



OVERSIGHT COMMITTEE MEETING

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

April 5, 2024

9:00 AM

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 Caroline Goddard at (210) 322-6296.

The Chair 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.

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- I. CALL TO ORDER
Presenter: Dr. Sammi Morrill, Committee Chair
- II. ROLL CALL AND QUORUM DETERMINATION
Presenter: Dr. Sammi Morrill, Committee Chair
- III. DECLARATIONS OF CONFLICT OF INTEREST
Presenter: Dr. Sammi Morrill, Committee Chair
- IV. PUBLIC COMMENT
Presenter: Dr. Sammi Morrill, Committee Chair
- V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)
Presenter: Dr. Sammi Morrill, Committee Chair
 - a. Meeting Minutes – February 9, 2024
- VI. BRIEFING: QUALITY ASSURANCE (DISCUSSION AND POSSIBLE ACTION)
Presenter: Dr. Ricardo Ramirez, Director of Quality Assurance
 - a. Quality Assurance Update
 - b. Monitoring Outcomes and Technical Assistance
 - c. TWC Performance – Choices Full Engagement Rate
 - d. Update on Improvements from TWC Annual Monitoring
- VII. PROCESS IMPROVEMENTS (DISCUSSION AND POSSIBLE ACTION)
Presenter: Eric Vryn, CPO
 - a. Procurement Process Improvements
 - b. Risk Assessments
 - c. IT and Ready to Work
- VIII. BRIEFING: PROGRAMS & OPERATIONAL (DISCUSSION AND POSSIBLE ACTION)
Presenter: Teresa Chavez, COO
 - a. Ready to Work
- IX. CEO REPORT
Presenter: Adrian Lopez, CEO
- X. CHAIR REPORT
Presenter: Dr. Sammi Morrill, Committee Chair
- XI. EXECUTIVE SESSION:
Pursuant to Chapter 551 of the Texas Open Meetings Act, the Committee 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,

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or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations with a Third Party;

- b. Government Code §551.071 – All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications Under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas;
- c. Pending or Contemplated Litigation;
- d. Government Code §551.074 – Personnel Matters Involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and
- e. Government Code §551.089 – Discussions Regarding Security Devices or Audits.

XII. ADJOURNMENT

Presenter: Dr. Sammi Morrill, Committee Chair

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OVERSIGHT COMMITTEE MEETING - MINUTES

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

February 9, 2024

9:00 AM

BOARD OF DIRECTORS: Dr. Sammi Morrill (Chair), Yousef Kassim, Allison Greer Francis (9:07am)

STAFF: Adrian Lopez, Adrian Perez, Angela Bush, Caroline Goddard, Christine Dever, Chuck Agwuegbo, Dr. Ricardo Ramirez, Gabriela Navarro Garcia, Jeremy Taub, Kristen Rodriguez, Teresa Chavez, Trema Cote, Vanessa McHaney, Victoria Rodriguez, Gabriela Horbach, Manuel Ugues, Roberto Corral, Brenda Garcia, Chakib Chehadi, Ramsey Olivarez, Gabriela Ore, Vanessa Garcia, Alfred Salazar, Jamesetta Stallion-Head, Miriam Barksdale

PARTNER STAFF: None.

LEGAL COUNSEL: None.

GUESTS: Verne Futagawa with Alamo Colleges

AGENDA

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I. CALL TO ORDER

Presenter: Dr. Sammi Morrill, Committee Chair

At 9:21am, Chair Dr. Sammi Morrill called the meeting to order.

II. ROLL CALL AND QUORUM DETERMINATION

Presenter: Dr. Sammi Morrill, Committee Chair

The roll was called, and a quorum was declared present.

III. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Dr. Sammi Morrill, Committee Chair

None.

IV. PUBLIC COMMENT

Presenter: Dr. Sammi Morrill, Committee Chair

None.

V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Sammi Morrill, Committee Chair

a. Meeting Minutes – November 13, 2023

Upon motion by Allison Greer Francis and seconded by Yousef Kassim, the Committee unanimously approved the Consent Agenda item a. Meeting Minutes – November 13, 2023.

VI. BRIEFING: QUALITY ASSURANCE (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Ricardo Ramirez, Director of Quality Assurance

a. Quality Assurance Update

- Office of Child Care: Staff are working with TWC on an OCC Texas Monitoring Review which is a federal level review. This report will be presented at the Early Care & Education Committee meeting.
- Health & Human Services Commission: HHSC continues to monitor the SNAP E&T fiscal transactions. This report will be presented at the Audit & Finance

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Committee meeting.

- Child Care Services – COSA: Currently in progress and 61% complete.
 - Summer Earn & Learn – C2GPS: 100% complete with 100% accuracy rate.
 - Teacher Externship – C2GPS: 100% complete with 100% accuracy rate.
 - SNAP, NCP, Choices, TAA, WIOA Adult and Dislocated Worker – C2GPS: Information technical assistance review is 97% complete.
 - Technical Assistance: QA offers varied support to WSA departments and subrecipients, including technical assistance to help improve areas with low accuracy rates, policy development, and other processes.
- b. Monitoring Outcomes and Technical Assistance
- Update on Contractor Monitoring: TWC requires boards to implement corrective action plans for items with low accuracy rates. To assist with the process, QA developed a dashboard that identifies monitoring trends for each grant for the past two to three years, from which board staff have identified several grants with repeat findings. Board staff are currently working on process improvements with contractors on SNAP, NCP, Choices, TAA, and WIOA Adult/Dislocated Worker grants.
 - Continuous Improvement Actions: Review policies and procedures, training, monitoring, increased oversight, and documenting progress, review the items during the monthly board/contractor meetings and offer technical assistance, develop TEAMS portal to centralize and manage progress and improvement efforts, contractor staff to intensify their internal monitoring reviews to focus on attributes that TWC will test and submit their monitoring results to board staff regularly, implement an informal regular review/sampling of the attributes in question, and prepare the needed documentation for submission to TWC.
- c. Update on Improvements from TWC Annual Monitoring
- PII: A lack of barriers to protect PII at the reception area was a finding. To improve this board staff has evaluated each center's VOS greeter process, moved screens facing the public and added screen protectors, and identified the center challenges at each center and working to remove those barriers. Unsecure PII in the physical environment was also a finding. To improve this board staff has implemented a layered approach for the walkthrough at the centers, performing unannounced walkthroughs regularly, performing formal final testing, and staff training is being scheduled for contractors to address the findings.
 - Procurement: TWC monitoring concerns included contracts, leases, and procurement processes. For contracts, exceeded the budget and amended the scope of work. Board staff is ensuring amendments of contracts are not outside the original scope, length, and amount unless provided for in the original contract. For leases, the required forms were improperly dated for two leases. The forms were added following last year's review per direction provided by TWC Audit Resolution. For procurement processes, the required forms were missing or not completed. Board staff will provide ongoing training for procurement staff and will also require a more detailed justification for all contract actions through a coordinated memo review process.
- d. TWC Equal Opportunity Monitoring (Final Report/Letter)

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- Background: Federal regulations require TWC to monitor compliance with equal opportunity laws. The WIOA law also prohibits discrimination based on race, color, religion, sex, national origin, age, disability, political affiliation, or belief, or for beneficiaries, applicants, and participants only, based on citizenship status. TWC’s audit includes a review of our policies and procedures and a thorough assessment of EO and accessibility requirements at center locations.
 - Outcomes: The State of Texas Equal Opportunity Officer issued a letter dated January 9, 2024, to report the completion of the review. TWC’s Equal Opportunity Compliance Department reported no findings or issues. Recommendation is to continue supporting the assignment of an EO Officer, which TWC requires to oversee the board’s EO responsibilities, and continue supporting EO activities to ensure adherence to EO laws.
- e. TWC Performance – Number of Employers Receiving Workforce Assistance
- TWC contracts boards for two Reemployment & Employer Engagement Measures (REEMS), one of which includes the number of employers receiving workforce assistance.
 - Definition: The number of employer reporting units served in the WSA area. The performance period runs from October 1 to September 30.
 - Goals: The performance measures the effectiveness of serving employers through a series of activities that help meet local labor demands. It captures a mix of services, such as employer penetration or local reach, which focuses on quantity. It also focuses on intensity, such as with customized/incumbent worker training or services for specific populations.
 - Methodology: A count of the number of employer locations that receive one of our services, such as job postings, site recruitment, offering meeting/interviewing space, subsidized/unsubsidized work agreement, job development, fee for services, specialized testing of job seekers, job fairs, customized/incumbent worker training, rapid response, and work opportunity tax credit.
 - Current & Historical Outcomes: From September 2015 to September 2023, WSA has consistently met or exceeded the measure.

VII. PROCUREMENT BRIEFING (DISCUSSION AND POSSIBLE ACTION)

Presenter: Jeremy Taub, Director of Procurement and Contracts

- a. Contract Summary and RFP Updates
- Access Control Equipment is under contract with an anticipated award date in February 2024.
 - Lease property search for Kerrville is pending award for February 2024.
 - Teacher Externships is pending award for February 2024.
 - Lease property search for Hondo is in progress with an anticipated award date in July or September 2024.
 - Child Care Quality Services is in progress with an anticipated award date in June 2024.
 - Professional employer services is open with an anticipated award date in March 2024.

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- Evaluator services for CCQ RFP is in progress with an anticipated award date in April 2024.
 - Temporary staffing services is in progress with an anticipated award date in April 2024.
- b. Update on Implementation of Recommendations from the Procurement Consultant
- The procurement process improvements ongoing since October 2022 are 90% complete with final implementation expected to be completed this year. Open items are certifications for all procurement staff, implement strategic plan for procurement and contracts, and enhance reporting and spend management. Completed items include procurement SOPs and policy, proactively monitoring contracts for timely renewals and procurement cycling, ongoing monthly training for board staff on procurement processes and contract management, and improved procurement file retention.

VIII. BRIEFING: PROGRAMS & OPERATIONAL (DISCUSSION AND POSSIBLE ACTION)

Presenter: Teresa Chavez, COO

- a. Performance, Programs, and Operational Updates
- As of January 23, 2024, childcare performance is progressively going up. The average is 91.38% which is below performance right now but expect to be meeting performance by March.
 - There are now 181, or 31%, Texas Rising Star certified childcare centers.
 - SEAL Employer Recognition Event occurred on January 12, 2024. The first partner meeting will be in February and the community referral link is now active.
 - Student HireAbility Navigators have been busy this quarter sharing Vocational Rehabilitation awareness at four different events in January.
 - Training and Employment Navigator pilot has a target enrollment of 12. Q7 active enrollment is 16 with a total of 49 participants served year to date.
 - Military Family Support program has 31 year to date enrollments, 4 in training, and 7 in support services.
 - WSA is currently under a progress improvement plan for the Ready to Work program due to low enrollments, non-completion of training, declining job placements, and concerns about the SOP that doesn't clearly define placement and retention process. WSA has worked to increase enrollments by hosting weekly enrollment events. WSA has also met on a weekly basis with the training providers and set up meet and greets between the providers, participants, and case managers. The next steps to improve the job placements are to set up a placement committee with the subagencies that will meet twice a month, utilize the new platform called Green Light established by the city, and have career fairs to help promote quality jobs. WSA has also released a new SOP on February 1, 2024, to address the placement and retention process concerns. Despite these needed improvements, there were no disallowed costs.
 - Yousef Kassim recommended keeping track and telling the success stories of those individuals that get placed after six months, even though WSA will not get

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credit after the six-month cut off. CEO Adrian Lopez stated that the board members have the opportunity to address this concern at the upcoming Ready to Work Summit, especially since the industry standard is one year rather than six months.

b. UI Weekly Work Search Contact Requirement

Presented by: Adrian Perez, CIO

- The primary purpose of the weekly work search contact requirement is to assure claimants 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.
- Some of the factors when evaluating the number of work search contacts required include population, labor force/market information, employment opportunities, and work search requirements in neighboring or similar counties. For the Alamo region, population growth is healthy, unemployment rate continues to decline, and overall job growth is healthy.
- Large Board Comparison: Tarrant, Dallas, Gulf Coast, Boarderplex, and Lower Rio Grande have three weekly job search requirements for all counties. Alamo and North Central have five weekly job search requirements for all counties.
- The 2024 proposed weekly job search requirement is to remain at five for all counties.
- Yousef Kassim asked if it was difficult for job seekers to maintain five searches. Adrian Perez stated that they have spoken to the center managers and haven't heard of any issues hitting the goal. Additionally, employers are still reaching out to hire individuals.

Upon motion by Yousef Kassim and seconded by Allison Greer Francis, the Committee unanimously approved for the weekly work search requirement to remain at five for all counties.

c. Workforce Center Certifications

- Each workforce area must include at least one comprehensive center where all required workforce partner programs and services are available, either physically co-located or through direct linkage. Direct linkage through technology provides customers with access to program staff who can provide meaningful information or services for those workforce partner programs not physically located in a comprehensive center.
- An affiliate site is a workforce solutions office where job seekers and employers can access programs, services, and activities of one or more workforce partners and where the operation of the workforce solutions office adds a cost to the board's operational budget, or the board is responsible for oversight and management of the center.
- WSA workforce centers met the standards required by WIOA during TWC review. Hondo, Pleasanton, Seguin, Kerrville, Bandera, Pearsall, Boerne, New Braunfels, Fredericksburg, Floresville, Kennedy, East Huston, DataPoint, South Flores, Marbach, and Walzem are workforce centers that are now certified for the next three years starting on December 20, 2023. A Y-9 form has been submitted for Tilden, Bexar County Justice Center, MFSP at JBSA, and SA Food

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Bank.

IX. IT IMPLEMENTATION (DISCUSSION AND POSSIBLE ACTION)

Presenter: Chuck Agwuegbo, Director of Innovation and Technology

- The organization previously faced significant technology challenges with the absence of a culture of innovation and technology roadmap leading to limited collaboration and lack of proactive oversight, inconsistent security standards and controls, and exposure based on end-of-life equipment management.
- This increased vulnerability to exploits and reduced ability to anticipate and address emerging threats resulted in a security incident addressed by TWC through a corrective action plan. WSA successfully completed all elements of the plan.
- Accomplishments through CY22-23 include procured and replaced over 35 end of life hardware elements such as routers and switches that were no longer supported by the manufacturer, streamlined network equipment by lowering number of hardware components and upgrading patches on remaining equipment lowering exposure in both number of hardware devices to be managed and exposure created by outdated patches, and retired a third of on-premises servers and migrated mission critical core services such as Microix, purchase approval application, and Cabinet, programs and fiscal records repository, and shared drives to the cloud.
- Cloud strategy successes include transition to the cloud was seemingly with little to no downtime running successfully in the cloud environment for over 6 months, implemented a cloud strategy to migrate directly to the cloud and allow physical datacenter to be fall back if any issues arise, all application licenses migrated to the cloud such as Cabinet, Microix, and MIP, link to Cloud via Multiprotocol Label Switching (MPLS), SDWAN, or private WAN for reliable, secure, and efficient data transmission.
- Disaster recovery/business continuity plan enhancements includes multiple service providers, highly secured environment, scalable and flexible, elimination of capex cost, standard 4-hour recovery time objective (RTO) compliant with internal SLA validated as compliant with local and TWC NIST framework and consolidation of multiple data centers eliminating any single point of failure.
- Additional projects completed include upgrading of enterprise wireless, new roll out of ADA equipment, hardware upgrades for our resource rooms, infrastructure upgrade and streamlining, telecommunication optimization, and project management tool.
- The FY21 audit findings for IT were at 1.54 and have shown an increase in FY23 to 2.87. The recommendation is to be at 3.0.
- In the future, the board will be seeking approval for migration of voice to the cloud and renewal of Cisco enterprise license agreement.

X. CEO REPORT

Presenter: Adrian Lopez, CEO

a. Ready to Work

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XI. CHAIR REPORT

Presenter: Dr. Sammi Morrill, Committee Chair

- Chair Dr. Sammi Morrill attended the City of San Antonio Resource Fair and Summit related to their strategic housing implementation plan. A certificate was awarded to Workforce Solutions Alamo in recognition of leadership, achievements, and accomplishments in the San Antonio East Side Promise Zone.

XII. EXECUTIVE SESSION:

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

None.

XIII. ADJOURNMENT

Presenter: Dr. Sammi Morrill, Committee Chair

Upon motion by Yousef Kassim, Chair Dr. Sammi Morrill adjourned the meeting at 10:28am.



MEMORANDUM

To: Oversight Committee
From: Adrian Lopez, Chief Executive Officer
Presented by: Ricardo Ramirez, Director of Quality Assurance
Date: April 5, 2024
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: We have prepared a separate briefing to report follow-up actions to address TWC’s Exit Conference Report.

Other Monitoring Activities

Office of Child Care (OCC): The monitoring is ongoing and we have not received a final report. Childcare board staff will report the outcomes to the Early Care & Education Committee.

Health & Human Services Commission (HHSC): HHSC’s monitoring of SNAP E&T fiscal transactions is ongoing. Fiscal board staff will report the item to the Audit & Finance Committee.

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

- *Child Care – COSA:* 100% complete with a 98.3% accuracy rates of 99.8% for DFPS and 98.3% for Low Income.
- *Child Care Quality Improvement Activities (QIA) – COSA:* 89% complete.

WSA Internal QA Program Monitoring

- *Informal Technical Assistance – C2 GPS:* Informal Technical Assistance Review: 100% complete (for SNAP, NCP, Choices, TAA, WIOA Adult/Dislocated Worker).
- *Reemployment Services and Eligibility Assessment (RESEA) – C2 GPS:* 96% complete.
- *Trade Adjustment Assistance (TAA) C2 GPS:* 3% complete.

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San Antonio, Texas 78207
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- *Personal Identifiable Information (PII) Walkthrough – All Workforce Centers: 100% complete, currently working on the Final Report (for TWC’s Audit Resolution).*

WSA Other Activities

- *Technical Assistance (TA): Supporting WSA departments and subrecipients with TA for areas with low accuracy rates, policy development, and other supports.*

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’s External Program Monitoring contract with Ms. Christine Nguyen, CPA: \$225,000.

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:

Estimated Timeline – *External* Program Monitoring Activities 2023-2024

Estimated Timeline – *Internal* Program Monitoring Activities 2023-2024



MEMORANDUM

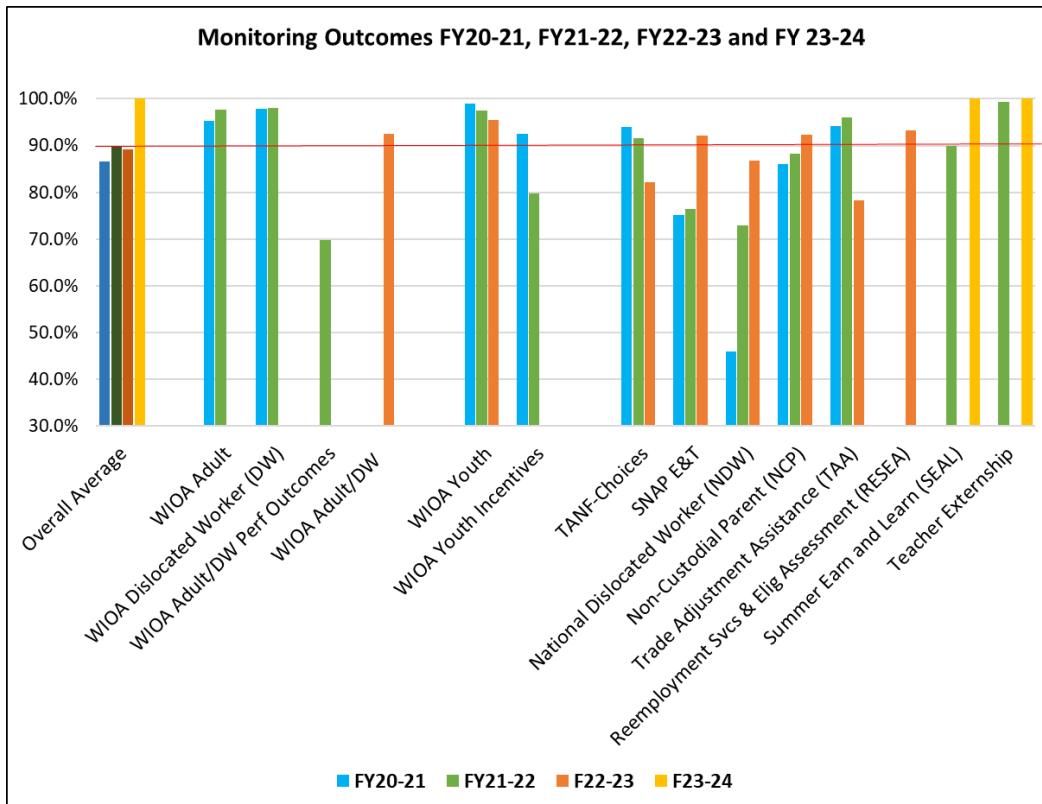
To: Oversight Committee
From: Adrian Lopez, Chief Executive Officer
Presented by: Ricardo Ramirez, Director of Quality Assurance
Date: April 5, 2024
Subject: Briefing – Monitoring Outcomes & Technical Assistance

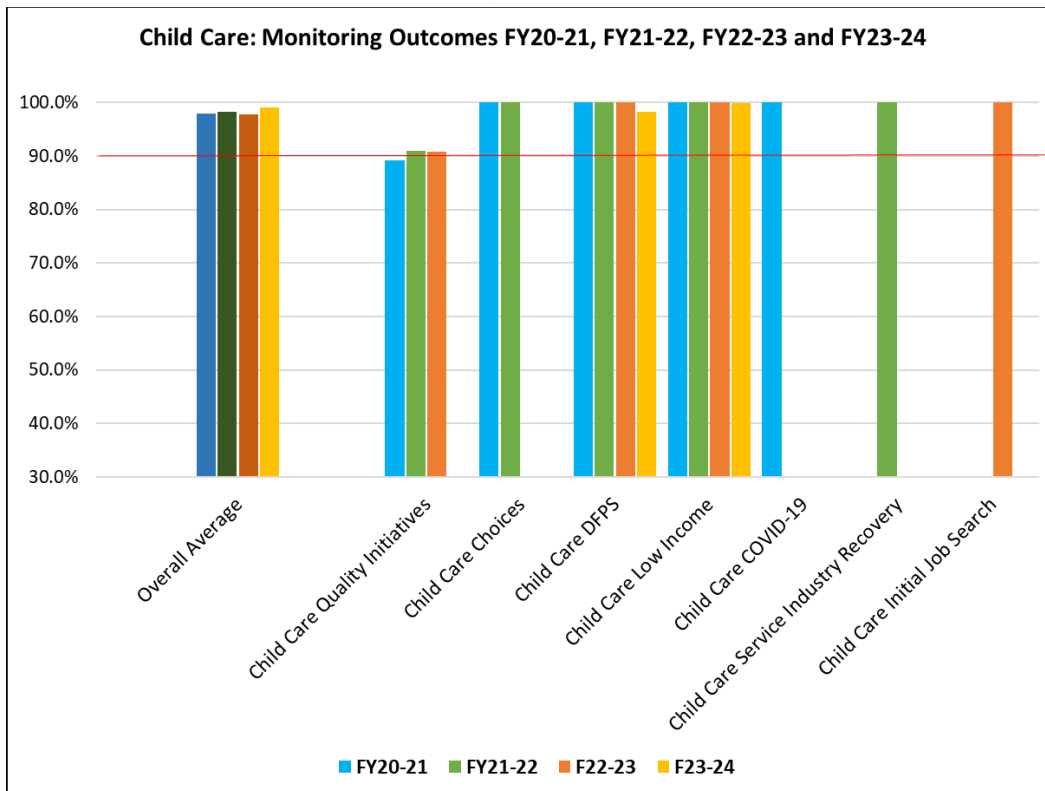
SUMMARY: This memorandum presents a summarized version of monitoring outcomes for the year. We also include information tied to providing technical assistance (TA). The briefing does not require board action.

Monitoring Outcomes

The table below compares yearly monitoring outcomes for Fiscal Years 2020-2021 to 2023-2024 (Oct-Sep timeframe). The red line at 90% represents the minimum expected accuracy rate threshold. We updated the figures to include:

- Child Care DFPS and Child Care Low Income (second figure).





Background

Board staff offers partners technical assistance (TA) when outcomes fall below expected goals. TA plans include several components: updating policies and procedures, training, additional monitoring, increased oversight, and documenting measurable progress.

To that purpose, we have been working on some grants with attributes falling below the 90% target.

UPDATE ON CONTRACTOR MONITORING: TWC requires boards to implement corrective action plans and document improvement for items with low accuracy rates. We've reported to the committee about these actions previously. Board programs/operations staff implement actions while QA tests the outcomes. We now provide a brief update.

The grants with relevant attributes include SNAP, NCP, Choices, TAA, WIOA Adult, and WIOA Dislocated Worker.

Since these are 'informal' reviews, QA does not report accuracy rates – we only offer general status information. The testing results show that the grants need additional intensified continuous improvement efforts.

STAFF RECOMMENDATIONS: QA recommends the continued support of the board as we coordinate continuous improvement efforts with contractors.

FINANCIAL IMPACT: The items did not include questioned or disallowed costs. However, if testing results do not improve, TWC may require additional, more formal actions.



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.



Quality Assurance

Dr. Ricardo Ramirez, Director of Quality Assurance



Summary

Quality Assurance (QA) Monitoring Activities:

- Quality Assurance Update
- Monitoring Outcomes & Technical Assistance

Staff are not requesting board action at this time.



TWC & Other Monitoring

- ***Annual Monitoring:*** We have prepared a separate briefing to report on TWC's Audit Resolution status.
- ***Office of Child Care (OCC):*** The monitoring is ongoing, and we have not received a final report. Childcare board staff will report outcomes to the Early Care & Education Committee.
- ***Health & Human Services Commission (HHSC):*** HHSC's monitoring of SNAP E&T fiscal transactions is ongoing. Fiscal board staff will report the item to the Audit & Finance Committee.



External Monitoring (Ms. Nguyen, CPA)

- ***Child Care Services (CCS) – COSA:*** 100% complete, with a 98.3% accuracy rate for DFPS and 99.8% accuracy rate for Low Income.
- ***Child Care Quality Improvement Activities (QIA) – COSA:*** 89% complete.



Internal Monitoring Activities

- ***Informal Technical Assistance – C2 GPS: 100% complete***
(informal reviews of SNAP, NCP, Choices, TAA, and WIOA Adult and Dislocated Worker)
- ***Reemployment Services and Eligibility Assessment (RESEA) – C2 GPS: 96% complete.***
- ***Trade Adjustment Assistance (TAA) – C2 GPS: 3% complete.***
- ***Personal Identifiable Information (PII) Walkthrough – All Workforce Centers: 100% complete, currently working on the Final Report (for TWC's Audit Resolution).***



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: 2023-2024	253	11/14/2023	10/31/2024	92	96	<i>Duration</i>	11/14/2023			62.4%
C2GPS - Teacher Externship	45	11/14/2023	1/15/2024	39	34	-6	11/14/2023	1/5/2024	Completed ahead of time	100%
C2GPS - SEAL	41	12/20/2023	2/14/2024	9	7	-32	12/6/2023	12/18/2023	Minimized scope	100%
Technical Assistance Informal Reviews (I): Choices, SNAP, NCP, TAA, WIOA	0			23	38	23	1/2/2024	2/1/2024	Added to address areas falling below 90% accuracy target	100%
PII Walkthroughs I	29	1/30/2024	3/8/2024	17	17	-12	2/27/2024	3/20/2024	Delayed to allow for Board and Contractor Walkthroughs	100%
C2 GPS - TAA Phase II	42	3/11/2024	5/7/2024				3/25/2024		Delayed for PII Walkthroughs I	3%
C2 GPS - RESEA	45	4/15/2024	6/14/2024				2/7/2024		Advanced to adjust to pending TWC Monitoring Report	96%
Technical Assistance Informal Reviews (II): Choices, SNAP, NCP, TAA, WIOA	0								Added to address areas falling below 90% accuracy target	0%
PII Walkthroughs II and Priority of Service	29	8/1/2024	9/10/2024							0%
Other projects as the need arises	37	9/11/2024	10/31/2024						Adjusted estimated start from 8/1 to 9/11	0%
Avg Duration or Effort (days, excludes Other) →	29			22	24	-7				
Multi-tasking (% days overlapping projects) →	5.6%			32.6%						

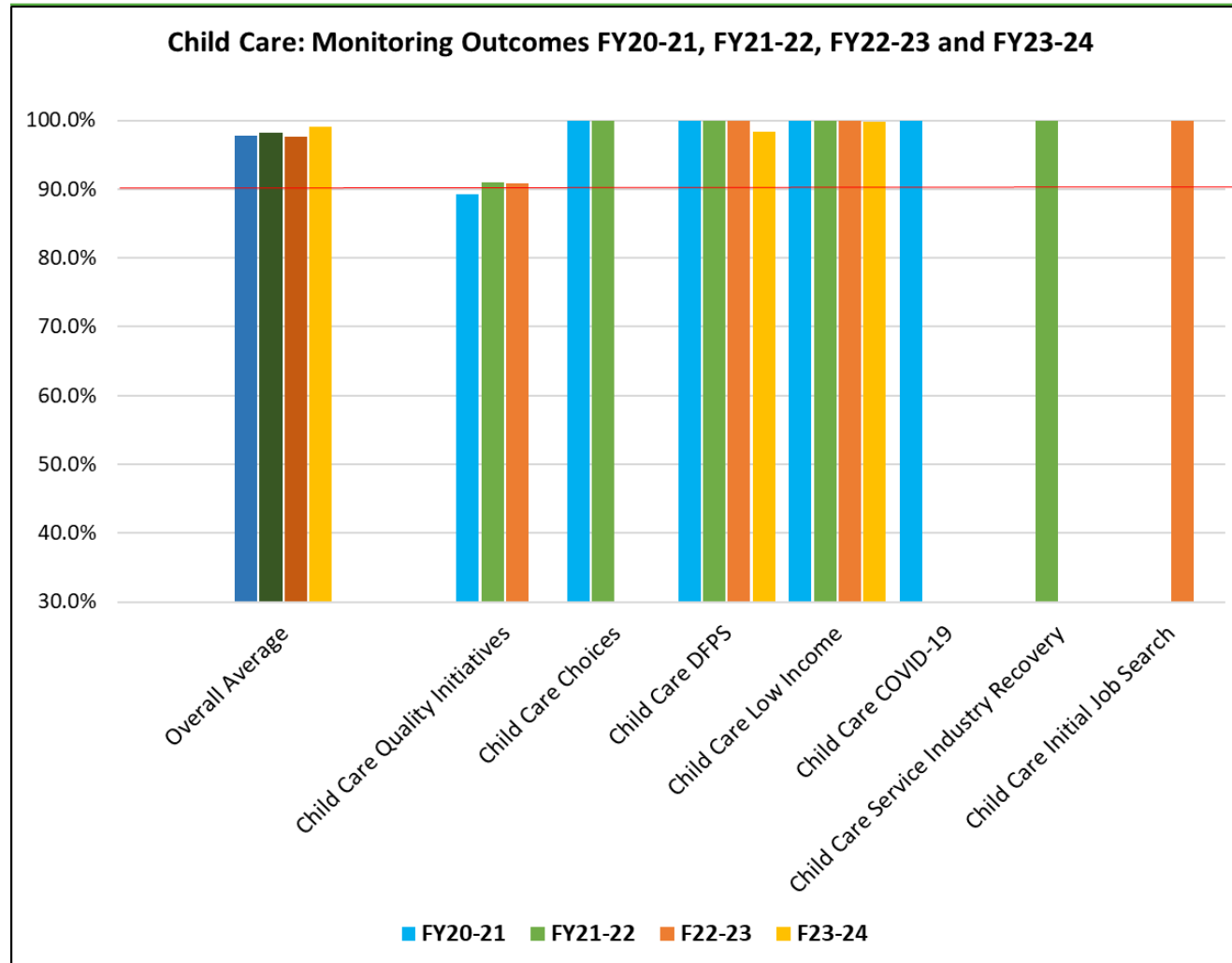
Duration : total days from start to finish (includes some holidays); *Effort (or Work)* : actual number of days spent on each project.

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, tool



Briefing – Monitoring Outcomes & TA



The figure summarizes outcomes of monitoring engagements for Child Care from FY 20-21 to FY 23-24.

Added: Child Care DFPS and Low Income (in yellow).

The red line highlights the 90% expected accuracy rate.



Briefing – Update on Informal TA Contractor Monitoring

- TWC requires boards to implement corrective action plans for items with low accuracy rates.
- Programs/Operations board staff implement actions while QA tests outcomes.
- Relevant grants include SNAP, NCP, Choices, TAA, WIOA Adult, and WIOA Dislocated Worker.
- Testing results show that the grants need additional intensified continuous improvement efforts.



Questions





MEMORANDUM

To: Oversight Committee
From: Adrian Lopez, Chief Executive Officer
Presented by: Ricardo Ramirez, Director of Quality Assurance
Date: April 5, 2024
Subject: TWC Performance – Choices Full Engagement Rate

SUMMARY: This memorandum presents definitions and information on TWC-contracted performance measures. TWC contracts boards for twenty-two performance measures, one of which relates to the Choices (TANF) grant: the *Choices Full Engagement Rate*.

Context

'Choices' is an Employment & Training grant that assists families receiving Temporary Assistance for Needy Families (TANF) cash assistance. Families apply/receive TANF through the Texas Health and Human Services Commission (HHSC), therefore WSA does not determine eligibility. HHSC mandates (or exempts) families to participate in workforce development services through WSA.

Goal

The performance aims to help families receiving TANF transition from public assistance through 'work-related activities' leading to employment. In Texas, Choices forms a part of a 'work first' service delivery model which emphasizes:

- Limiting government assistance (e.g., by making it temporary),
- Shifting responsibility of individual and family support to Texans (personal responsibility),
- Setting employment as the goal.

Definitions

How do the federal and state governments decide who to include in performance? HHSC and TWC categorize families in two primary ways:

- 1) Expected (*mandated*) Families (HHSC mandates participation):
 - a) 'Ramp Up' Families: A two-month ramp-up allows time to set up the needed supports and services, so TWC includes them in performance only if they meet participation requirements but not if they don't.
 - b) Expected Families: TWC counts all mandated families in performance starting the third month.
- 2) Preferred (*exempt*) families (HHSC exempts participation for family, health, or other reasons):



- a) Families may volunteer to participate, and TWC counts them as positive if they meet participation requirements but does not count them if they do not participate.

Methodology

TWC calculates performance outcomes monthly and reports them in 'real-time.' The measure counts the percent of Employment *Expected* Choices Families that meet their Participation Goal through any combination of allowable activities, supplemented by Employment *Preferred* Families and families in the two (2) month Ramp Up phase meeting participation goals in the same activities.

Monthly Denominator (generally) includes:

- All Choices Employment *Expected* (mandatory) Families,
- Any other families from the Numerator.

Monthly Numerator generally includes families meeting their monthly individual participation goals:

- *Expected* Families (mandated to participate),
- All Ramp Up Families,
- *Preferred* Families (not mandated but who volunteer).

Participatory Services

Families meet monthly participation goals exclusively through the following services:

1. Paid Employment:
 - Unsubsidized Self-Employment,
 - Unsubsidized Employment,
 - Subsidized Employment,
 - On-the-Job Training.
2. Short-Term Education or Training:
 - Occupational/Vocational Training,
 - Entrepreneurial Training,
 - Basic Educational Skills/ABE.
3. High School/GED/HSE
 - High School Equivalency,
 - High School,
 - Middle School,
 - English as a Second Language,
 - Work-based Literacy.
4. Employment Experience:
 - Community Service,
 - Other Work Experience Opportunities.

Calculation

TWC calculates the Monthly Performance by dividing each month's numerator by the month's denominator (a performance rate). TWC calculates performance for multiple months by averaging the monthly performance.



Note: The performance measure includes numerous other technical details not included in this summary, such as additional sub-family classifications, exemption reasons, monthly family participation calculation, sanctions, etc.

Sources

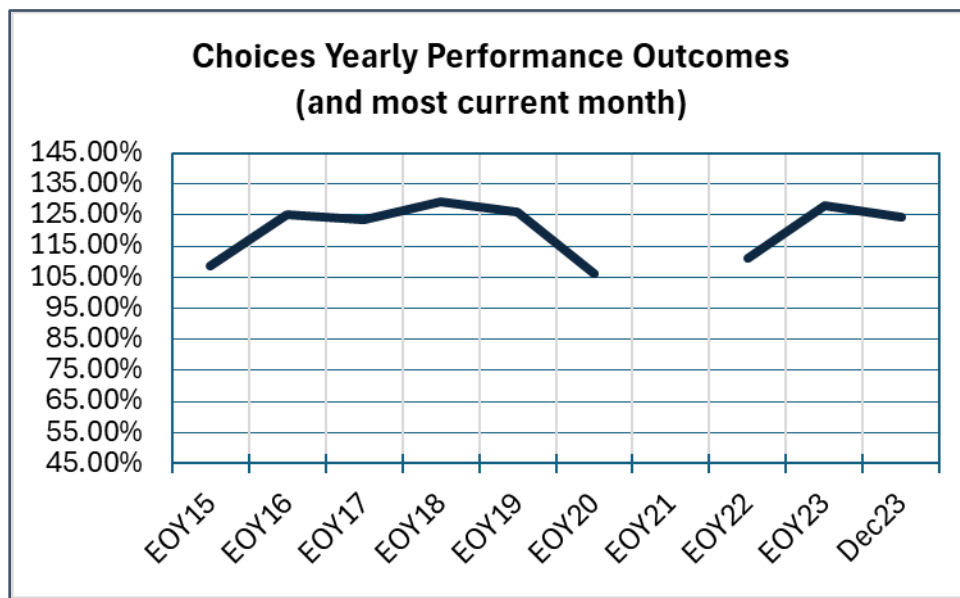
TWC uses TWIST data to calculate participation and performance. Around mid-April, TWC will transfer TWIST to a new workforce application/system.

Reporting

The performance year runs from October to September, and TWC reports the year-end performance in the September Monthly Performance Report (MPR).

Current and Historical Outcomes

The following figure reports TWC's Monthly Performance Report (MPR) outcomes from the End-of-Year (EOY) 2015 to December 2023 (the most current month). WSA has consistently Met or Exceeded the TWC target.



Meeting >= 50%. Source TWC's MPR.

STAFF RECOMMENDATIONS: TWC requires boards to Meet or Exceed TWC-contracted performance measures as contracted to service providers. The board staff recommends a continued focus on TWC-contracted measures.

FINANCIAL IMPACT: WSA contracts include TWC-performance goals as part of subrecipient 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 sanctions carry additional penalties. WSA also often reports performance outcomes when applying for grants, which can negatively impact successful bidding.



STRATEGIC OBJECTIVE: Offering state-of-the-art workforce development services to prepare talent to meet local labor demands, primarily for targeted industries and occupations.

ATTACHMENTS: None

TWC Performance - Choices

This briefing is part of the 'get smart' series on TWC Performance for the **Choices Full Engagement Rate** (*staff are not currently requesting board action*).

- Choices is an Employment & Training grant that assists families receiving Temporary Assistance for Needy Families (TANF) through the Texas Health & Human Services Commission (HHSC), therefore WSA does not determine eligibility.
- HHSC mandates (or exempts) families to participate in workforce development services through WSA.



Goal

- The performance aims to help families receiving TANF transition from public assistance through ‘work-related’ activities leading to employment. In Texas, Choices forms a part of a ‘work first’ service delivery, emphasizing:
 - Limiting government assistance (e.g., by making it temporary),
 - Shifting responsibility of individual/family support to Texans (personal responsibility), and
 - Setting employment as the goal.



Definitions

HHSC and TWC categorize families in two primary ways:

- **Expected (*mandated*) Families** – HHSC mandates participation:
 - **‘Ramp Up’ Families:** Families count in performance during the first two months *only* if they meet participation targets (e.g., allows time to set up needed supports/services).
 - **Expected Families:** Families *always* count in performance starting the 3rd month (unless they receive an exemption, for health or other reasons).
- **Preferred (*exempt*) Families** – HHSC exempts participation:
 - Families may volunteer to participate, and they count in performance only if they meet participation targets.



Methodology

TWC reports outcomes monthly (in ‘real-time’).

- The measure calculates the *percent* of Expected Families that meet their participation goal/target (through a combination of allowable activities).
- The count is supplemented by Preferred Families and Ramp Up families who meet the monthly participation goals.
 - **Monthly Denominator:** All Expected Families (plus any other from the Numerator).
 - **Monthly Numerator:** Includes families meeting monthly participation goals, including Expected, Ramp Up, and Preferred Families.

TWC uses TWIST data. The performance runs from Oct-Sep, with the final report in the September Monthly Performance Report (MPR).



Participatory Services

Families meet monthly participation goals exclusively through a specific menu of services:

Paid Employment	Short-Term Education/Training	High School / GED/ HSE	Employment Experience
<ul style="list-style-type: none">• Unsubsidized Self-Employment• Unsubsidized Employment• Subsidized Employment• On-the-Job Training	<ul style="list-style-type: none">• Occupational Vocational Training• Entrepreneurial Training• Basic Educational Skills / ABE	<ul style="list-style-type: none">• High School Equivalency• High School• Middle School• English as a Second Language• Work-based Literacy	<ul style="list-style-type: none">• Community Service• Other Work Experience Opportunities



Methodology

TWC reports outcomes monthly.

- The measure calculates the *percent* of Expected Families that meet their participation goal/target (through the combination of allowable activities).
- The count is supplemented by Preferred Families and Ramp Up families who meet the monthly participation goals.
- **Monthly Denominator:** All Expected Families plus any other from the Numerator.
- **Monthly Numerator:** Includes families meeting monthly participation goals, including Expected, Ramp Up, and Preferred Families.



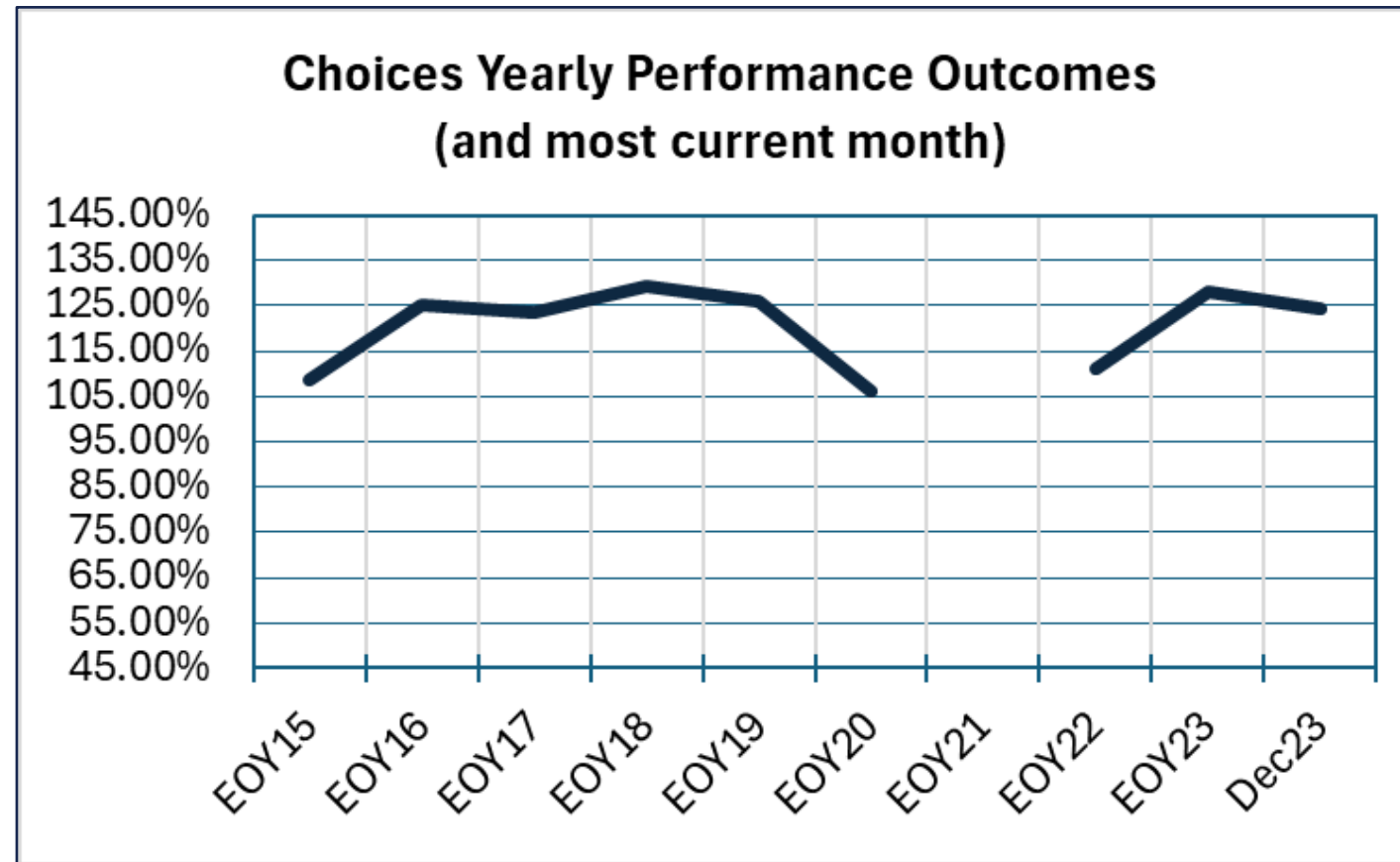
Performance Trends

End-of-Year outcomes from 2015 to December 2023 (most current month).

WSA has consistently exceeded targets.

Meeting \geq 50%

Source: TWC's MPR





Questions





MEMORANDUM

To: Oversight Committee
From: Adrian Lopez, CEO
Presented By: Ricardo Ramirez, Ph.D., Director of Quality Assurance
Date: April 5, 2024
Subject: Update on Improvements from TWC Annual Monitoring

Summary: Briefing of WSA’s follow-up actions to address TWC’s Annual Monitoring Exit Conference findings. TWC issued a Final Report and Audit Resolution Letter requiring WSA to resolve one finding 45 days from the date of the letter’s receipt (by April 6, 2024).

TWC Finding

TWC performed a ‘walkthrough’ at Marbach to test the protection of PII (personally identifiable information) and reported one finding that includes two areas:

- a) *VOS Greeter/Reception:* Customers could view PII entered into the VOS Greeter/Reception screen when signing in;
- b) *Unprotected Written PII:* The auditor found an unsecured hand-written document with PII in an unattended cubicle.

TWC also expressed concern about storage area/room maintenance regarding PII security (although they did not report it as a finding).

The effort supports ***Texas Talent and Economic Growth – Goal 2, Service Optimizers***. The item does not require board action.

Actions & Resolution Status

We are preparing a document that reflects the actions taken and systems that we’ve implemented, including:

- a) **VOS Greeter/Reception:** The registration process varies by location (e.g., based on space, pc/screen setting), and we have adjusted the process accordingly.

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- a. WSA purchased and installed privacy filter screens for all locations (however, these partially protect PII).
 - b. In some locations, we moved or repositioned the screen to only be visible to the customer or the reception staff.
 - c. In other locations, staff acts as a “second barrier.”
- b) Walkthroughs:
- a. We implemented a ‘tiered’ system that includes walkthroughs at different levels.
 - b. Subrecipient and Board Contracts Management staff have completed informal walkthroughs at all the centers.
 - c. Board QA has completed the formal testing, and we issued a report.
 - i. Overall accuracy rate of 96.9% (exceeding the expected 90% target).
 - ii. However, safeguarding of *all* PII is vital, and every instance is critical.
 - 1. Of the 17 locations, the testing identified one (1) or more incorrect instances in five locations (29.4%).
 - 2. QA also categorized five (5) incorrect instances into two categories:
 - a. *Public Areas/Resource Room:* Four (4) incorrect instances, the VOS Greeter did not have the necessary barriers to protect PII.
 - b. *Staffing Areas:* One (1) incorrect instance, an unattended staff work area had unprotected PII.
- c) Training:
- a. WSA required all staff to complete two virtual training sessions.
 - b. Board Contracts Management and IT staff plan to provide additional technical assistance/training.
- d) Policies & Procedures: WSA has developed a policy that details the procedural elements required by subrecipients.

Next Steps: WSA will submit the resolution packet, including the needed documentation, to TWC by Friday, April 5, 2024, and staff will continue to coordinate and strengthen efforts until the issue is resolved.

Fiscal Impact: Potential costs for identity protection and PII breaches. Strengthening controls will ensure full compliance and guard against future question costs. Additionally, it’s anticipated these controls will yield cost-savings and more significant contract negotiation positions.

Attachments: None.

Update on Improvements from TWC Annual Monitoring

Briefing of WSA's follow-up actions to address TWC's Annual Monitoring and Audit Resolution Letter requiring WSA to resolve one finding by April 6, 2024. *Staff are not currently requesting board action.*

TWC Finding: Personally Identifiable Information (PII)

- ***VOS Greeter/Reception***: Customers could view PII entered into the VOS Greeter screen when signing in.
- ***Unprotected Written PII***: Found in an unsecured document in an unattended cubicle.
- ***Storage Room***: TWC expressed concern (not a finding) about clutter.





Actions & Resolution Status

We are preparing a document that reflects the actions taken and systems we've implemented to demonstrate resolution.

The actions include four elements.



1) VOS Greeter/Reception

The registration process varies by location, and we have adjusted the process accordingly.

- WSA purchased/installed privacy filter screens at all locations. However, these partially protect PII. Depending on location:
 - We moved/repositioned the screen to only be visible to the customer or the reception staff.
 - Staff acts as a ‘second barrier.’

Note: PII requires a minimum of two barriers.



2) Walkthroughs

We implemented a ‘tiered’ system of walkthroughs.

- Subrecipient and Board Contracts Management staff have completed ‘informal’ walkthroughs.
- Board QA staff completed the ‘formal’ testing and issued a report.
 - Overall accuracy rate or 96.9% - however, every instance is critical.
 - Of the 17 locations, there were one (1) or more incorrect instances in five (5) locations (29.4% error rate).
 - We categorized five (5) incorrect instances into two types:
 - Public Areas/Resource Room: Four (4) instances, the VOS Greeter did not have the necessary barriers to protect PII.
 - Staffing Areas: One (1) incorrect instance, an unattended staff work area had unprotected PII.



3) Training, and 4) Policies & Procedures

Training

- WSA required all staff to complete two virtual training sessions.

Policies & Procedures

- WSA has developed a policy that details the procedural elements required by subrecipients and board staff.



Next Steps & Fiscal Impact

Next Steps

- WSA will submit the resolution packet, including the needed documentation, to TWC by Friday, April 5, 2024.

Fiscal Impact

- Potential costs for identity protection and PII breaches.
- Strengthening controls will ensure full compliance and guard against future questioned costs.
- It's anticipated that these controls will yield cost-savings and more significant contract negotiation positions.



Questions



Thank you!





MEMORANDUM

To: Oversight Committee

From: Adrian Lopez, Chief Executive Officer

Presented by: Eric Vryn, Chief Process Officer

Date: April 5, 2024

Subject: Process Improvements

Summary:

This memorandum presents Chief Process Officer Eric Vryn’s high-level evaluation of the Procurement and Contract Management (P&CM) function. Key areas of focus include current operational effectiveness, existing challenges, and identified risks. The assessment rigorously examines current business processes, policies, Standard Operating Procedures (SOPs), and technological infrastructure. Furthermore, it articulates a strategic approach for enhancing P&CM efficiency, detailing targeted initiatives for immediate and strategic long-term optimization.

Analysis:

- **Business Processes:** The Procurement & Contract Management team displays significant expertise in their domain yet faces challenges in implementing standardized practices, as well as consistent monitoring and forecasting across its operations. The contract monitoring process, in particular, shows a tendency towards compartmentalized and manual-dependent practices, underscoring a need for a more comprehensive review and enhancement of policies and procedures to streamline processes, reduce variability, and effectively mitigate risk. Additional areas for enhancement include workload management, cross-functional training, forecasting accuracy, communication effectiveness, and succession planning.
- **Policies and Procedures:** The Procurement & Contract Management team's policies and procedures are characterized by a high level of generality, which impedes clear understanding and repeatability of procurement and purchasing practices across the

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organization. The absence of detailed documentation contributes to inconsistency in process execution and a cohesive approach to document and records management, undermining organizational efficiency and compliance.

- **Communication and Workflow Integration:** Gaps in monitoring and communication within the contract management process have led to siloed practices, highlighting the need for enhanced accessibility and searchability of policies and procedures. The reliance on a legacy SharePoint repository complicates information retrieval. Implementing a more structured method for distributing updates on policy changes, training opportunities, and pre-bid conferences is essential for improving team coordination and efficiency.
- **System Fragmentation and Technology Utilization:** The landscape is marked by numerous systems lacking integration, resulting in isolated workflows and insufficient monitoring. The combination of the team size, workload, and the absence of technology integration, coupled with extensive manual data entry, presents potential risks to organizational and operational efficiency. A detailed review is planned to address these challenges, focusing on minimizing risk through improved forecasting models and evaluating the current technology stack in the forthcoming weeks and months.

Next Steps:

The immediate short-term objectives aim to refine operational practices and establish foundational efficiencies. Conversely, the long-term strategy is dedicated to pursuing systemic improvements, fostering technological integration and/or automation, and achieving sustainable process optimization across the organization.

Short-term Focus:

- *Policy and SOP Refinement:* Update and standardize to reflect current best practices and regulatory requirements.
- *Standardization of Practices:* Develop and enforce a standardized approach to contract management that encapsulates industry best practices and organizational insights.
- *Documentation and Analysis:* Execute a comprehensive review and documentation of current procurement and contract management processes, as well as workflows, to establish a baseline for long-term improvements.



- *Forecasting Model Development:* Create a dynamic forecasting model tailored to the nuances of WSA, contract volumes and complexities to predict future requirements and manage risks proactively.

Long-term Focus:

- *Process Efficiency:* Review and recalibrate workload distribution to align with a standard work model to enhance processing time, reduce risk, and minimize rework.
- *Value Stream Mapping:* Execute a value stream analysis to identify non-value-added activities and implement measures to reduce and/or eliminate them, thus streamlining our procurement operations.
- *Technology Review:* Conduct a comprehensive review of the existing technology stack supporting Procurement and Contract Management.
- *System Integration:* Evaluate the integration of our systems with other business units, assessing the flow of data and the efficacy of these connections.
- *Optimization Strategy:* Determine areas where technology is underutilized, recommending enhancements or changes to ensure our technology ecosystem fully supports our procurement and contract management needs.

Implementation Timeline:

Short-Term

Week	Activity	% – Time Allocated to Project (High)	Weeks – Time Allocated to Project (High)	Hours – Time Allocated to Project (High)	% – Time Allocated to Project (Low)	Weeks – Allocated to Project (Low)	Hours – Time Allocated to Project (Low)
1-2	Policy and SOP Refinement	15-20%	6-8	12-16	5-10%	2-4	24-32
3-4	Standardization of Practices	15-20%	6-8	24-32	5-10%	2-4	48-64
5-6	Documentation and Analysis	15-20%	6-8	36-48	5-10%	2-4	72-96
7-8	Forecasting Model Development	15-20%	6-8	48-64	5-10%	2-4	96-128
9-12	Cross-functional Training	15-20%	6-8	72-96	5-10%	2-4	144-192



Long-Term

Month	% - Time Allocated to Project (High)	Weeks - Time Allocated to Project (High)	Hours – Time Allocated to Project (High)	% - Time Allocated to Project (Low)	Time - Allocated to Project (Low)	Weeks – Time Allocated to Project (Low)	% - Time Allocated to Project (High)
1	Process Efficiency	10-15%	4-6	16-24	5-10%	2-4	32-48
2	Value Stream Mapping	10-15%	4-6	32-48	5-10%	2-4	64-96
3	Technology Review	10-15%	4-6	48-72	5-10%	2-4	96-144
4	System Integration	10-15%	4-6	64-96	5-10%	2-4	128-192
5-6	Optimization Strategy	10-15%	4-6	80-120	5-10%	2-4	160-240

Additional note:

- The "% Time High" and "% Time Low" columns indicate the percentage of a standard 40-hour work week committed to the initiatives.
- The "Hours/Week" columns provide the actual hours committed per week based on the percentage.
- The "Cumulative Hours" columns calculate the total hours committed over the weeks or months for each initiative.
- Activities in the long-term initiatives can overlap and/or may not necessarily be sequential.
- All timelines are subject to adjustment based on progress and actual staff availability.

Fiscal Impact: The fiscal impact is TBD and pending further analysis.

Attachments: None.



Process Improvements

Eric Vryn, CPO





Procurement & Contract Management Enhancements

- ❖ **Current State Insights:** To increase efficiency and address gaps in business processes, policies, communication, and tech usage.
- ❖ **Strategic Focus:** Focus on immediate needs paired with long-term strategies to solidify improvements.
- ❖ **Short-term Initiatives:** Refining policies/SOPs, standardizing contract management, enhancing documentation, and introducing a risk forecasting model.
- ❖ **Long-term Goals:** Improve process efficiency, streamline operations via value stream mapping, and review the technology and system level integration deployment.



CPO: Additional Strategic Priorities

Evaluate the current cloud migration plan and resource allocation of the Ready-To-Work (RTW) Program.

❖ *RTW Program Efficiency Focus:*

- Analyze the fiscal staff investment in invoice processing to streamline administrative tasks.
- Assess COSA policies and requirements of WSA.
- Identify necessary fiscal and operational adjustments to support the evolving demands of the RTW program.

❖ *IT Infrastructure & Cloud Migration:*

- Review the current server specifications, usage, and performance.
- Analyze our cloud migration strategy, specifically the board staff's assessment of Azure Virtual Desktop as a potential enhancement to our VDI ecosystem.

Thank you!





MEMORANDUM

To: Oversight Committee
From: Adrian Lopez, CEO
Presented By: Teresa Chavez, COO
Date: April 5, 2024
Subject: Ready to Work

SA Ready to Work:

- 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 at \$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 completed intake for 4,955 and 3,062 individuals are case managed/enrolled in training with 423 completing their training, and 224 participants have gained employment and earn more than \$15.00 per hour. The average wage of those graduates securing employment has increased from \$17.24 to \$18.00, above the requirement. The top training courses being selected are medical, IT, and construction. *Data is from 3/27/2024
- Placement: We have been addressing placement challenges and have developed strategies to help improve our numbers. WSA has established a Placement Committee with meetings twice a month to focus on improving placement outcomes, sharing employer leads and building relationships among sub-agencies, collaboration to provide participant advice for individuals who are challenging to place, building support for sub agencies, especially those new to the placement process, and maintaining a consortium presence at Housing Trust sites and Joint Base San Antonio (JBSA) in alignment with the MOU. The Work Number (Equifax) will be utilized to obtain wages for placements when participants are not providing proof of employment. A \$100.00 gift card will be provided to participants that provide proof of employment.

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- Training Completion Rate is being monitored. The current rate is 54% and the program goal is 70%. Sub agencies are working directly with training providers to collect proof of completion, this is to expedite our data collection to reflect outcomes quickly. We also attended a graduation on March 26, 2024, to celebrate 7 Ready to Work graduates as Vocational Nurses from the Institute of Allied Health.
- The new data platform, SYNC, is currently in use. However, there have been some issues related to data migration and reports. WSA has maintained constant communication with COSA to address these concerns, and efforts are underway to resolve the issues. Reports-Performance and one Fiscal/Assessment reports are still not available in the coming weeks, and Phase 2 updates are anticipated to be ready within the next month or two.
- The majority of our subagencies have requested additional SYNC training. We will be providing TEAMS or in-person training to accommodate the different learning styles of individuals. We will continue to offer the same type of support, including email and phone call assistance, once the new reporting system is available.
- We continue to address recommendations from the Process Improvement Plan and Technical Assistance Review 2, and our numbers indicate an improvement since the time of the PIP/TAR2 assessment.
- The Official Audit completed by COSA's Daniel Zuniga has not been received, however, we anticipate the following areas to be included based on verbal feedback: 3 case files pulled for review concluded clients were not entered in Work in Texas (WIT) or not being documented in Signify correctly and 1 case file had no documentation that follow up was done while the client was in training. All files have been updated to reflect the correct information needed.

Fiscal Impact: No additional fiscal impact currently.

Next Steps: Move forward with items recommended on Ready to Work Placement Committee meetings, additional Sync training, and Training Provider workshop. Continue 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.



Programs & Operational – Ready to Work

Teresa Chavez, COO





2023 Workforce Grants & Project Updates

Ready to Work Program

\$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.

FY22/24 Goals (April – June)	WSA Applicants Interviewed	Case Managed / Enrolled in Training	Completed Training	Placed in Quality Jobs
	7332	6367		
YTD	4955	3062	423	224

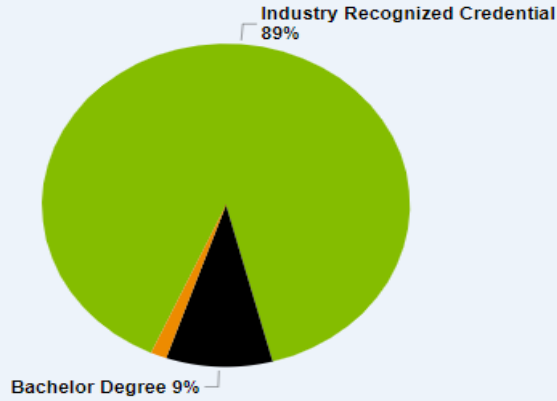
- WSA Ready to Work Subgrantees**
1. AVANCE
 2. C2 Global
 3. Chrysalis
 4. Family Service Association
 5. San Antonio Food Bank
 6. Texas A&M San Antonio
 7. YWCA San Antonio

* City of San Antonio is sharing this data publicly. This date is current as of 3/27/2024 and is subject to change daily.

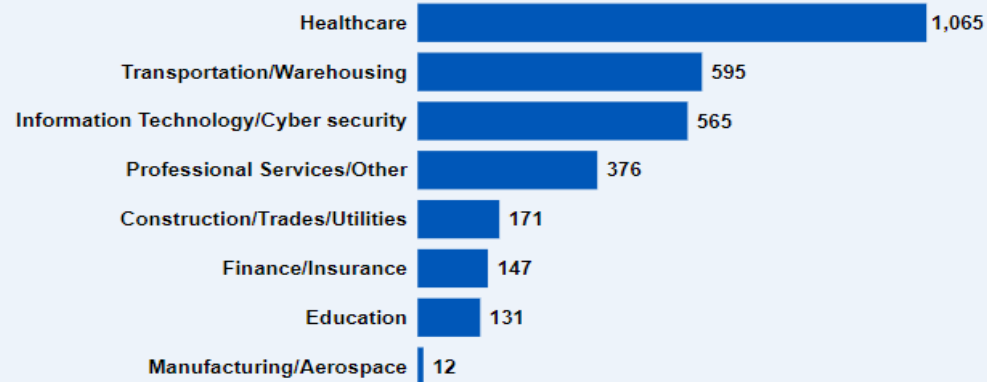


TRAINING BY INDUSTRY

Type of Credential



Enrollment by Target Industry

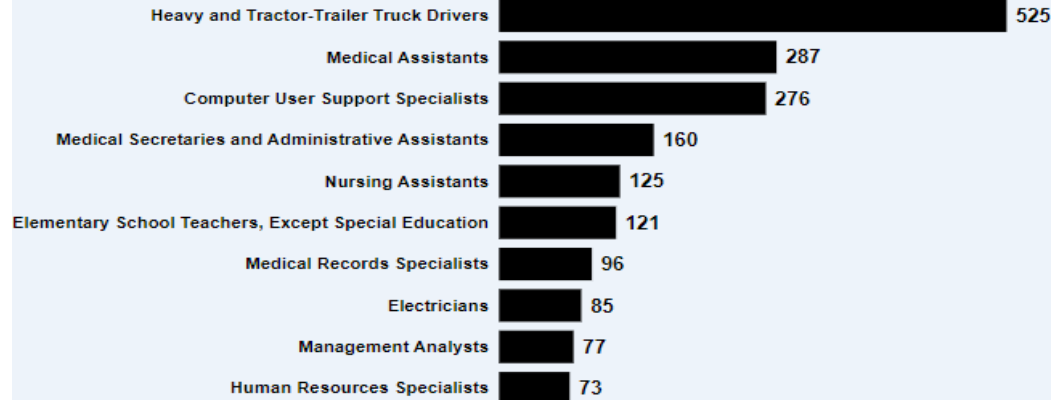


Successfully Completed Training
423

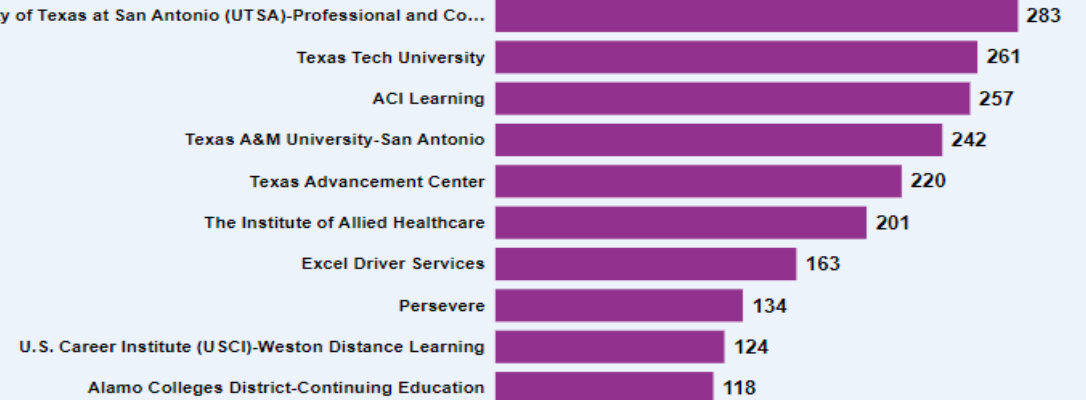
Training Retention Rate
92%

Successful Training Completion Rate
62%

Top 10 Training Occupations by Enrollment



Top 10 Training Providers by Enrollment





TRAINING



Enrolled in Training: 3,062

This page displays data about eligible Ready to Work (RTW) participants that have enrolled in approved training courses. RTW coaches have been guiding them through career exploration, taking into consideration their educational level, skills, needs and goals.

The City pays tuition (up to a cap) for participants who enroll in approved courses that align with approved target occupations. RTW offers an online training catalog in which over 70 local training providers offer over 1,200 approved courses. The catalog includes credentials, specialized training certifications, apprenticeship certificates of completion, and associate and bachelor's degrees. Each approved course is aligned to careers that are well-paid and in high demand. Participants may receive limited, short-term funding for urgent needs while in training.

The RTW Advisory Board reviews and approves target occupations quarterly, taking into account labor market data and input from local employers.

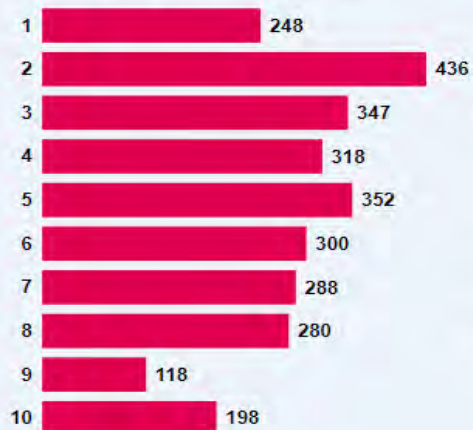
[Program Overview](#)
[Completed Intake](#)
[Enrolled in Training](#)
[Placed in Quality Job](#)

Filter data [Clear all filters](#)

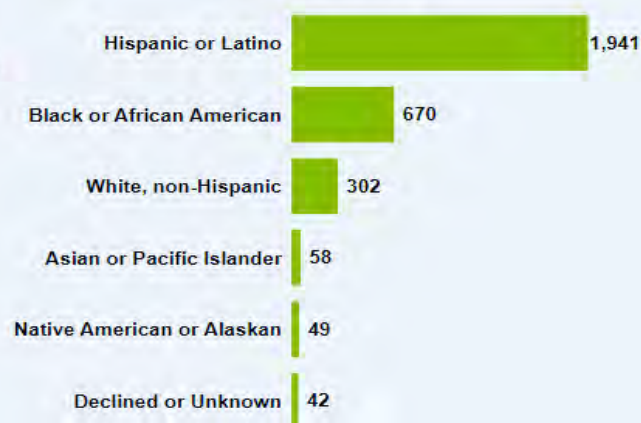
Press Ctrl to select multiple values

City Council District: All
Partner Agency: Workforce Solutions Alamo
Race & Ethnicity: All
Industry: All
Gender: All
Age Range: 0 to 85

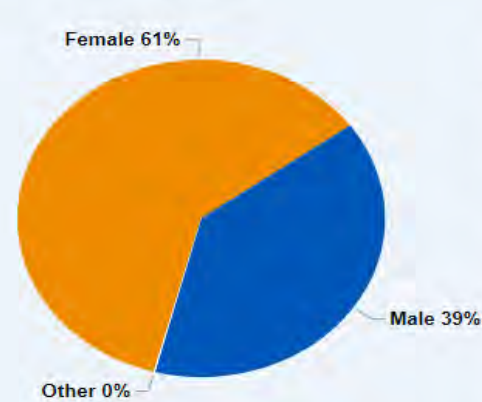
City Council District



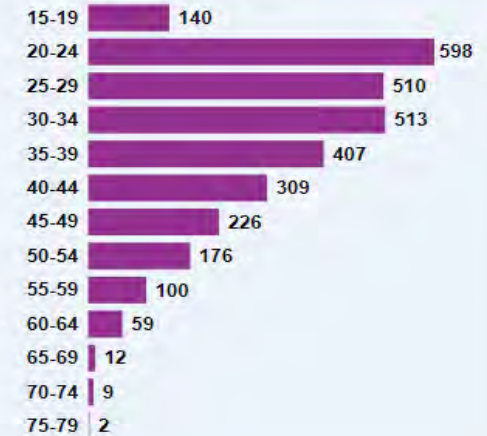
Race & Ethnicity



Gender



Age

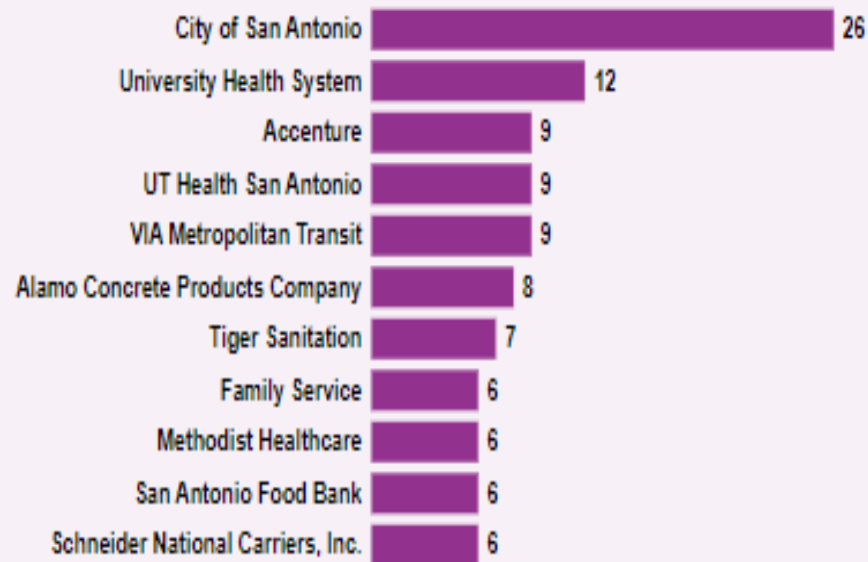




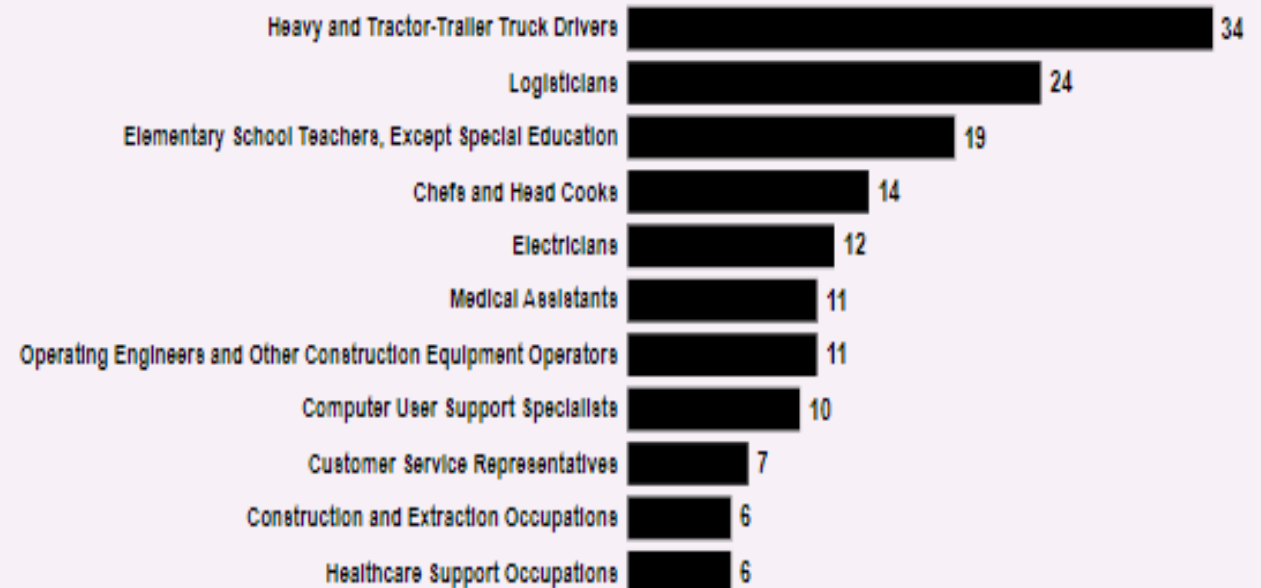
PLACEMENTS

Top Employers of RTW Graduates by Number of Hires

Responsive only to Industry data filter



Top Occupations Hired



Employers Hiring RTW Graduates

148

Median Hourly Wage in New Job

\$18.00

Median Annual Salary in New Job

\$37,440

% Placed in Quality Job within 6 months

46%

The City of San Antonio is sharing this data publicly in line with the program's guiding principle of transparency. This data is current as of 3/27/2024 and is subject to change on a daily basis. Hundreds of Ready to Work coaches manually input and update information in a central case management data platform as they work every day with program applicants and participants. Contact 210-207-JOBS (5627) or RTWHelp@sanantonio.gov with any questions or comments.



Program Challenges and Updates

- Sync Program Performance Reports are still in the works. COSA has experienced delays.
- Training Completion Rate is 54% and needs to be at 70%. Sub-agencies are contacting training providers for participant certifications of completion to expedite process. COSA team is also supporting by sharing any copies they receive directly from training providers.
- Placements are at 46% and below 80% performance goals. Working on wage report pull and utilizing work number to verify employment.
- Providing a \$100.00 gift card to participants that provide proof of employment.
- 7 Vocational Nurses graduated on March 26, 2024, from the Institute of Allied Health.





Questions



Thank you!

