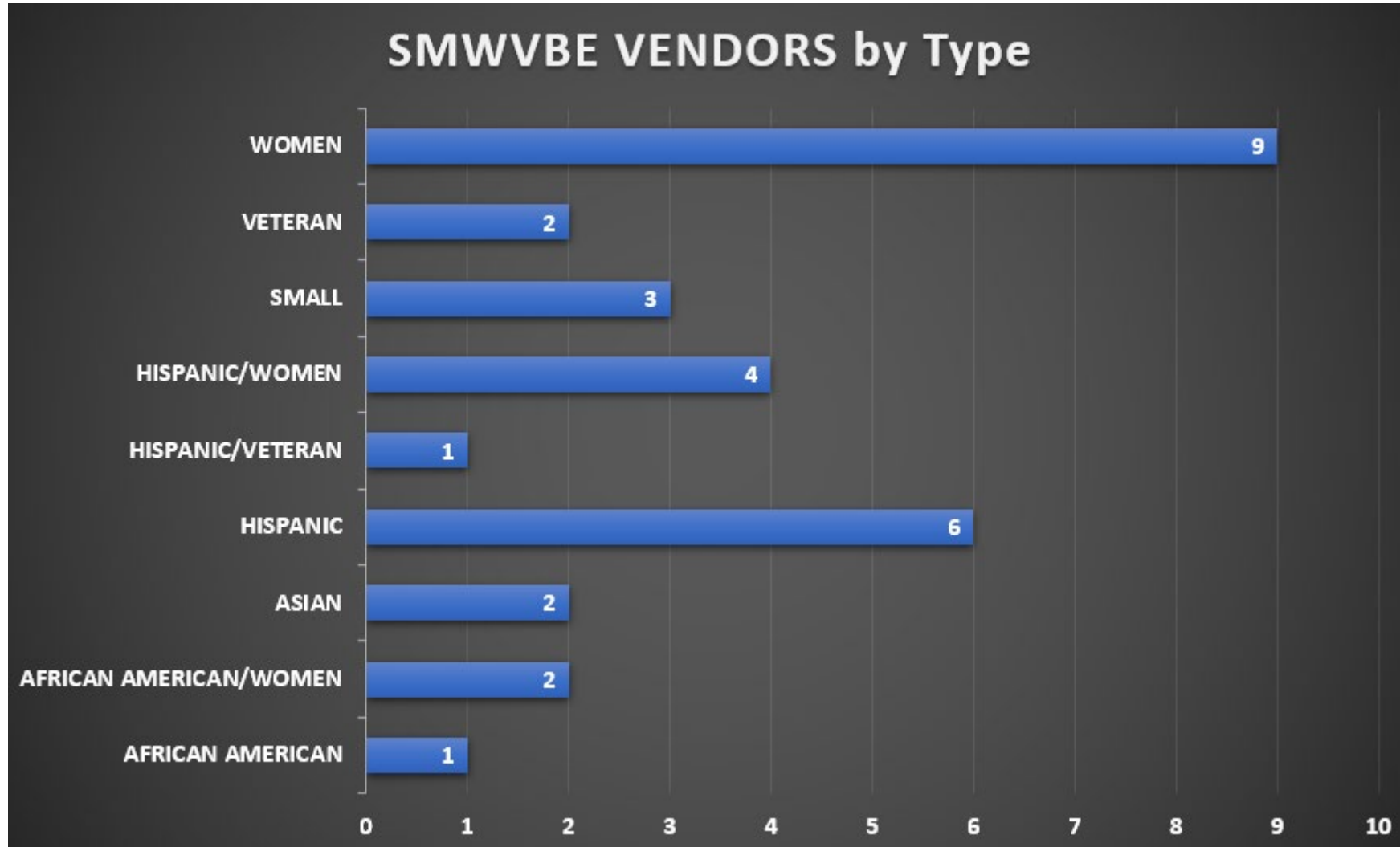
SMALL, MINORITY, WOMEN AND/OR VETERAN OWNED BUSINESS ENTERPRISES, DIVERSITY PROGRAM

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).

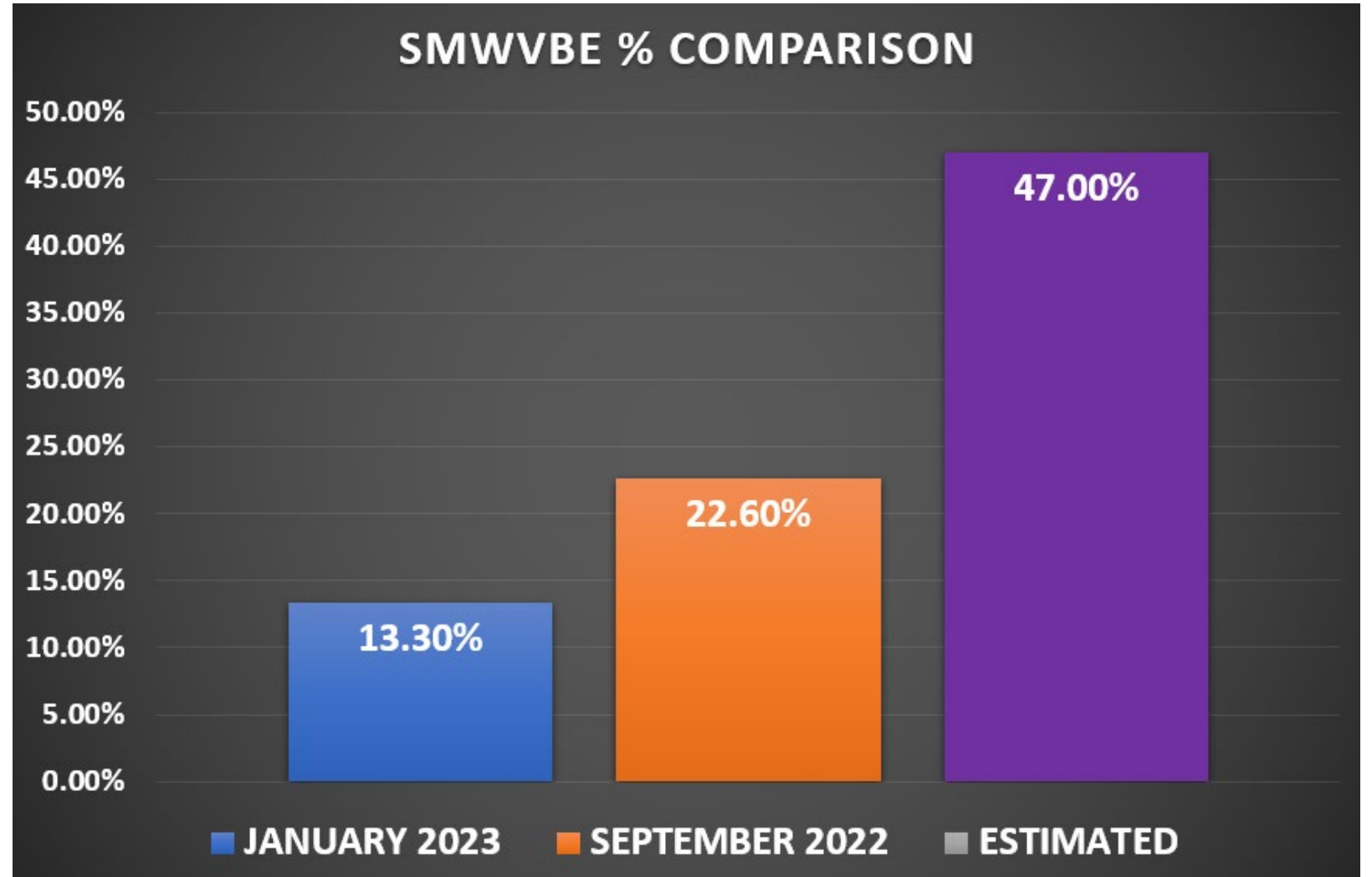


SMWVBE – 30 TOTAL VENDORS BY CLASSIFICATION



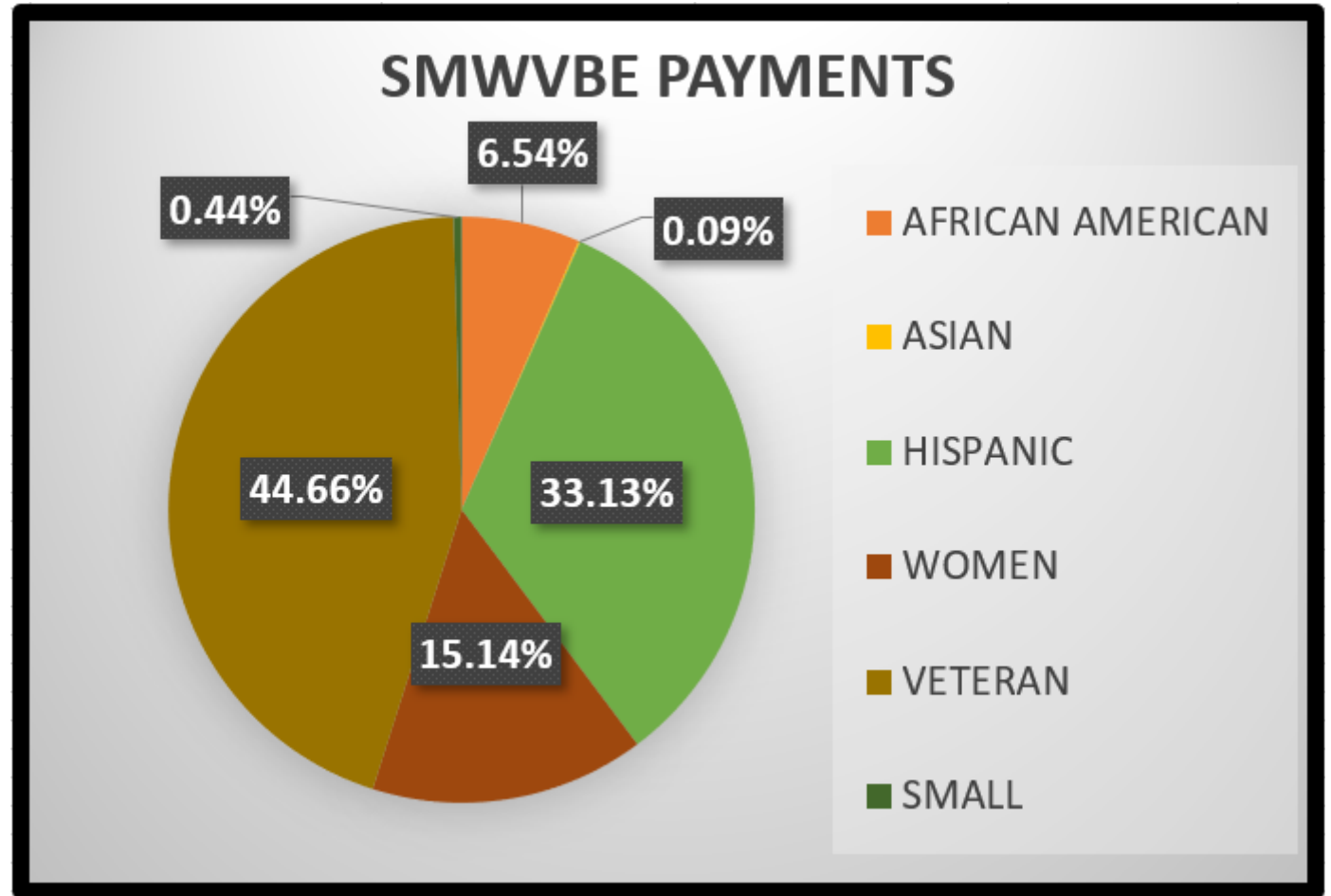
SMWVBE PERCENTAGE COMPARISON BY DATES

- 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
TOTAL	\$ 304,370.28



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



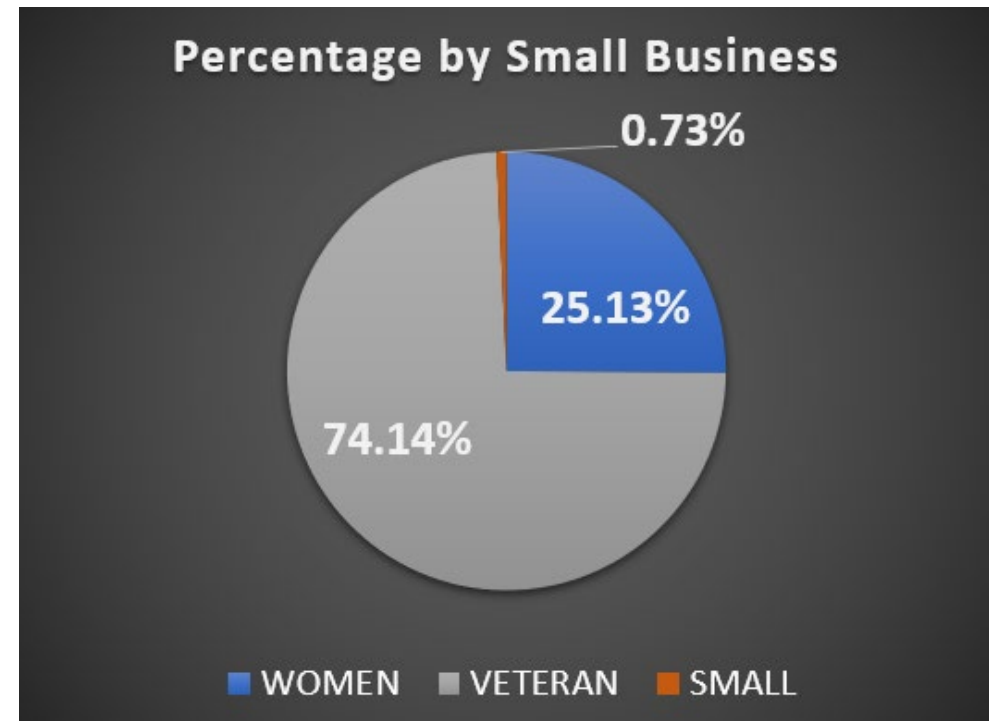
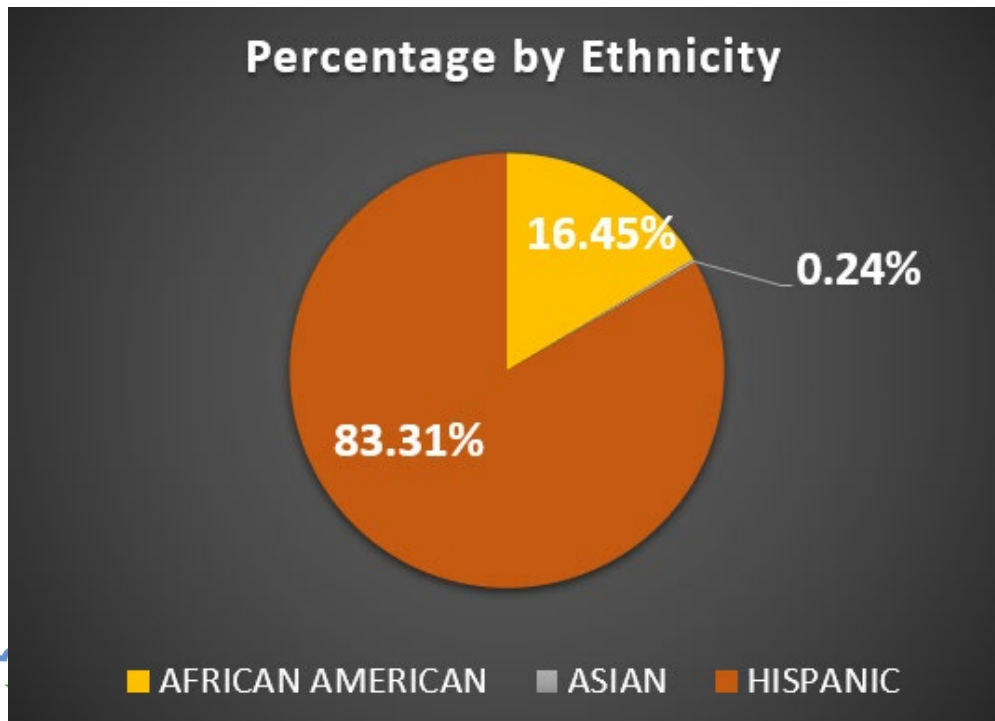
SMWVBE PERCENTAGE BY ETHNICITY & SMALL BUSINESS

Ethnicity

African American	16.45%
Asian	0.24%
Hispanic	83.31%
Total	100.00%

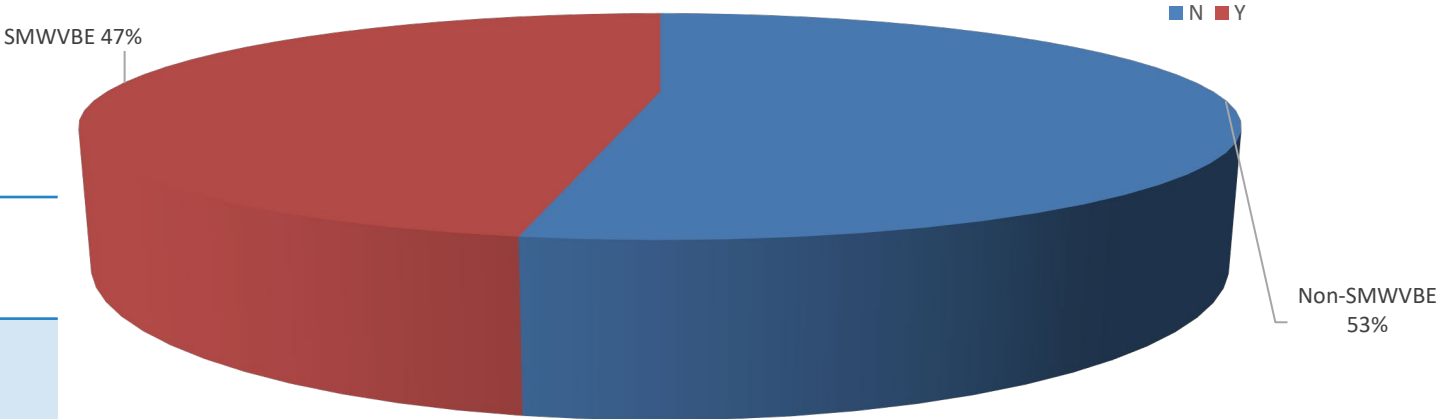
Small Business

Women	25.13%
Veteran	74.14%
Small	0.73%
Total	100.00%



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

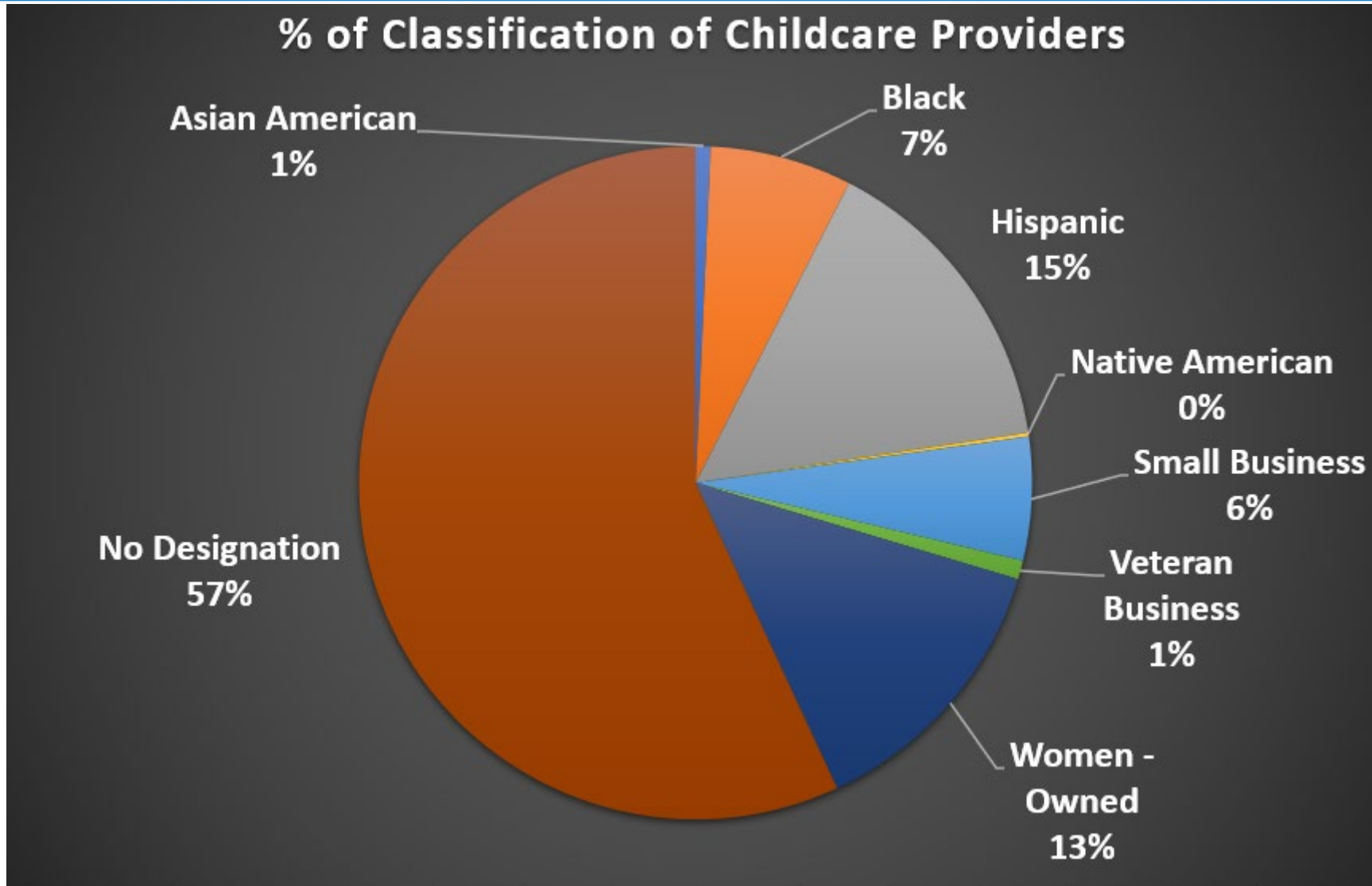
No-Designation	322
Hispanic	87
Women - Owned	76
African American	38
Small Business	33
Veteran Business	5
Asian American	4
Native American	1
Total	566

% 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
Total	100.00%	\$ 30,562,607.45

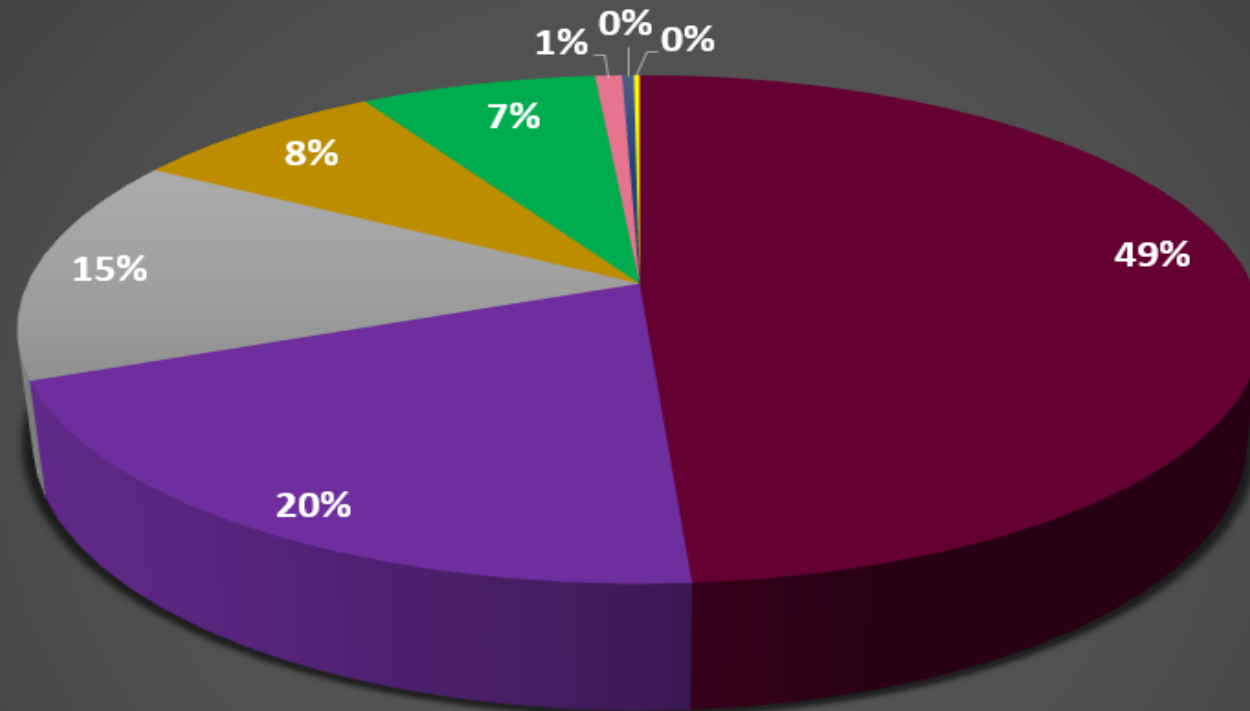


SMWVBE CLASSIFICATION OF CHILD CARE PROVIDERS



% 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: Executive Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: April 14, 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 – 31st. 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.

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
Healthcare 	74	42	32	23	72%	15	57%
Information Tech 	22	15	7	6	86%	2	33%
Construction & Labor 	43	20	23	16	70%	9	56%
Manufacturing 	2	0	2	2	100%	0	0%
Other 	14	7	7	4	57%	2	50%
Grand Total	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



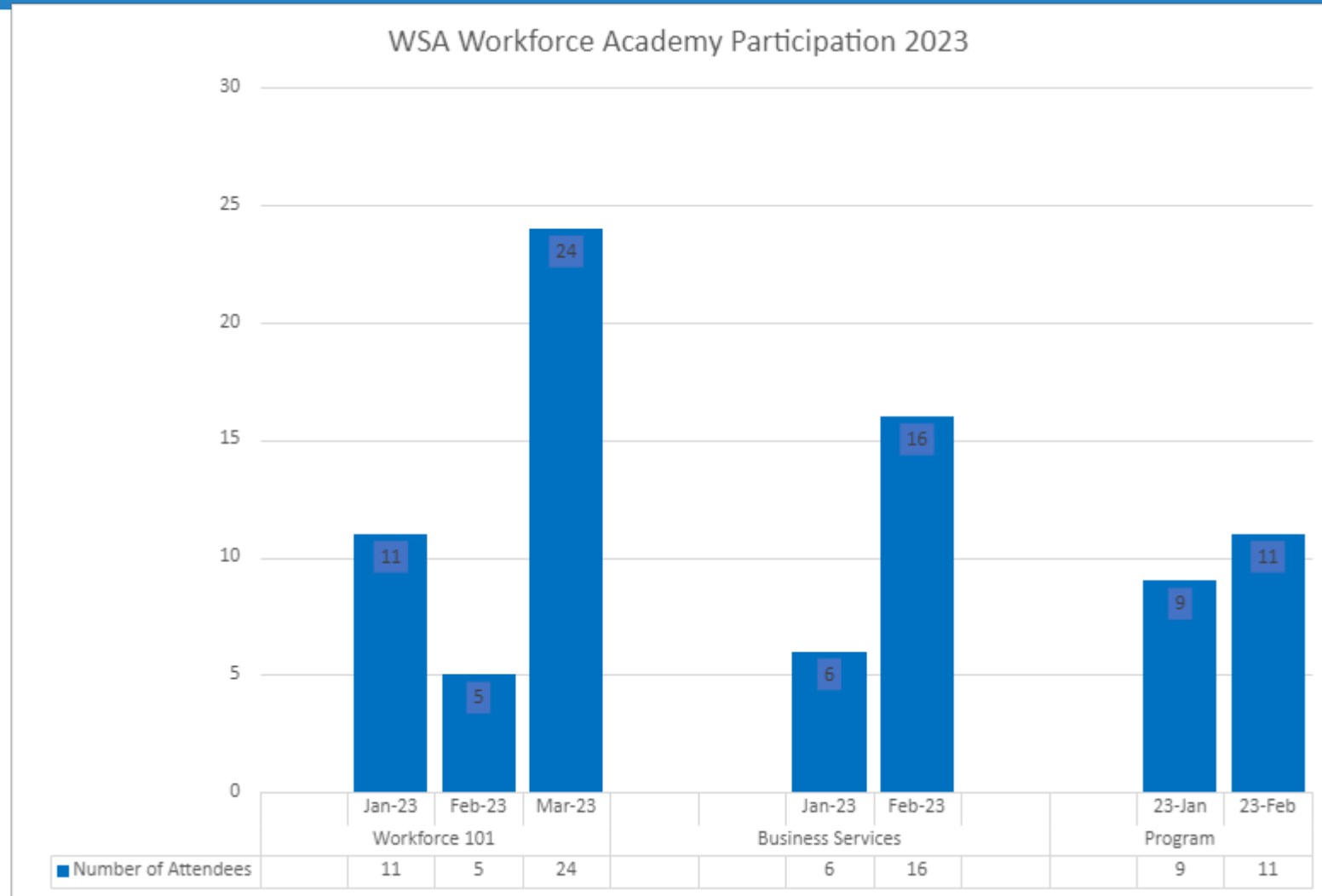
Future Collaboratives

IT/Cybersecurity collaborative @ TBD	Wednesday 9/13/2023 8:00 am to 11:00 am
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.



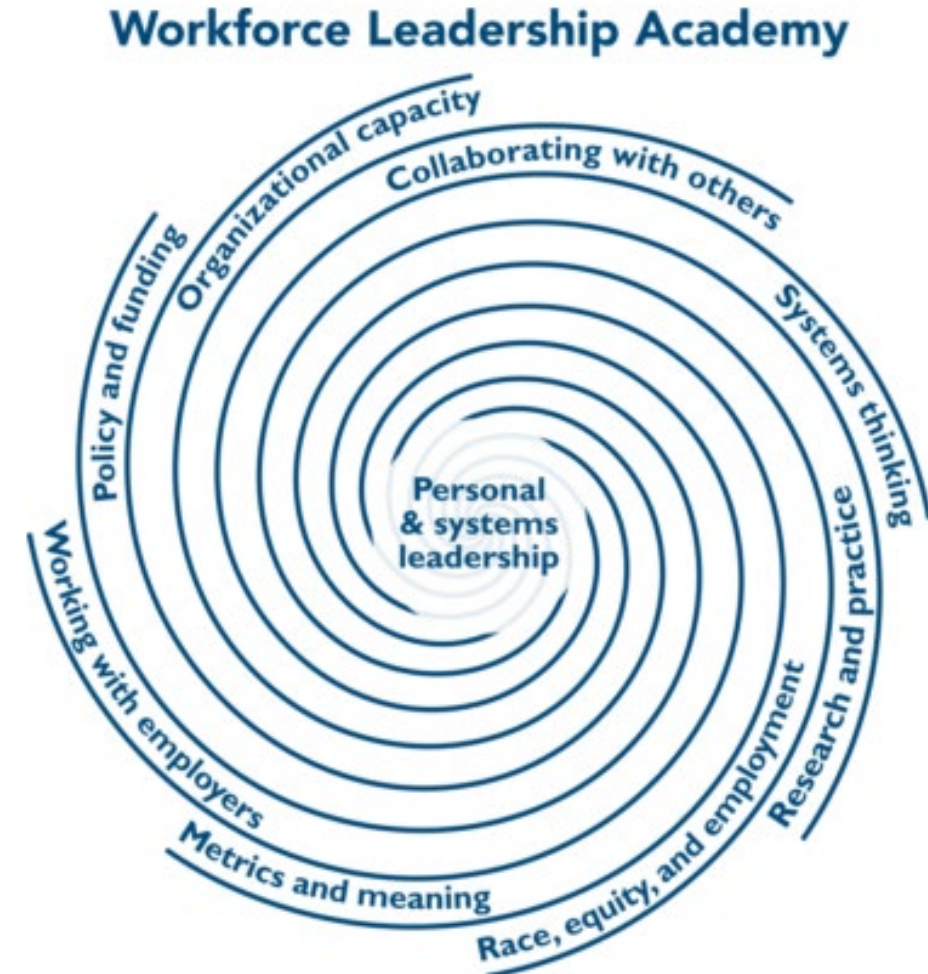
297 participants/ 500 goal for the year (130 graduates)



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 15th.
- Orientation will take place on March 20th.
- Opening retreat will take place March 29th- 31st.



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: Executive Committee

From: Jeremy Taub, Director Procurement and Contracts

Presented by: Jeremy Taub, Director Procurement and Contracts

Date: April 14, 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.

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

MEMORANDUM

To: Executive Committee
From: Jeremy Taub, Director of Procurement and Contracts
Presented by: Jeremy Taub, Director of Procurement and Contracts
Date: April 14, 2023
Subject: RFP Update: Management and Operations of Adult and American Job Center Services

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.

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.

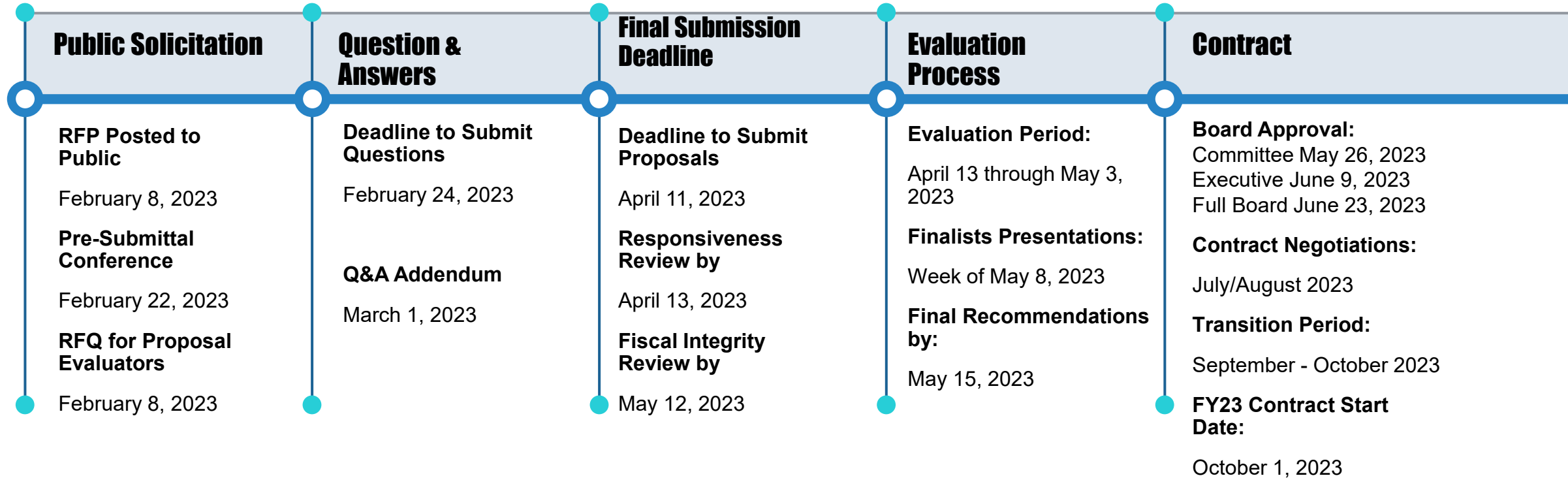
RFP - Request for Proposals

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

ADULT SERVICES RFP TIMELINE

Management and Operations of Adult Programs



**All dates are tentative and subject to change*

MEMORANDUM

To: Executive Committee
 From: Giovanna Escalante-Vela, Chief Financial Officer
 Presented by: Giovanna Escalante-Vela, Chief Financial Officer
 Date: April 14, 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	% Expensed	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.
Total Expense	25.05%	

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:

Department	% Expensed	Comments
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):

Grant	End date	Budget	% Expense	Comments
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:

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	\$1,530,781	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%.
Total	28,228,589	\$1,672,511	\$1,760,138	\$3,432,650	

ATTACHMENTS:

Financial Statement – January 31, 2023

MEMORANDUM

To: Executive Committee
 From: Giovanna Escalante-Vela, Chief Financial Officer
 Presented by: Giovanna Escalante-Vela, Chief Financial Officer
 Date: April 14, 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.

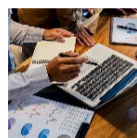
STAFF RECOMMENDATION: WSA is exercising the second one-year renewal option for the Independent Annual Financial Audit with ABIP, PC for the fiscal period of October 1, 2021, to September 30, 2022.

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 14, 2023

Giovanna Escalante-Vela, CFO



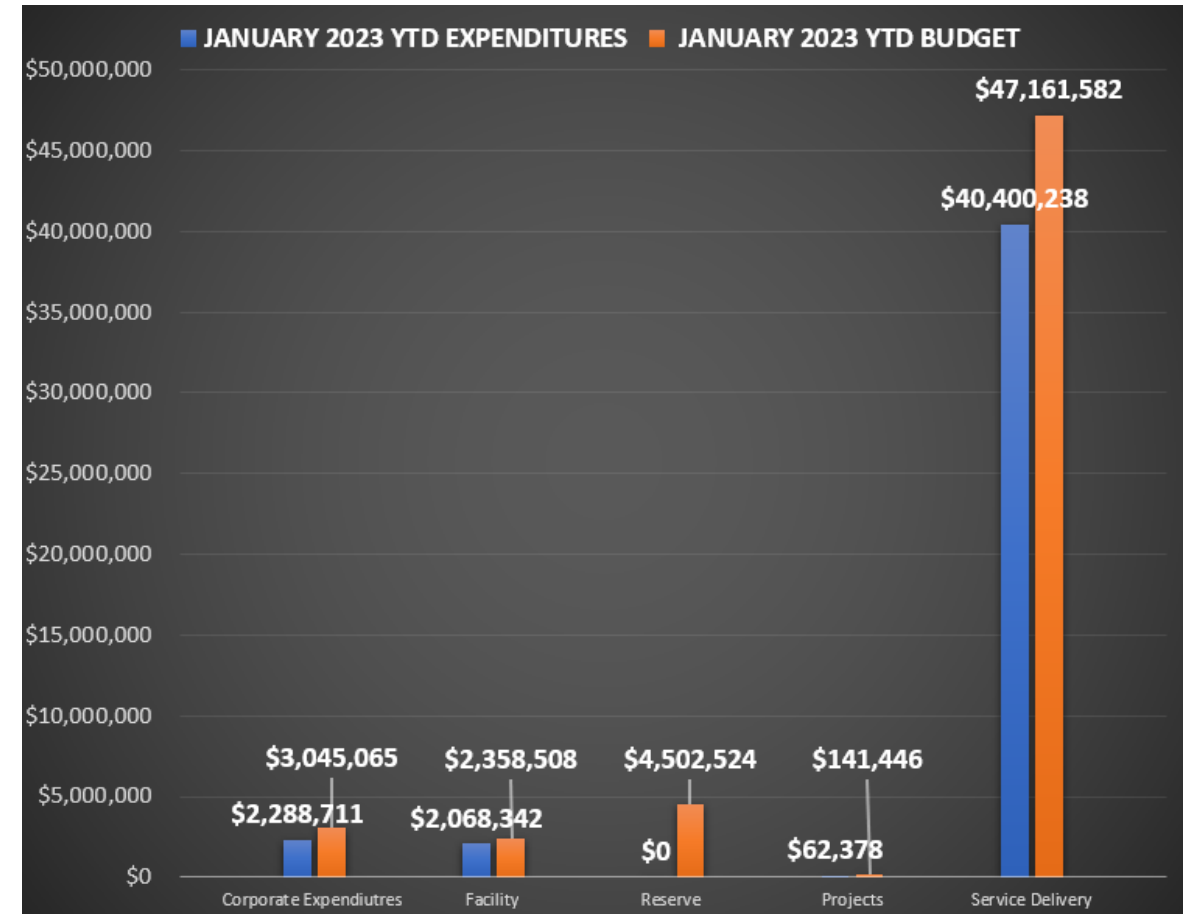
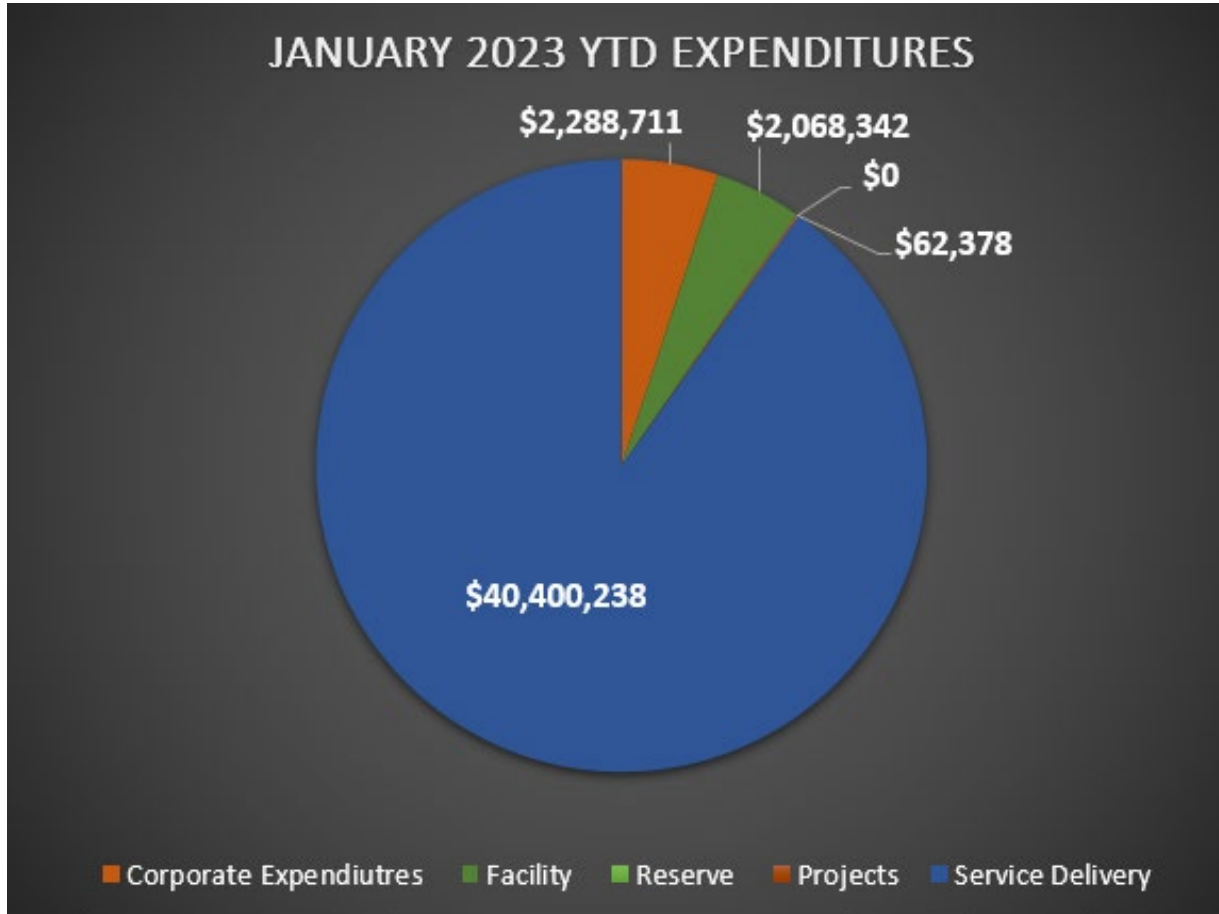
Budget to Actual Expenditures

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%
Corporate Total	\$ 9,136,108.00	\$ 2,288,710.99	25.05%	\$ 3,045,064.80	8.28%
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%
Total Budget	\$ 171,644,542.00	\$ 44,819,668.70	26.11%	\$ 57,209,125.85	7.22%



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%
Total		10,363	100.00%	620	100.00%	1,023	100.00%	576	100.00%	12,582	100.00%



Key Variances

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

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

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

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

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: Executive Committee

From: Adrian Lopez, CEO

Presented by: Katherine Pipoly, Chief Operations Officer

Date: April 14, 2023

Subject: Briefing Regarding Programs & Performance Report

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 2nd quarter which is deficit by 14 cases.
- IV) DW: The current measure time frame up to 2nd 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 child care representative. The child care 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 6-7th, 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 5th, ACE Race

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

- **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



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



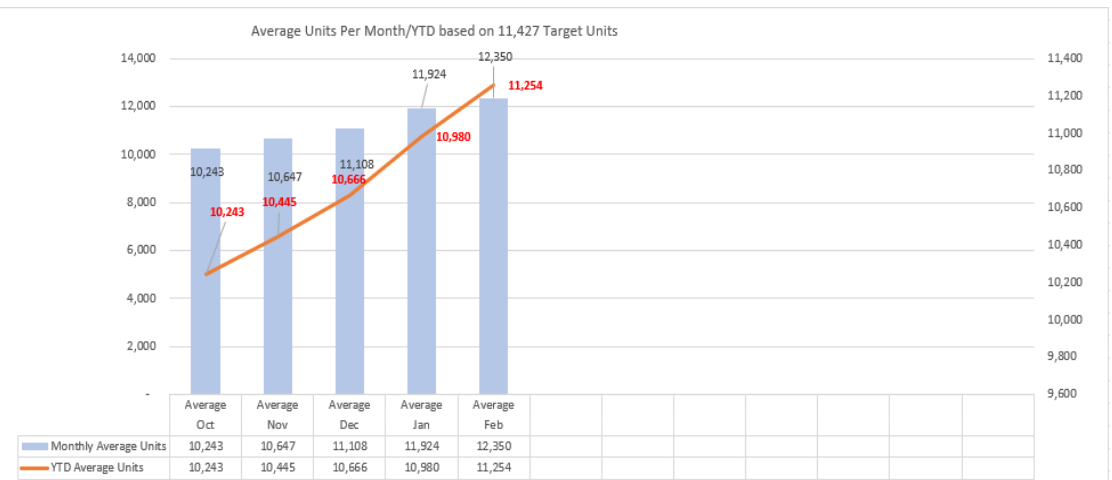
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Child Care Performance Briefing

- 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 ⁸³
-  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

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
Enrollments - URBAN						
In-School Youth	1	1	1	1	0	4
Out-of-School Youth	11	9	28	14	12	74
Enrollments - RURAL						
In-School Youth	1	3	1	0	2	7
Out-of-School Youth	9	14	4	1	4	32
Services						
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

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>75,520.37</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



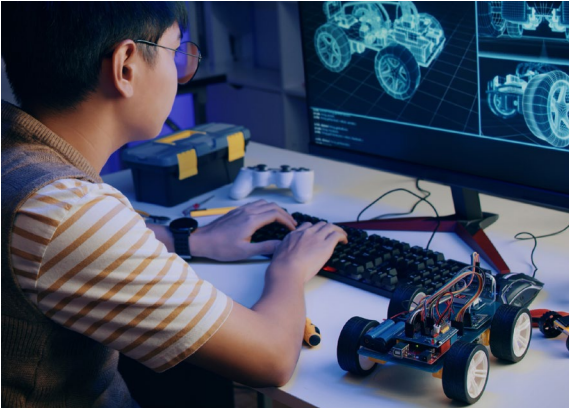
2023 Workforce Grants & Project Updates

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: Executive Committee
From: Ricardo Ramirez, Director of Quality Assurance
Presented by: Ricardo Ramirez, Director of Quality Assurance
Date: April 14, 2023
Subject: Briefing – Quality Assurance Update

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

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. 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.

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.

Table of Contents

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	C. Report Distribution List	9
	D. Exit Conference	10

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&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

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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. Lalpui, 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)
E&T	
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
ABAWD	
General	Meets
Identifying and Tracking	Meets
Compliance with Pledge	Meets
Observations and Case Reviews	
Interview Observations	Meets
Workforce Observations	Meets
Case Reviews	Meets
Posters	Meets
Legend	
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
Address			
Mailing Address (2a)		2	96.67%
Outreach			
Outreach Notification (3a)		0	100.00%
Workforce Orientation (3b)		0	100.00%
Career Counseling (3c)		0	100.00%
Good Cause			
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%
Compliance			
Non-Compliance (5a)		0	100.00%
Tracking (5b)		0	100.00%
Review Standard	CAP Required	Meets	Exceeds
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.

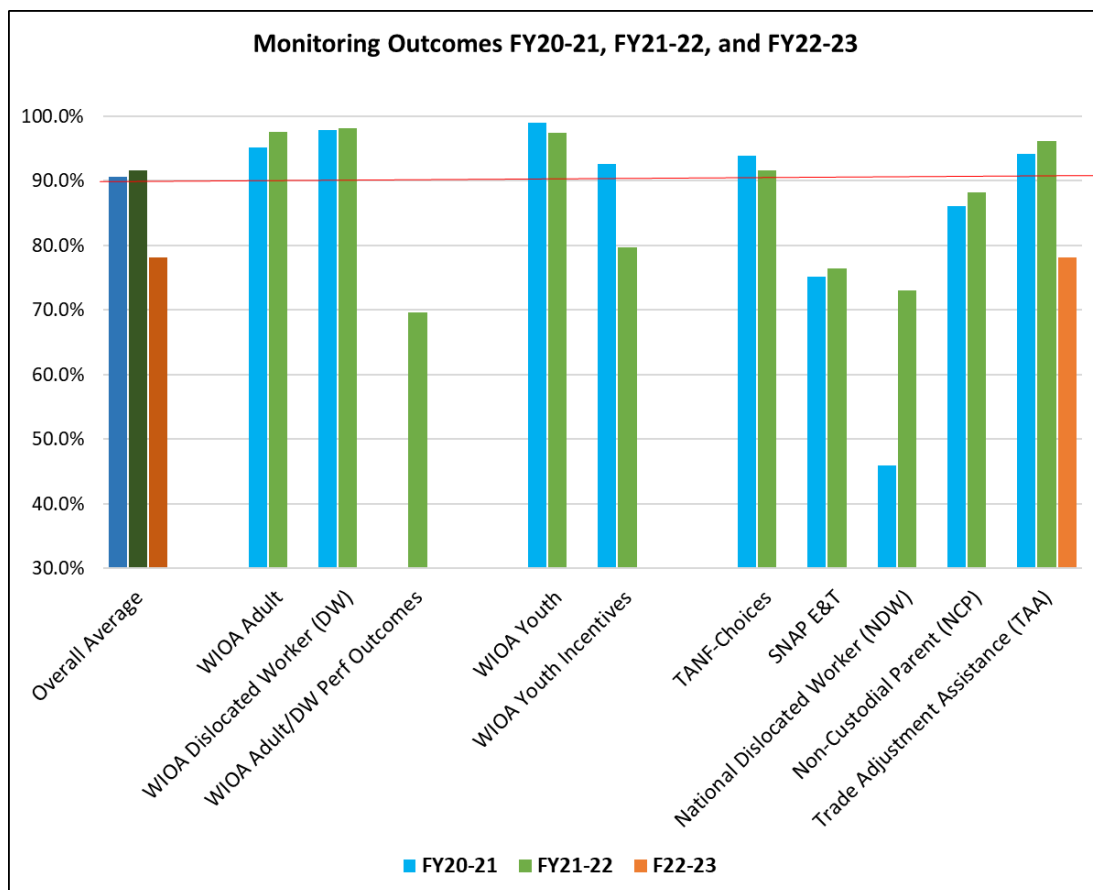
MEMORANDUM

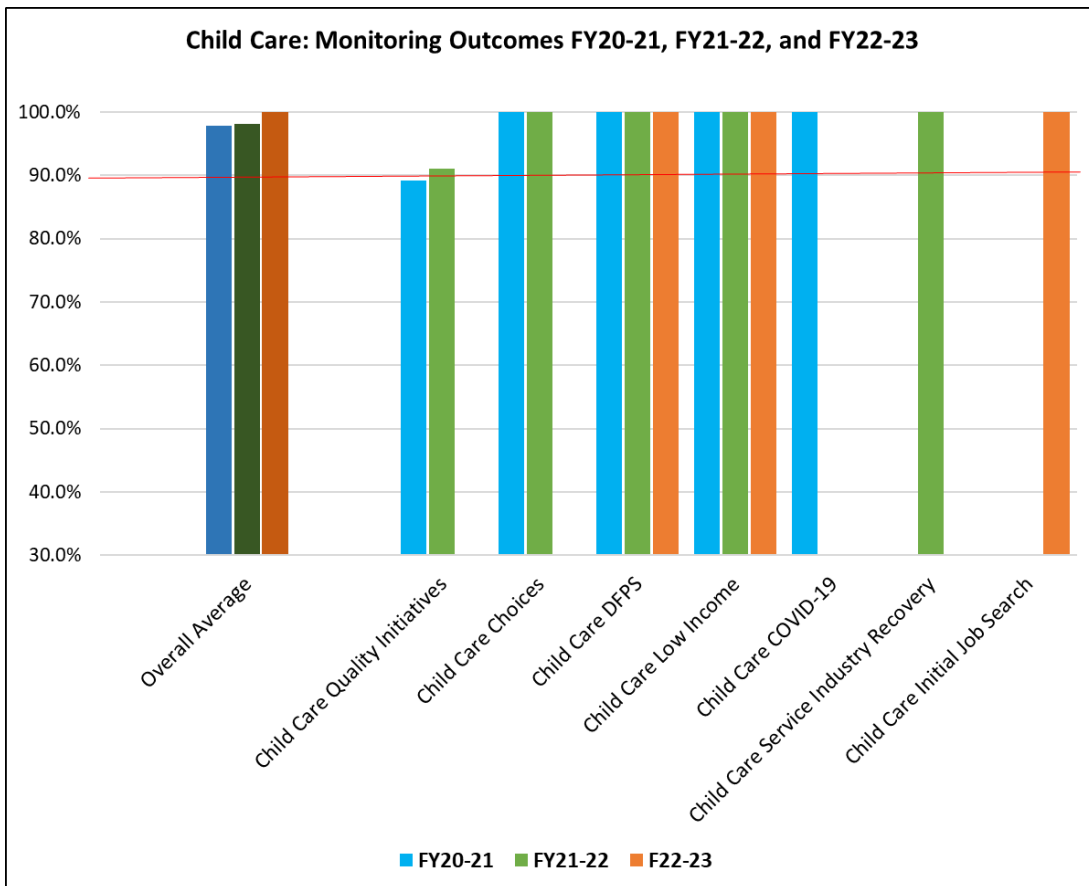
To: Executive Committee
 From: Dr. Ricardo Ramirez, Director of Quality Assurance
 Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance
 Date: April 14, 2023
 Subject: Briefing – Monitoring Outcomes & Technical Assistance

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 14, 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 – Internal Engagements



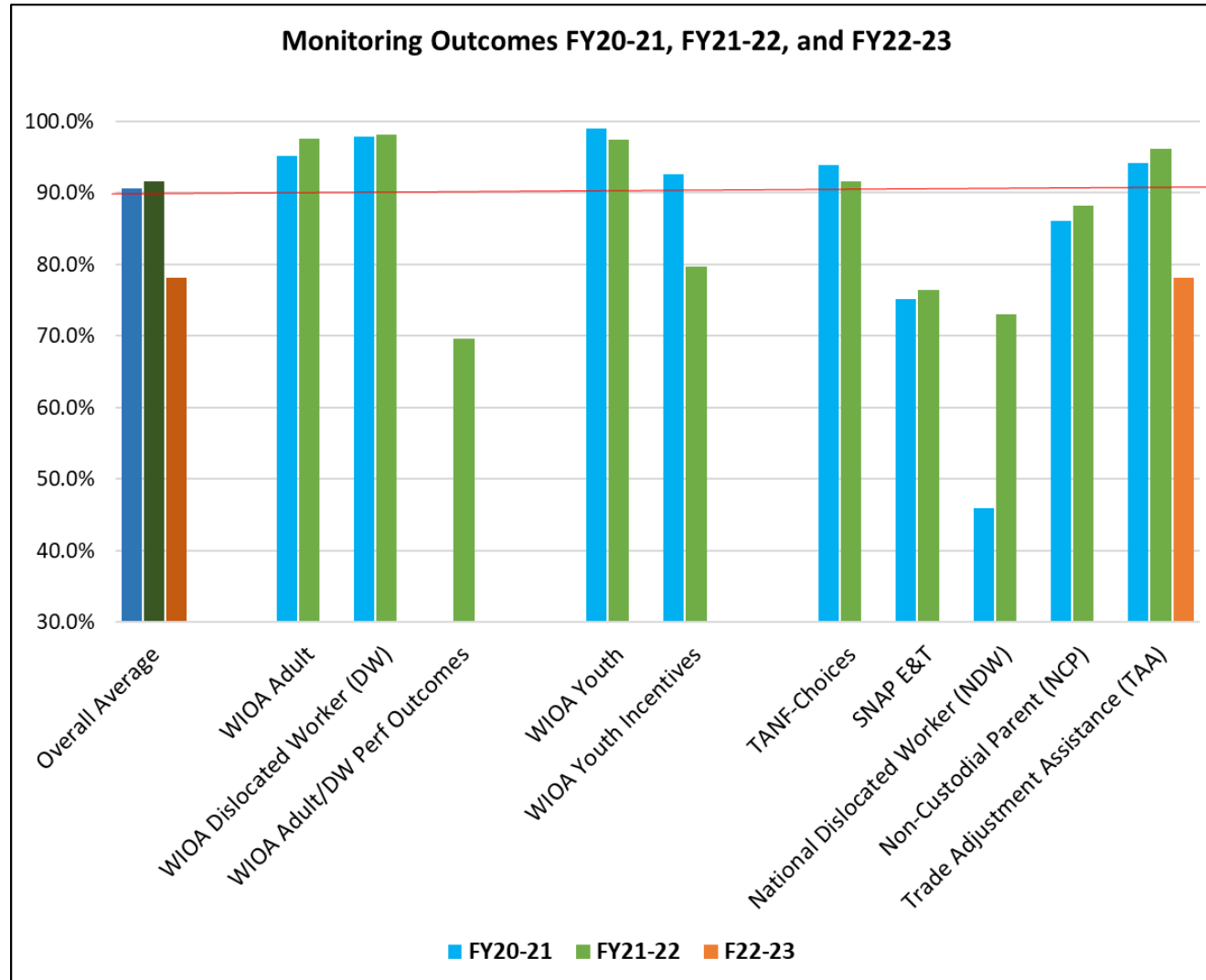
Initial Estimated Timeline				Actual Timeline						
<i>Internal Program Monitoring</i>	<i>Duration</i> ⁺⁺	<i>Start</i>	<i>Finish</i>	<i>Duration</i> ⁺⁺	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>Comments</i>	<i>% complete</i>
Estimated Timeline: 2022-2023	215	11/14/2022	9/8/2023	Duration			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

⁺⁺ 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,

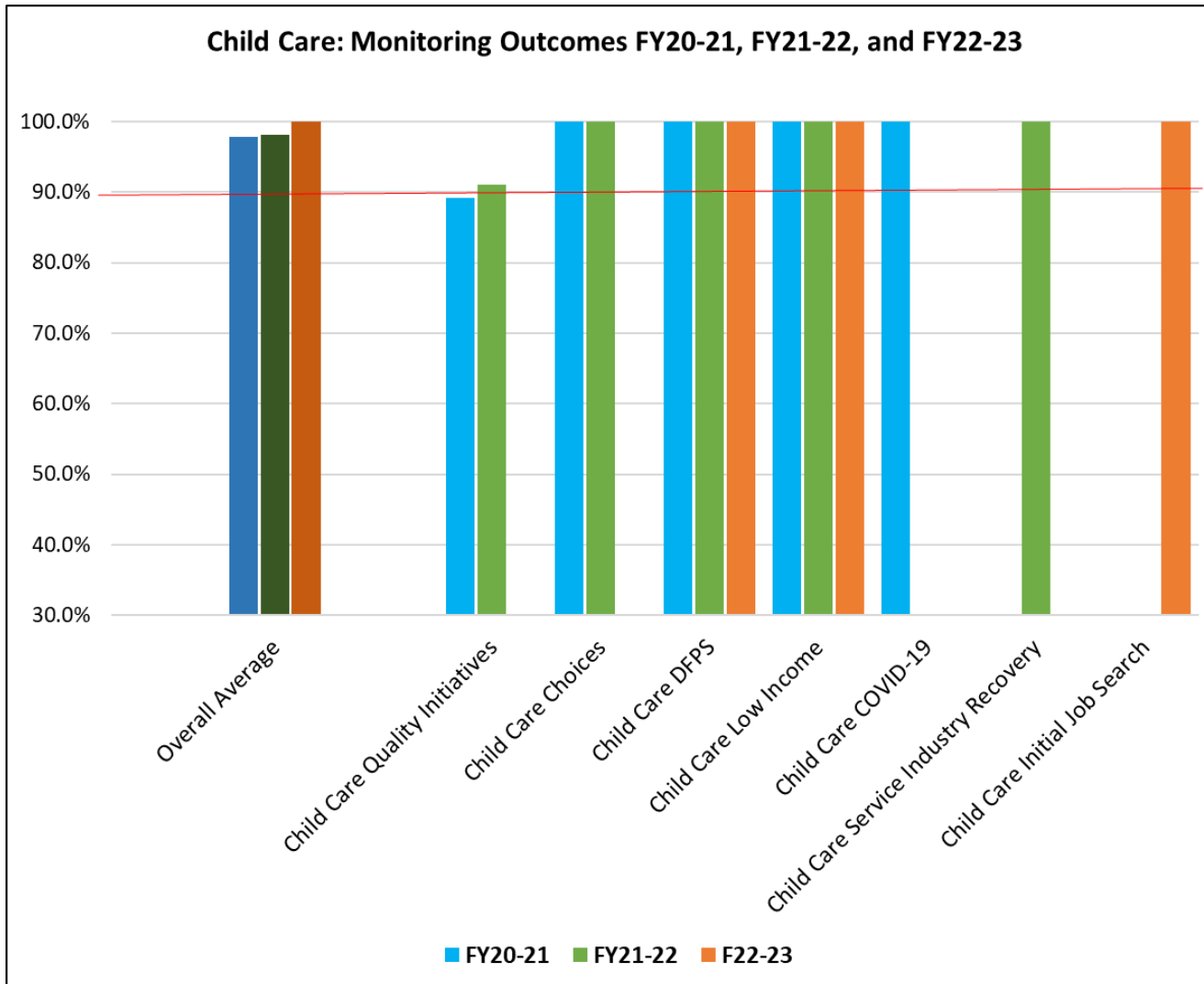
Briefing – Monitoring Outcomes



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



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.



Questions or Comments?

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: April 14, 2023

Subject: Summary of WSA Board of Directors Retreat

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 14, 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

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

- 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!!



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

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, C.E.O.

Presented by Jessica Villarreal, Director of Child Care

Date: April 14, 2023

Subject: **Child Care Performance Briefing**

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

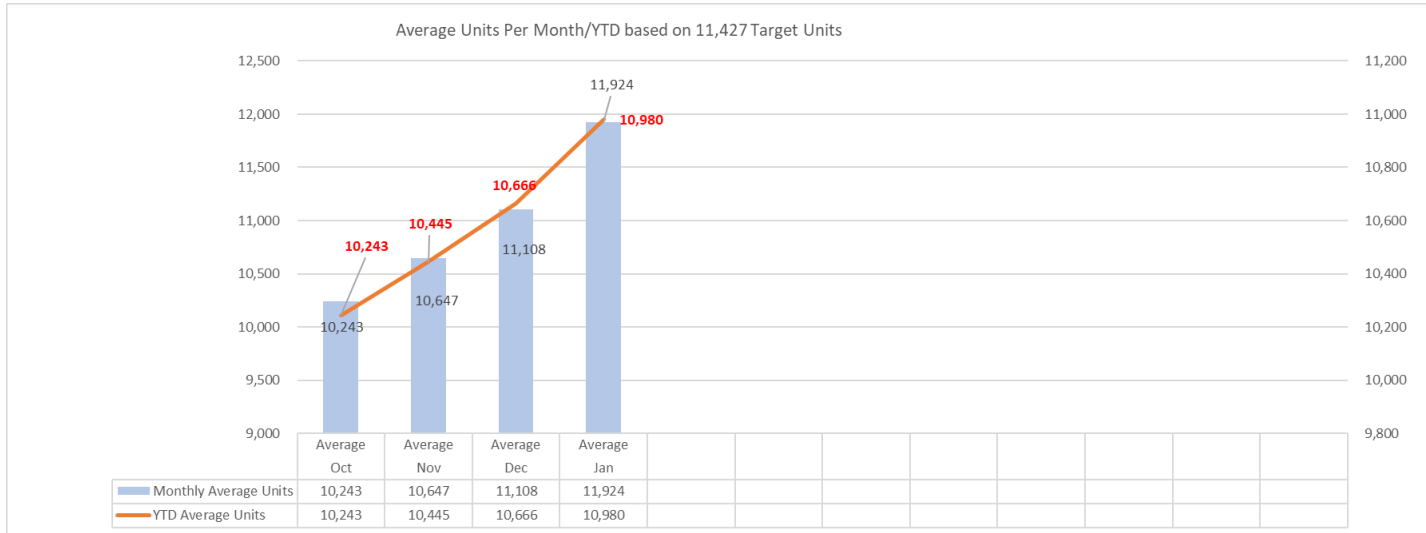
WSA continues to work with our Child Care Contractor as they monitor & process enrollments. WSA maintains ongoing communication with Child Care Contractor, on TWC's performance goal range of meeting performance: 95 – 105% and to remain within allocated budget.

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
Grand Totals	8033	13604	2011	3231

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 1st: \$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 child care 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.

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, C.E.O.

Presented by: Jessica Villarreal, Director of Child Care

Date: April 14, 2023

Subject: **Texas Rising Star Assessment Update**

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.

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, C.E.O.

Presented by: Jessica Villarreal, Director of Child Care

Date: April 14, 2023

Subject: TRS Contracted Slots Pilot Briefing

Summary:

On June 10th, 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

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, C.E.O.

Presented by: Jessica Villarreal, Director of Child Care

Date: April 14, 2023

Subject: Efforts for Access to Quality

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 child care 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 3rd 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.



Early Care & Education Committee

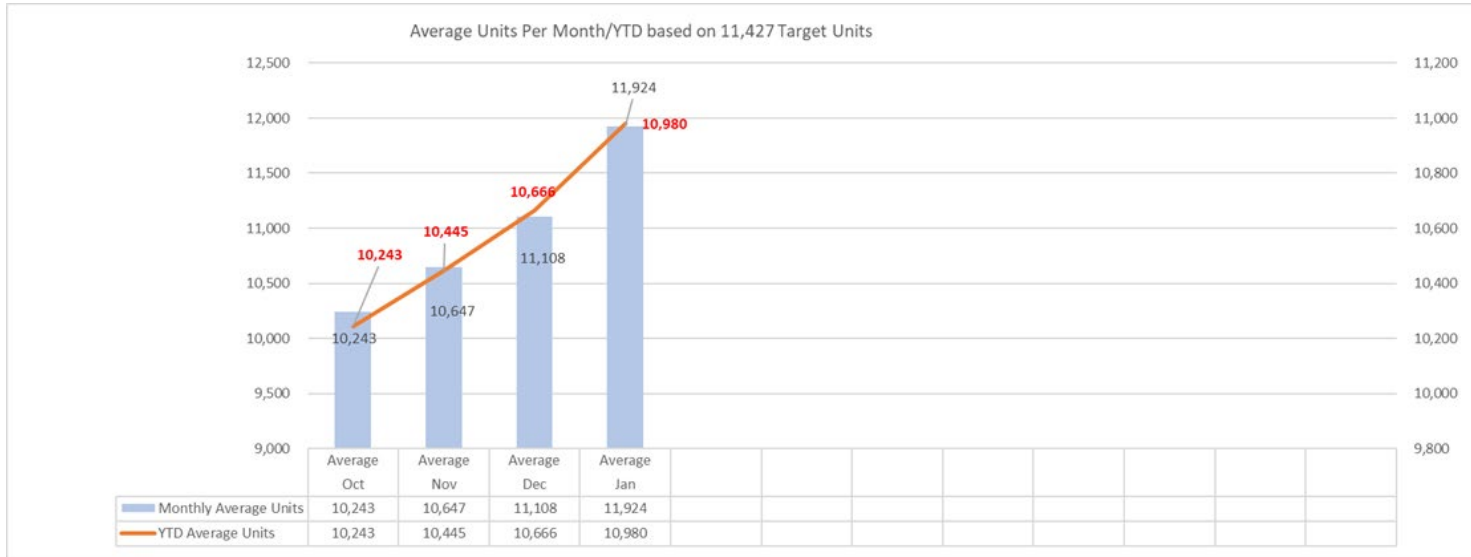
April 14, 2023





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
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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



Enrollment/Waitlist Breakdown



County	Families in Care	Children in Care	Families on waitlist	Children on waitlist
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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



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%
Total	581	142	24%

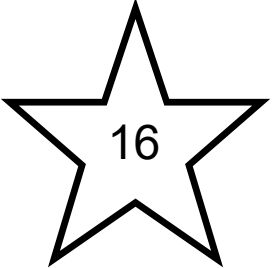


TRS Assessment Results



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



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
Converse Christian School 9146 FM78 Converse, TX 78109	4	94	42	\$184,080.50	Infants – 3 Toddler -7	15
La Mision Child Care and Kid Kamp 2211 S. Hackberry San Antonio, TX 78210	4	90	32	\$137,641.70	Infants – 2 Toddler -5	15
DePaul Children's Center 7607 Somerset Rd. San Antonio TX 78211	4	200	35	\$167,051.20	Infants – 0 Toddler -4	20
Grand Total for all 3 Providers		384	109	\$488,773.40	Infants– 5 Toddler- 16	Total Slots – 50 Awarded



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.

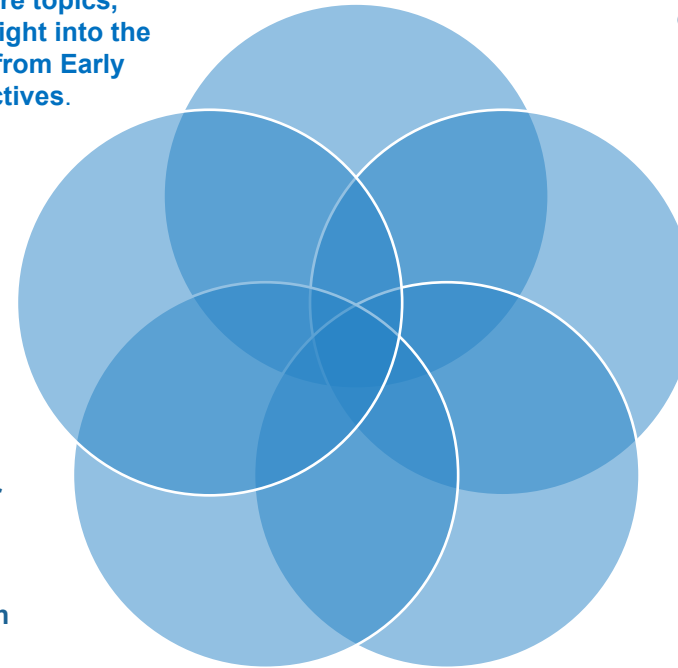
(Awaiting returned signed contracts to begin projected scheduling of PD/trainings with vendors.)

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

WSA Efforts for Access to Quality: Investments in Quality



- \$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 to purchase Quality materials for center
- \$12,000 College tuition/incentives
- \$67,178 Professional development (i.e. TXAEYC conference, NAFCC conference, CDA renewals, etc)
- \$138,500 Special Incentive: Given to the 8 centers who originally were not selected to be awarded the Staff wage bonuses, but who were awarded & received 2 quarters & will be receiving *an additional 3rd Quarter bonus*.



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!!”



AUDIT & FINANCE COMMITTEE REPORT



MEMORANDUM

To: Executive Committee

From: Jeremy Taub, Director of Procurement and Contracts

Presented by: Jeremy Taub, Director of Procurement and Contracts

Date: April 14, 2023

Subject: Update: Procurement Processes

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 reprocur 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

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

Item:	Description:	Point of Contact	Start date	Completed:
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.			
LEASE AGREEMENT				
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).

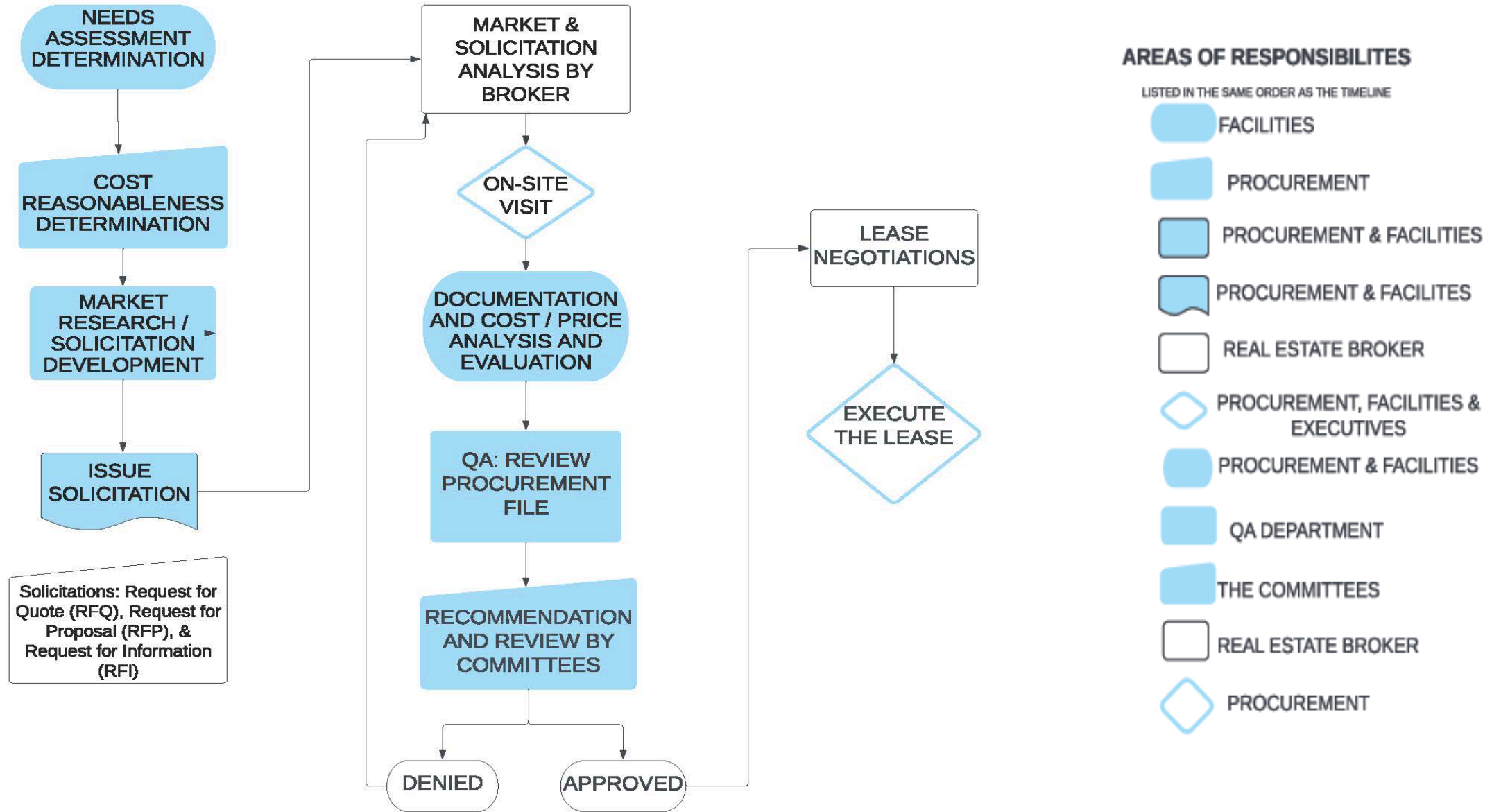
Property Location:	
Area	
Location	
Zip Code	
Existing Square Footage:	
Current Floor Plans	
Diagrams	
Square Footage Needed to accommodate staff and any integrating partners, including potential for future growth:	
Build out Specifications.	
Number of staff currently in this center (Contractor, TWC,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

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

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 NOT TO EXCEED 12 Mo	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: Executive Committee
 From: Giovanna Escalante-Vela, Chief Financial Officer
 Presented by: Giovanna Escalante-Vela, Chief Financial Officer
 Date: April 14, 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:

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

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%.
Total	28,228,589	\$1,672,511	\$1,760,138	\$3,432,650	

MEMORANDUM

To: Executive Committee
From: Giovanna Escalante-Vela, Chief Financial Officer
Presented by: Giovanna Escalante-Vela, Chief Financial Officer
Date: April 14, 2023
Regarding: TWC Annual Monitoring Report

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

MEMORANDUM

To: Executive Committee

From: Jeremy Taub, Director of Procurement and Contracts

Presented By: Giovanna Escalante-Vela, CFO

Date: April 14, 2023

Subject: Discussion and Possible Action: Mobile Workforce Unit

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

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.



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

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:

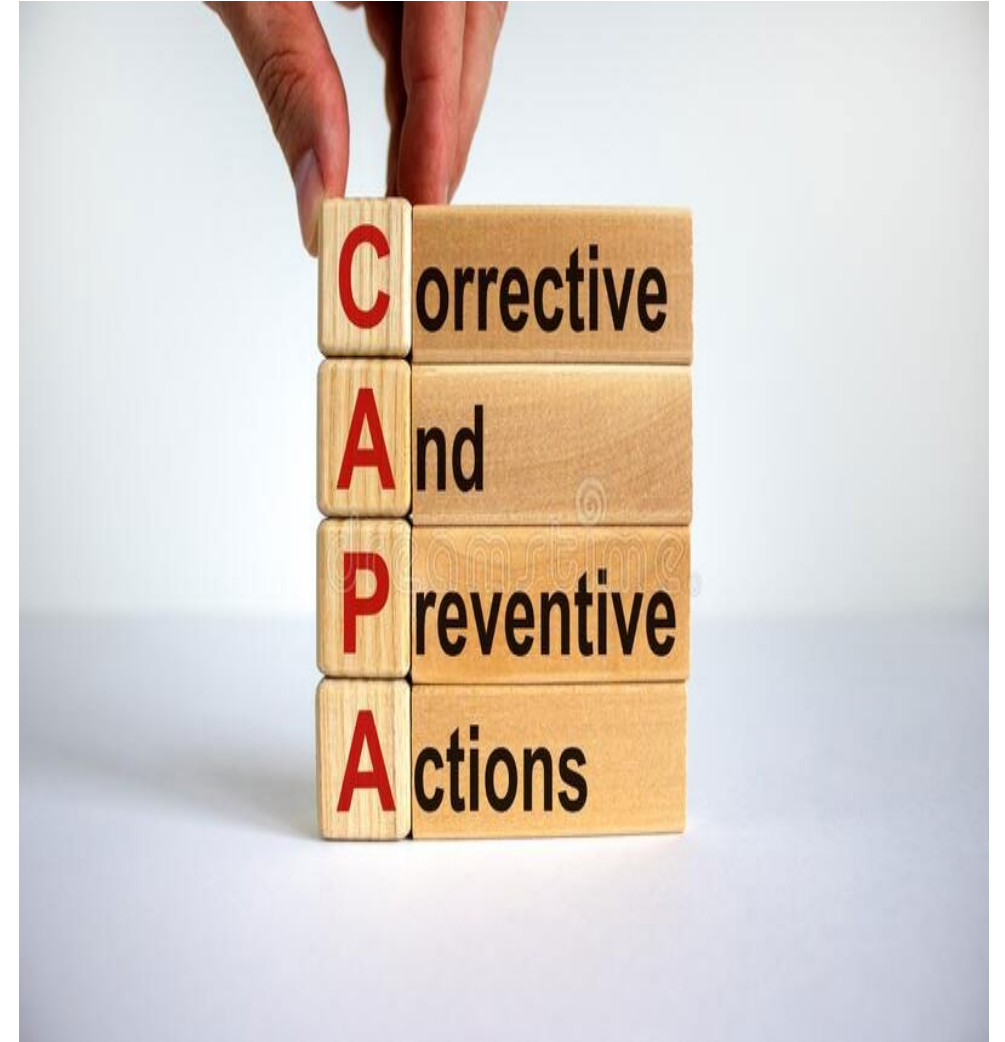
- Completing a 100% review of each lease with the required documentation to address the finding.
- The Board will perform a complete and transparent procurement for each lease **BEFORE** exercising any renewal options.
- Perform an after-the-fact market analysis before exercising any renewal options.
- 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

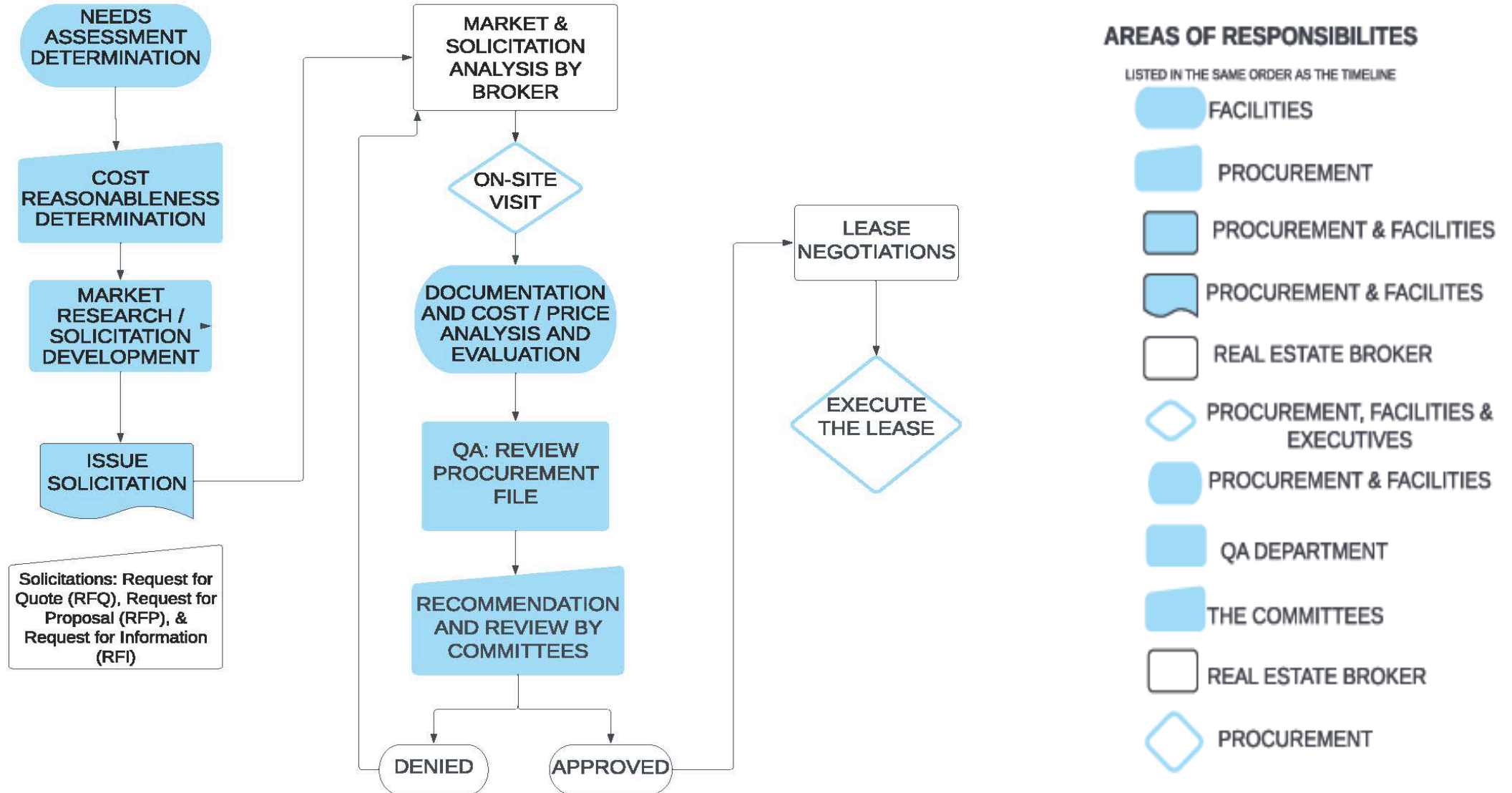
Lease Corrective Action: The Board staff has completed a preliminary lease analysis of all leases and determined full and open procurement documentation to comply with the FMGC.

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





- 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>75,520.37</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 1 st .	4/01/2023
C2GPS	4/1/21-1/31/22 (FY22)	Report issued. Expected completion before April 1 st .	4/01/2023



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





EARLY CARE & EDUCATION COMMITTEE REPORT



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented by: Katherine Pipoly, COO

Date: April 14, 2023

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

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

Deadline	Action
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 child care 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.



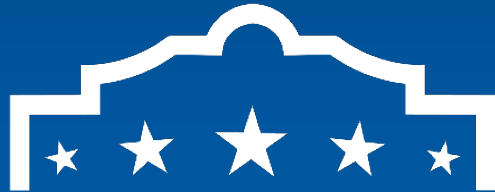
Entry Level Designation & Efforts Towards Increasing # of CCS Quality Centers

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.

Entry Level Designation & WSA Texas Rising Star Quality Pathway Cohort



411 providers have been identified by TWC as meeting Entry Level Designation

302 Bexar & 109 Rural

- 348 Centers (255 Bexar/93 Rural)
- 63 Homes (47 Bexar/16 Rural)



WSA Texas Rising Star Quality Pathway Cohort



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)



Questions?



STRATEGIC COMMITTEE REPORT



MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: April 14, 2023

Subject: Local Plan – 2-Year Modification

Summary:

This item is to provide an update on the progress of the implementation of the modification of the Local Plan as listed in the WD letter 2021-2024 Plan Modification. WSA data team has conducted analysis to understand and reflect the dynamics on the labor force, labor demand, and the population that served within the Alamo Region.

The Workforce Innovation and Opportunity Act (WIOA) requires that at the end of the first two-year period of the four-year local Board plans: Boards must review and revise the Board's Target Occupations, In-Demand Occupations, and In-Demand Industries lists as needed at the end of the first two-year period of the four-year local Board plans.

Goals for this revision included:

- Updated Target Occupation & Industry Lists and Industry Clusters
- Updated Economic Analysis, Workforce Analysis, and Demographic Profiles
- Continued promotion of the Sector-Based Model
- Continued promotion of Career Pathways
- Incorporation of partner/public feedback and comments
- Include Accommodations and Food Services as a Targeted In-Demand Industry Sector

Progress:

- WSA Board of Directors and Committee of Six have approved updates however, WSA Board will be asked to consider approval of the plan due to addition of new sector.
- Partner consideration scheduled by Rural Judges on April 26, Bexar County on May 2, and City of San Antonio May 4.
- WSA Staff have submitted to the State a draft for concurrent review as Partner approvals are secured through May.
- WSA Staff to submit the final 2-Year Local Plan Update by May 15, 2023.

Highlights:

- The Board and Partners approved 72 Target Occupations. Based on Board and Partner feedback, final adjustments include:
 - Accommodations and Food Service as a Targeted In-Demand Industry Sector
 - Incorporating language that allows the Centers to fund occupations with similar occupational codes/characteristics (e.g., based on occupational, educational/skills crosswalks);
 - Including lists of the Career Pathways in the Appendix.

Career Pathways:

- These are occupational profiles representing many jobs in an industry (e.g., industry sectors) which document the necessary educational levels, credentials, and work experience requirements.
- They include a series of connected programs or opportunities (e.g., as provided by the Centers, employers, educational institutions, and partners);
- They help job seekers progress from essential skills and basic education to classroom or on-the-job training and registered apprenticeships resulting in industry-recognized credentials leading to employment and continued advancement (career progression);
- They align with and help promote WSA's sector-based model in ways that aim to help support and track:
 - How talent enters and progresses through the labor market, and
 - How we continue to meet and promote employer labor demands.

Next Steps:

- WSA Staff will bring the updated Local Plan for board approval on April 21, 2023;
- WSA Team is making the final adjustments and submit to TWC by May 15, 2023;
- TWC may request additional information, changes, or clarification and staff will work through the process as needed;
- The Governor Office's approval of the Plan will document completion;
- The whole process may take approximately 2-3 months;
- Once approved, the process will continue with implementation, including:
 - Promotion and information;
 - Continued focus on sector-based model;
 - Continued career pathway development;
 - Using data, designing mechanisms to track and report status and outcomes (e.g., job seeker progress through the career pathways leading to self-sufficient/living wages and employer outcomes via the sector-based model).

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

MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: April 14, 2023

Subject: Introduction of Draft WSA Tactical Construct

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.

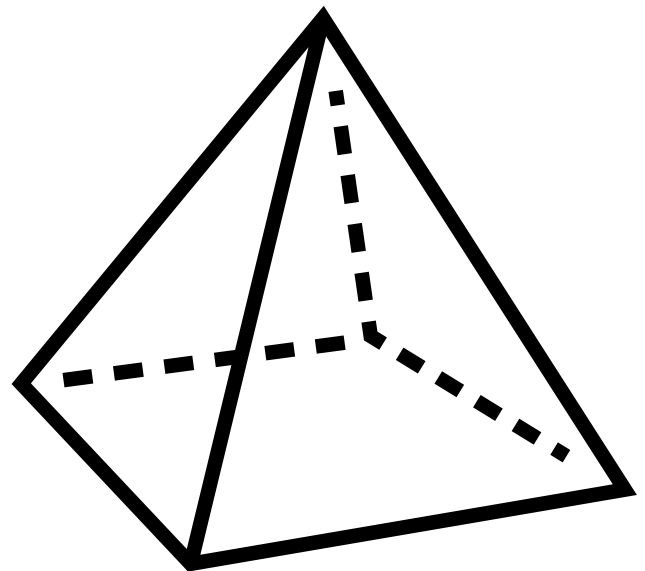
Outcomes: Ultimate measures of various degrees of success of any Practice Area.

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	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	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	SCALE	UTSA	UTSA/ Chamber	Job Fair	4					
			SA Works	Internships	20					
Pipe line	SCALE	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.

Local Plan Progress Update

Adrian Perez, CIO

April 14, 2023





Summary

This item serves to provide an update on the Local Plan – no action from the Board is being requested at this time.



Local Plan - 2 Year Modification Summary

The Workforce Innovation and Opportunity Act (WIOA) requires Boards to review and revise their Local Plans two years into the four-year plan. WSA's Local Plan Modification has been completed as required by TWC.

The process included the following goals

- Update Target Occupation & Industry Lists, and Industry Clusters
- Update Economic & Workforce Analysis, and Demographic Profiles
- Continue promoting the Sector-based Model
- Continue promoting Career Pathways
- Incorporate partner/public feedback into the process



Progress & Highlights

Progress

- WSA Board of Directors and Committee of Six have approved updates however staff will bring plan back for WSA Board consideration on April 21 due to new Sector.
- Rural Judges on April 26, Bexar County on May 2, and City of San Antonio May 4.
- State currently performing concurrent review alongside Partner approvals.
- WSA Staff to submit final 2-Year Local Plan Update on May 15, 2023.

Highlights

- 72 Target Occupations were approved. Based on Board/Partner feedback, final adjustments include:
 - **NEW : Accommodations and Food Service Targeted In-Demand Industry Sector**
 - Incorporate language that allows the Centers to fund occupations with similar occupational codes (e.g., as based on occupational, educational/skills crosswalks, such as CIP codes);
 - Include lists of the Career Pathways in the Appendix (which also will be funded).



Career Pathways

Career Pathways:

- Are occupational profiles that represent many jobs in an industry/industry sector which document the educational levels, credentials, and work experience requirements;
- Include connected programs/opportunities (e.g., as provided by the Centers, employers, educational institutions, and partners);
- Help job seekers progress from essential skills/basic education to classroom or on-the-job training and registered Apprenticeships resulting in industry-recognized credentials leading to employment/continued advancement (career progression);
- Align with/promote WSA's sector-based model to help support and track:
 - How talent enters and progresses through the labor market;
 - How we continue to meet and promote employer labor demands.



Next Steps

- WSA Team will be bringing final plan back for WSA Board consideration on April 21;
- WSA Team is making the final adjustments and submit to TWC by May 15;
- TWC may request additional information, changes, or clarification and staff will work through the process as needed;
- The Governor Office's approval of the Plan will document completion;
- The whole process may take approximately 2-3 months;
- Once approved, the process will continue with implementation, including:
 - Promotion and information;
 - Continued focus on sector-based model;
 - Continued career pathway development;
 - Using data, designing mechanisms to track and report status and outcomes (e.g., job seeker progress through the career pathways leading to self-sufficient/living wages and employer outcomes via the sector-based model).



Thank You!!



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



Questions?



DRAFT

WSA Tactical Construct

Adrian Perez, CIO

April 14, 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

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

- 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.

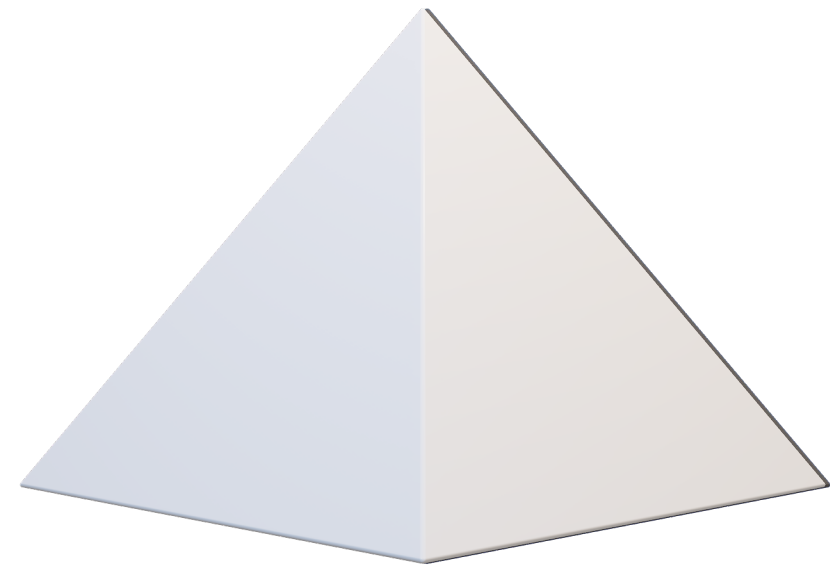


Tactical Construct Analogy

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.

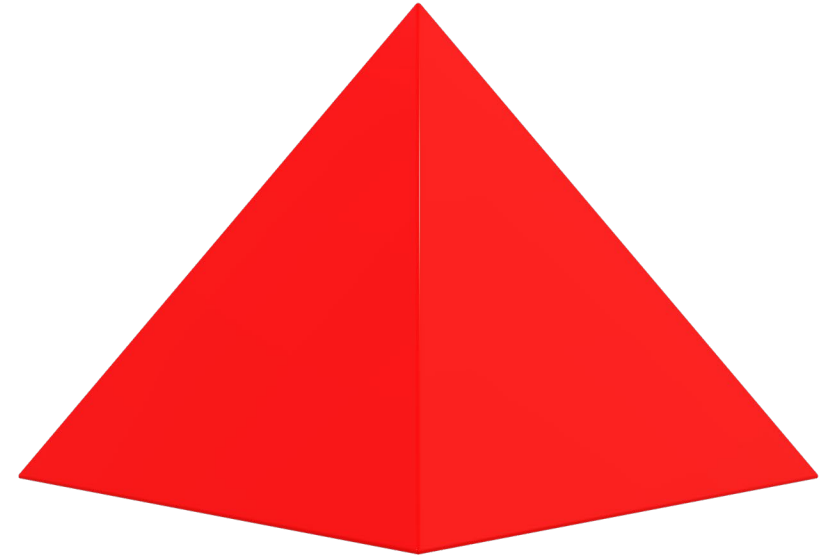
Each face is a unique representation of a practice area with common terminology and methodology to express and drive activity.

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

- 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.

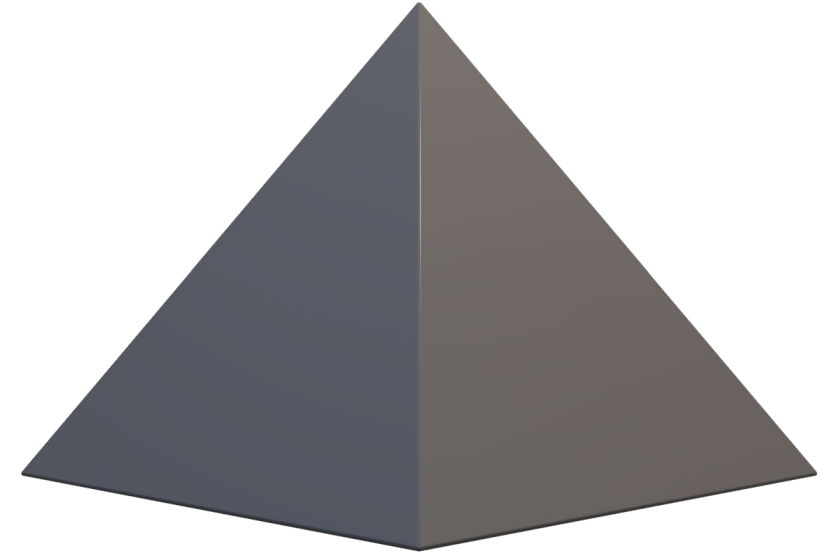


Practice Areas and Common Terminology

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

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.

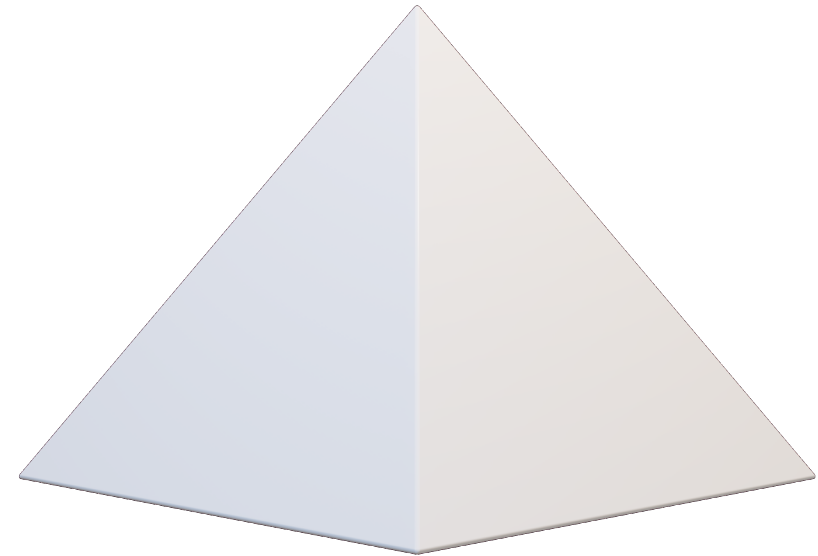


Example Practice Area: Industry - Manufacturing

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 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

Objectives and Key Results: Year 1

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]

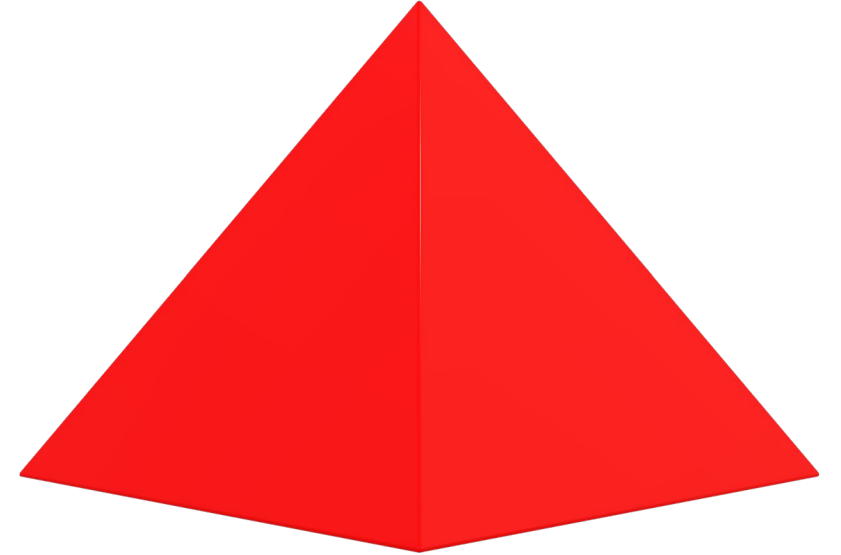
Key Result 2: Aggregate services and partners inputs into a process/package that makes realization of business value.

[Externally focused incremental result]



Objectives and Key Results

- 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



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented by: Katherine Pipoly, Chief Operations Officer

Date: April 14, 2023

Subject: Workforce Solutions Aspen Workforce Leadership Academy

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 8th – 10th, 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: Executive Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, Chief Information Officer

Date: April 14, 2023

Subject: Unemployment Insurance Weekly Work Search Contact Requirement

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: Executive Committee
 From: Dr. Ricardo Ramirez, Director of Quality Assurance
 Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance
 Date: April 14, 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.

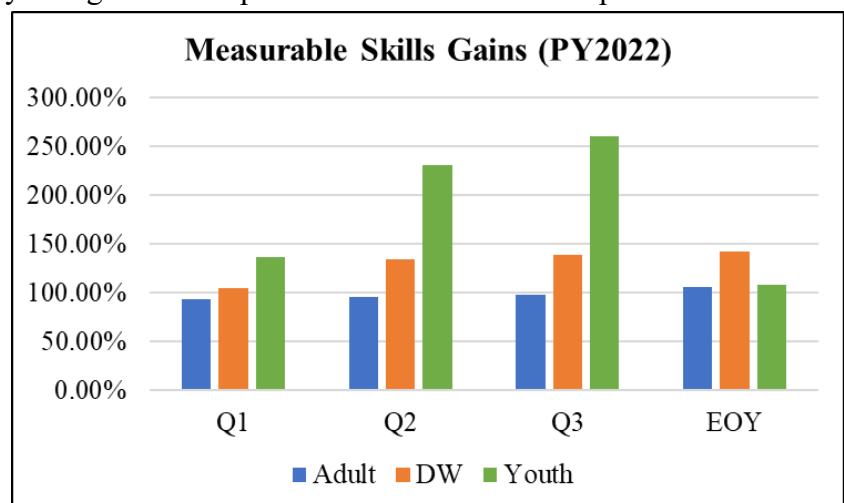
Measurable Skills Gains (MSGs)

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%

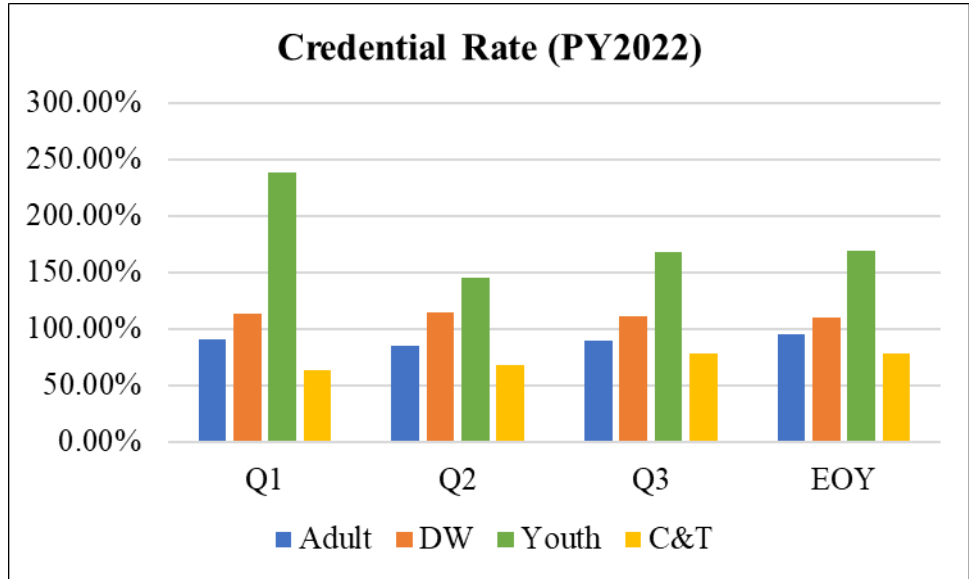


Credential Rate

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:	Credential Rate
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"> 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 2) An In-School Youth. <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"> 1) Recognized Credential other than a Secondary School Diploma/Equivalent; OR 2) Secondary School Diploma/Equivalent AND were also either: <ol style="list-style-type: none"> a. Employed in any of the four (4) Calendar Quarters Following the Calendar Quarter of Exit OR b. Enrolled in Post-Secondary Education or Training at some point during the first year (365 Days) following Exit. <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 & 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:	Measurable Skills Gain
Contracted?	Three (3) Measures: Title I Adult, Dislocated Worker, Youth
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"> 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); 2) Attainment of Secondary School Diploma/Equivalent; 3) Report Cards demonstrating progress: <ol style="list-style-type: none"> A) Secondary School report card showing sufficient hours to meet the state’s academic standards; 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; 4) Satisfactory or better progress towards established milestones such as completion of OJT or advancement in an apprenticeship program; or 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.
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 & 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
WD 09-19,C1, Attachment 1	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.
TWC Q&A	<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>TEN 25-19 Attachment 1</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>Examples (there is no comprehensive national list of approved credentials):</p> <ul style="list-style-type: none"> -A document from a nationally- or regionally-recognized industry association -A document from an organization representing a sizeable portion of the industry sector -A credential that is sought or accepted by companies within the industry sector for purposes of hiring or recruitment -Stackable industry-recognized credentials (e.g., Advanced Manufacturing, Healthcare/Electronic Health Records)
<p>TWC MSG PowerPoint WD 09-19 Ch1 TEGL 10-16, Ch.1 TWC Email Clarification (07/20/2022)</p>	<p>Examples:</p> <ul style="list-style-type: none"> -Must document substantive skill development. -Training Provider Certificate of Training Completion (of training courses). -Successful completion of Nurse Aid Provider Training Classes (before State Exam). -Successful completion of OJT (documented in OJT Training Plan and Agreement). -Completion of 1st year of Apprenticeship Program (in signed DOL Apprentice Agreement). -Increase in pay from newly acquired skills/or performance. -Food Handlers, CPR and First Aide Certificates if received as a component of a larger training program. -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. <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>

OUTCOME TYPE	Established Training Milestone (Satisfactory or Better Progress Report)
	36 - Training Milestone
Date	Date recorded must be the date the employer/training provider indicated the milestone was met.

OUTCOME TYPE	Skills Progression (Passage of an Exam)
	37 - Skills Progression
WD 09-19,C1, Attachment 1	<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>
TWC Q&A	<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>

OUTCOME TYPE	Skills Progression (Passage of an Exam)
	37 - Skills Progression
TWC MSG PowerPoint WD 09-19 Ch1 TEGL 10-16, Ch.1 TWC Email Clarification (07/20/2022)	Examples: -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).
Date	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?

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:

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
Total	2,716,044	2,671,161	13%	2,667,198	1.8%	1,304,481	44,530	3.4	-0.6

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 2nd 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
Total	1,107,420	1,054,864	52,556	5.0%	604,925

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.



Table 3: Large Board Comparison					
	Civilian Labor Force	Num. Unemp.	Unemp. Rate	Unemp. Rate	Weekly Job Search Requirements
Six Large Board Areas		Nov-22		Nov-21	2022 UI Job Search
Alamo	1,304,481	44,530	3.4	4.1	All counties 5
North Central	1,784,767	54,599	3.1	3.5	All counties 5
Tarrant County	1,148,038	38,817	3.4	4.1	All counties 3
Dallas	1,452,957	50,489	3.5	4.4	All counties 3
Gulf Coast	3,619,771	146,039	4.0	5.1	All counties 3
Borderplex	374,625	15,829	4.2	5.0	All counties 3
Lower Rio Grande	404,522	26,933	6.7	8.1	All counties 3

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

Proposed Work Search requirement recommendations for Alamo.
The recommendation is for the work search requirement to remain at 5 for all counties.

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Questions?



WSA Quality Assurance TWC Performance – Measurable Skills Gains (MSGs) and Credential Rates

Dr. Ricardo Ramirez, Director of Quality Assurance

April 14, 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.*

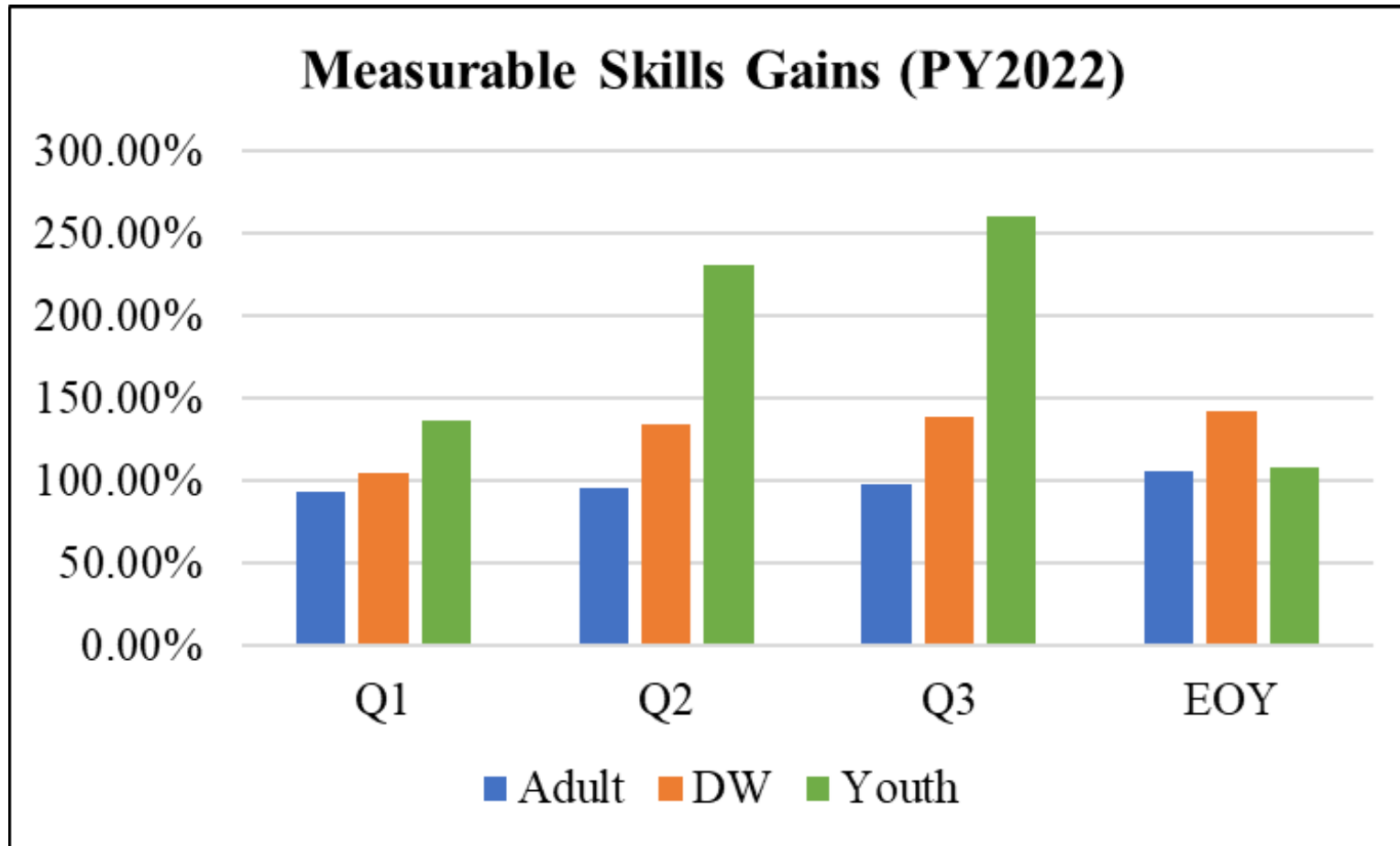
Briefing on TWC Performance



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



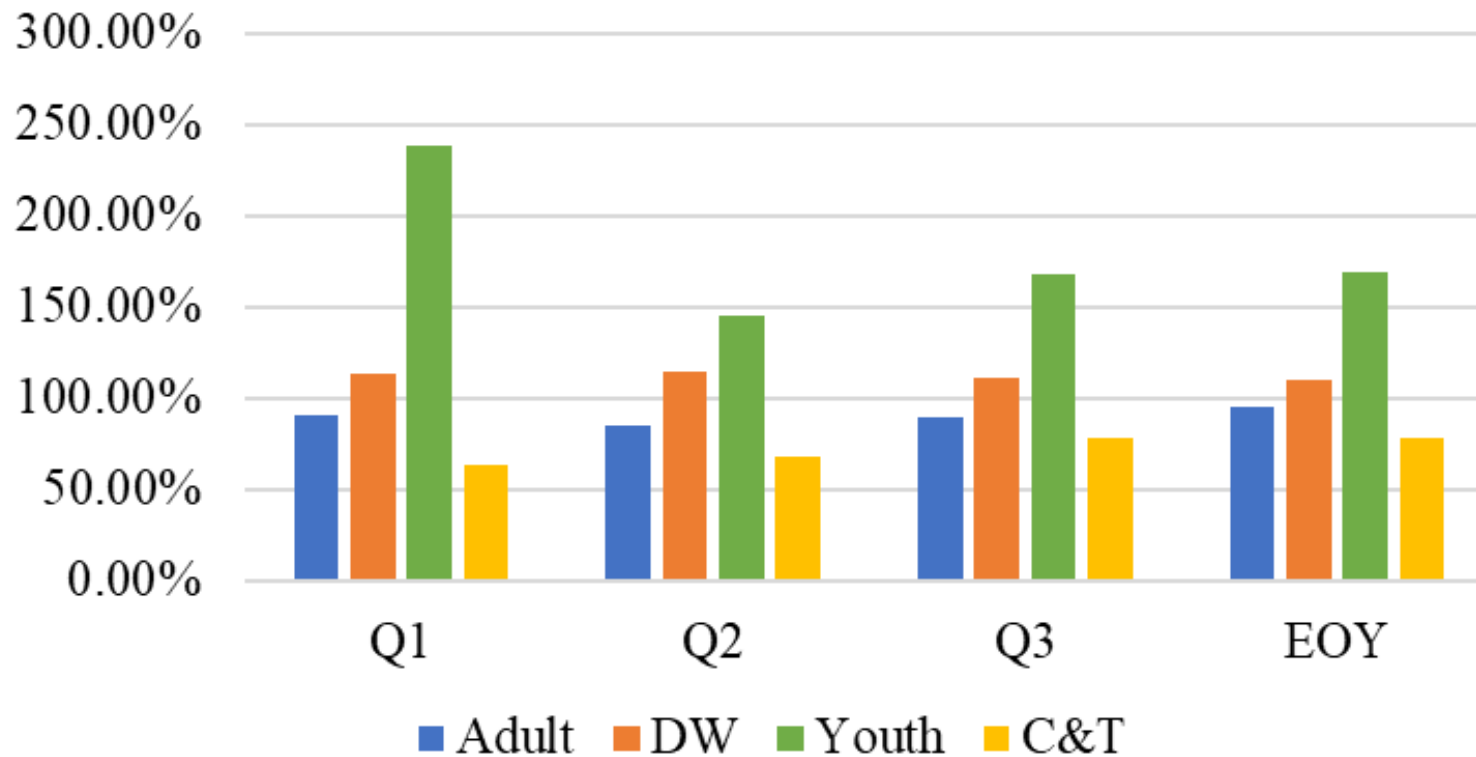
Credential Rate

- 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



- 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?



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





CHAIR REPORT



MEMORANDUM

To: Executive Committee

From: Adrian Lopez, CEO

Presented by: Katherine Pipoly, Chief Operations Officer

Date: April 14, 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.

Provider Bonus Payments issued by Location		
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%
Grand Total	1,652,400.00	100.00%
	Bexar	48.43%
	Rural	51.57%

- 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
A A PE	1807.75

KENDALL	723.1
KERR	723.1
MEDINA	723.1
WILSON	361.55
Grand Total	49170.8

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
S 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.

ni ersal Job Fair	10:00 am - 1:00 pm	Floresville
ni ersal 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.

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%
Total		\$ 1,992,509	\$ 1,104,142	\$ 1,119,027	\$ 18,998,378	\$ 7,372,740	\$ 759,171	\$ 1,779,173	\$ 6,010,151	\$ 2,776,381	\$ 41,911,673	100.00%

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%	
Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

CHAMPION OF ADVOCACY AWARD



PRESENTED BY SAN ANTONIO CHAPTER-TEXAS ASSOCIATION FOR THE EDUCATION OF YOUNG CHILDREN



**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	60%	Private Sector	13	52%
Male	9	36%	Child Care Reps.	1	
Black	2	8%	Vet. Reps.	3	
White	20	80%	CBO/Labor	4	16%
Other	2	8%	Hispanic	10	40%

PRIVATE SECTOR
COMMUNITY BASED ORGANIZATION (CBO)
EDUCATION
PUBLIC EMPLOYMENT
ADULT BASIC, AND CONTINUING EDUCATION
ECONOMIC DEVELOPMENT
PUBLIC ASSISTANCE
REHABILITATION
LABOR
LITERACY

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	Mary Batch (VICE CHAIR)	Private Sect.	01/25/2023-12/31/2025													27	27	0	100%
	BOARD OF DIRECTORS				Y		Y		E		Y		Y						
	EXECUTIVE COMMITTEE				Y		Y	Y		Y			Y						
	AUDIT & FINANCE COMMITTEE (CHAIR)			Y		Y		Y		E			Y		Y				
	HR COMMITTEE																		
2	Betty Munoz	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	Becky Butler Cap	Private Sect.	01/25/2023-12/31/2025													1	1	0	100%
	BOARD OF DIRECTORS												Y						
4	Leslie Cantu (BOARD CHAIR)	Private Sect.	01/01/2021-12/31/2023													51	51	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						
	YOUTH COMMITTEE																		
	EARLY CARE & EDUCATION COMMITTEE									Y									
	HR COMMITTEE (CHAIR)																		
5	Esmeralda Perez	Private Sect.	01/01/2022 - 12/31/2024													14	14	0	100%
	BOARD OF DIRECTORS				E		Y		Y		Y		Y						
	OVERSIGHT COMMITTEE			Y		Y		Y		Y			Y		Y				
	CHILD CARE COMMITTEE																		
6	Anthony Magaro	Private Sect.	02/01/2021-12/31/2024													18	18	0	100%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	YOUTH COMMITTEE																		
	EXECUTIVE COMMITTEE									Y			E						
	STRATEGIC COMMITTEE							E		E		Y		Y					
	NOMINATIONS COMMITTEE (CHAIR)									Y									
7	Yousef Kassim (SECRETARY)	Private Sect.	01/01/2021-12/31/2023													35	33	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						
	OVERSIGHT COMMITTEE																		
8	Ben Peavy	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	Jerry Graeber	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	Lowell Keig	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	Diana Kenny	Private Sect.	12/18/18-12/31/2022													10	10	0	100%
	BOARD OF DIRECTORS				Y		E		Y		Y		Y						
	HR COMMITTEE																		
12	David Halverson	Private Sect.	01/25/2023-12/31/2025													1	1	0	100%
	BOARD OF DIRECTORS												Y						
13	Lisa Navarro Gonzales	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	Eric Cooper	CBO	1/01/2022 - 12/31/2024													30	30	0	100%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	STRATEGIC COMMITTEE (CHAIR)						Y	Y		Y		Y		Y					
	EXECUTIVE COMMITTEE				Y		Y		Y	Y			Y						
15	Elizabeth Lutz	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	Ana DeHoyos O'Conner	CBO	1/01/2022 - 12/31/2024													19	19	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						
17	Dr. Burnie Roper	Education	01/01/2021-12/31/2023													11	11	0	100%
	BOARD OF DIRECTORS			E			Y		Y		Y		Y						
	YOUTH COMMITTEE																		
	MARKETING & COMMUNICATIONS																		
18	Dr. Sammie Morrill	Education	01/25/2023-12/31/2025													24	23	1	96%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	EXECUTIVE COMMITTEE				E		U		Y	Y									
	OVERSIGHT COMMITTEE (CHAIR)			Y		Y		Y		Y			Y		Y				
19	Angelique De Oliveira	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	Lindsay Dennis	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	Mitchell Shane Denn	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	Kelli Rhodes	Literacy	1/01/2022 - 12/31/2024													12	12	0	100%
	BOARD OF DIRECTORS				Y		Y		Y		Y		Y						
	YOUTH COMMITTEE																		
	MARKETING & COMMUNICATIONS																		
23	Allison Greer Francis	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	JR Trevino	Private Sect.	09/01/2022 - 12/31/2024													4	4		100%
	BOARD OF DIRECTORS								Y		Y		E						
	NOMINATIONS COMMITTEE									Y									
25	Dawn Dixon	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: 04/09/2023

Average: 92.25%

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 devel	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**

BOARD:	Female	Hispanic	Black	Priv Sect:	CC Reps	Vet Reps	CBO/Lab:
	15	6	2	13	1	3	4
	60%	24%	8%	52.0%			16.0%
WDA:	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