



## **OVERSIGHT COMMITTEE MEETING**

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

**May 26, 2023**

**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 Linda Martinez at (210) 272-3250.

***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.***

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

Workforce Solutions Alamo is an equal opportunity employer/program. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids, services, or special accommodations should contact Linda Martinez at (210) 272-3250 so that appropriate arrangements can be made. Relay Texas: 1-800-735-2969 (TDD) or 711 (Voice).

- 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 – April 7, 2023
- VI. REVISIONS TO HR PERSONNEL HANDBOOK  
Presenter: Maria Martinez, HR Generalist
  - a. WSA Employee Handbook Revision
- VII. BRIEFING: PROGRAMS & OPERATIONAL UPDATES (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Katherine Pipoly, COO
  - a. Performance, Programs, and Operational Updates
  - b. Aspen Institute
- VIII. BRIEFING: PROCUREMENT (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Jeremy Taub, Director of Procurement and Contracts
  - a. RFP Updates and Contract Summary
  - b. Update on Procurement Processes
- IX. 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 Audit Letter – SNAP
  - d. TWC Performance – Employment
- X. CEO REPORT  
Presenter: Adrian Lopez, CEO
  - a. IT Assessment Update  
Presenter: Chuck Agwuegbo, Director, Innovation and Technology
- XI. CHAIR REPORT  
Presenter: Dr. Sammi Morrill, Committee Chair

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XII. 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, 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.

XIII. ADJOURNMENT

Presenter: Dr. Sammi Morrill, Committee Chair



## **OVERSIGHT COMMITTEE MEETING - MINUTES**

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

**April 7, 2023**

**1:00 PM**

**BOARD MEMBERS:** Dr. Sammi Morrill (Committee Chair), Mary Batch, Esmeralda Perez

**WSA STAFF:** Adrian Lopez, Adrian Perez, Katherine Pipoly, Giovanna Escalante-Vela, Penny Benavidez, Jeremy Taub, Chuck Agwuegbo, Caroline Goddard, Linda Martinez, Vanessa McHaney, Rebecca Espino Balencia, Roberto Corral, Ramsey Olivarez, Brenda Garcia, Dr. Federico Ghirimoldi, Manuel Ugues, Dr. Ricardo Ramirez, Trema Cote, Terry Trevino

**LEGAL COUNSEL:** None

**GUEST:** Alfred Turner, The Syndicate Wave

### **AGENDA**

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I. CALL TO ORDER AND QUORUM DETERMINATION

Presenter: Dr. Sammi Morrill, Committee Chair

**At 1:00 pm, Chair Dr. Morrill called the meeting to order. The roll was called, and a quorum was determined present.**

II. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Dr. Sammi Morrill, Committee Chair

**None.**

III. PUBLIC COMMENT

Presenter: Dr. Sammi Morrill, Committee Chair

**None.**

IV. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION) MEETING MINUTES – February 3, 2023

Presenter: Dr. Sammi Morrill, Committee Chair

**Upon motion by Mary Batch and second by Esmeralda Perez, the Committee unanimously approved the Consent Agenda Meeting Minutes for February 3, 2023.**

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

Presenter: Katherine Pipoly, COO

a. Performance, Programs, and Operational Updates

— The items Board staff are currently working to improve are: Measurable Skills Gained & Credential Rating for WIOA Adult, Measurable Skills Gained for WIOA Youth, and Ready to Work. Ready to Work has exceeded 840 participants enrolled.

— Credential Rate is at 88.59% and Measurable Skills Gains is at 65.16% for Adult. Measurable Skills Gains for Youth is at 44.52%. These all show underperforming but the adult contractor is being diligent in adjusting to how measurable skills gain is being captured. The Youth will show a major

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- increase in the productive summer months. Dr. Sammi Morrill would like to see the performance time period for the Youth measurable skills gains.
- Childcare performance by TWC set at 11,427 for FY23. WSA’s current YTD for FY23 is 11,254 and performance is at 98.49%.
  - TRS quality centers are at 25% in the Alamo region for both rural and urban. WSA’s goal is to have 100% quality centers in a year and a half. Dr. Sammi Morrill would like to see projection dates of centers graduating from the quality cohort and would also like to see the due date for the 100% goal.
  - Summer Earn and Learn: TWC’s target is 256. WSA has 70 early referrals, 200 positions secured, and FY23 employer agreements are being signed.
  - Teacher Externships: The target is 100 teachers and 25 ISDs. The focus is to expand rural district participation. The launch will be in June 2023.
  - Disaster Recovery, NDW-Winter Storm: 99.8% of funds are expended.
  - Disaster Recovery, NDW-COVID19: 89.4% of funds are expended as of January 31, 2023. This is on track to expend all funds by March 31, 2023.
  - Training and Employment Navigator Pilot – 50 total YTD participants have been served.
  - Skills Development Fund with Lone Star National Bank: This program is complete with 346 total new jobs per contract, 399 total number of actual jobs, and 13,629 total training hours.
  - Military Family Support Program: This program is on track with 12 new enrollments in CY23, 2 have been provided training in CY23, and 5 in support services in CY23.
  - Workforce Commission Initiatives: Hiring Red, White, & You! veterans job fair will be in November 2023, Texas Veterans Leadership Program provides support to TVLP staff at South Flores and 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.
  - RESEA Grant: WSA completion rates are 97% for the month, and 93% for BCY23 overall. TWC recently resumed requirements of 80% completion for Boards in BCY23.
  - JET Grant: Deadline for 2023 applications was March 14<sup>th</sup>. \$1.3M for school districts and charter schools. High demand occupation form from WSA Board is no longer required. WSA Youth Specialist is assisting school district and community colleges on an as requested basis.
  - Youth Partners-Work Experience: Current number of agreements is 114, student enrollment target is 140, and current student enrollment to date is 45.
  - Ready to Work Program: 845 have been case managed/enrolled in training, 115 have completed training, and 33 have been placed in quality jobs. Dr. Sammi Morrill asked about the fiscal feasibility of the Ready to Work program. CEO Adrian Lopez responded that WSA is in the positive of \$75k. Angela Bush added that WSA will not know actual numbers until the program is closed out and the audit has been completed. Dr. Sammi Morrill requested to see the fiscal side of it on the slide.

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- Summer TANF Initiative: Alamo will inspire young people’s interest through a unique STEM opportunity and engage with industry employers through a 12-week summer program. Target enrollment is 200, target audience is youth ages 16-24, and start date is May 1, 2023.
- b. Aspen Institute
- 24 Fellows have been selected and the opening retreat was held on March 29-31, 2023. The official announcement of the Fellows will be in conjunction with the Aspen Institute. The Fellows sectors include nonprofits, private industry, workforce development, and economic development across county and city.
  - The Fellows labs include 5-year vision, systems issues, learning agenda, research lessons, and draft recommendations. Fellows conduct local and national interviews and review research. The team meetings include research plans, ideas for change, developing change strategies, and preparing for stakeholder meeting.
  - The first Academy Session is Metrics & Meaning. The Fellows will reflect on organization’s approach to data and areas for action, explore access to resources and using quantitative and qualitative data, identify opportunities for disaggregating data and recognize racial and other equity disparities, and inform strategies that respond to the disproportionate impacts of racism and sexism.
  - The CoLabs will surface Fellows’ collective intelligence around needed local ecosystems changes, apply systems thinking to the local workforce system, reflect on, practice, and develop collaborative leadership skills, craft and present recommendations for ecosystems changes in learning labs, and deepen Fellow’s knowledge of specific CoLab issue.
  - Systems’ changes will help to stop running into the same barrier time after time. Changing institutional factors that affect how workers connect to jobs in business practices, education practices, and policy barriers.
- c. UI Weekly Work Search Contact Requirement  
Presented by Dr. Ricardo Ramirez, Director of Quality Assurance
- 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. 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.
  - Some of the factors when evaluating the number of work search contacts required may include population, labor force/market information, employment opportunities, and work search requirements in neighboring or similar counties. There has been continued population growth for most counties between 2010 and 2020. The population in the region increased 44,883 over the year. November 2022 data indicated that the counties with

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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.

- Large Boards Tarrant, Dallas, Gulf Coast, Boarderplex, 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 proposed job search requirements for this year are to retain the five job search contacts per week for each of the counties.

**Upon motion by Mary Batch and second by Esmeralda Perez, the Committee unanimously approved that the UI Weekly Work Search Contact Requirement remain at five for all counties.**

## VI. PROCUREMENT BRIEFING (DISCUSSION AND POSSIBLE ACTION)

Presenter: Jeremy Taub, Director of Procurement and Contracts

### a. Small, Minority, Women and/or Veteran Owned Business Enterprises, SMWVBE Updates

- Outreach is underway to survey all current vendors that involves obtaining a list of all vendors in the 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, and The South-Central Texas Regional Certification Agency.
- Providing demographic information on the Child Care Providers received from the contractor (City of San Antonio).
- 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.
- Of the 68 vendors with active term contracts, 20 are identified as SMWVBE. Of the \$3.7M estimated annual expenditure by dollar, \$1.7M is from SMWVBE vendors, which is about 47%.
- Regarding childcare providers with the City of San Antonio, 244 out of 566 providers identify as SMWVBE. 51.12% of expenditures are spent on SMWVBE childcare providers.
- Dr. Sammi Morrill would like to see a projection of SMWVBE costs for the end of the fiscal year.

### b. Timeline and Update for Adult RFP

- Deadline to submit proposals is April 11, 2023. The evaluation period will be from April 13 to May 3, 2023. Final recommendations will be made on May 15, 2023. The Board approvals will be for the Oversight Committee: May 26, Executive Committee: June 9, and Full Board: June 23, 2023. FY23 contract start date will be on October 1, 2023.

### c. RFP Updates

- The Mobile Workforce Unit is being re-bid due to contract negotiations failing. The anticipated award date is in April 2023.

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d. Update on Procurement Processes

Presented by Angela Bush, Collective Strategies

- Jeremy Taub introduced Randy Davidson as the new Assistant Director of Procurement and Contracts.
- TWC identified an area of concern for FY21. The monitoring results identify potential administrative concerns around the Board needing to follow federal and state guidelines for procurement consistency. As a proactive measure, the Board contracted Alfred Turner with The Syndicate Wave to evaluate current policies and procedures, make recommendations to strengthen the current system, and implement best practices and controls around procurement.
- TWC response is due on May 12, 2023. There are no disallowed or questioned costs, but the Board must strengthen controls around the procurement of leases and expiring contracts. The Board must comply with procurement requirements for six workforce center lease renewals.
- The Board should strengthen controls around expiring contracts. The real estate broker provided services with an expired contract. 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.
- 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, and the Board should provide needs analysis, cost reasonableness, and full fair and open competition documentation for all future leases.
- Board staff performed a competitive procurement for Real Estate Services. The selected vendor is PCR Brokerage San Antonio, LLC DBA Partners. The contract term is March 13, 2023, to March 13, 2024, with 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 and Contracts which manages all contracts and the database, and Bonfire (e-procurement system) sends automated reminders to end users.
- Regarding lease corrective action, TWC recommends completing a 100% review of each lease with 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, and additional renewal periods not in the original procurement may not be exercised.

- 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, and lease addendum provisions to standard leases.
- Dr. Sammi Morrill does not want to review this entire presentation again in June. She would like to see a project plan of where WSA is on the corrective actions. Angela Bush stated that there will only be an update for the May 26<sup>th</sup> meeting.
- Alfred Turner with The Syndicate Wave described the steps he took to assist WSA: comprehensive assessment of the procurement department, review current procurement process, recommend and assist in process improvements, and support audit reconciliation activities.

## VII. 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
  - WSA Program/Operations implemented a TA Plan to address TWC’s Audit Resolution Letter and Annual Monitoring Report for NCP and SNAP. The one item that needs to be addressed with TWC is to ensure NCP Choices guidelines are followed regarding the request to remove cases not being sent within the required timeframe to the Office of the Attorney General. 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. Dr. Sammi Morrill would like an update on this in June.
  - Trade Adjustment Assistance completed Phase I report which included four 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 has experienced a few delays in addressing TWC’s monitoring. Received C2GPS responses to Exit Report on March 31, 2023.
- c. TWC Performance – Measurable Skills Gains (MSGs) and Credential Rates

## VIII. CEO REPORT

Presenter: Adrian Lopez, CEO

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- a. SA Ready to Work Update
  - Staff has reached 906 enrollees.
- b. TWC Annual Conference Panel Submissions
  - WSA has submitted three proposals. The topics are on the Workforce Academy, the Alamo Workforce Consortium, and childcare quality.

IX. CHAIR REPORT

Presenter: Dr. Sammi Morrill, Committee Chair

- Dr. Sammi Morrill encourages all Board members to enroll in Alamo's Workforce Academy.

X. **Executive Session:**

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

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

XI. ADJOURNMENT

Presenter: Dr. Sammi Morrill, Committee Chair

**Upon motion by Mary Batch, the Committee unanimously approved to adjourn the meeting at 2:31 pm.**

## MEMORANDUM

**To:** Oversight Committee

**From:** Adrian Lopez, CEO

**Presented by:** Angela Bush, Collective Strategies/Maria Martinez, HR Generalist

**Date:** May 26, 2023

**Subject:** Employee Policy Handbook Revision: Employee Incentive Policy

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**Summary:** The FY23 budget included employee performance-based incentive pay. Uniform Guidance requires any bonuses or incentives to be included in the organization's policies and procedures as compensation. The memo will outline the proposed policy; upon full board approval, an incentive may be issued before September 30th of each fiscal year, if it is part of a board approved annual budget.

**Analysis:** This policy intends to formalize an incentive program that provides the Executive Leadership discretion to provide additional compensation for the Board staff who have exceeded performance expectations. The Chief Executive Officer may approve a lump sum monetary or non-monetary award for additional recognition, training development, or continuing education. Incentives are reasonable and necessary means to retain and motivate valued employees that demonstrate above and beyond normal performance expectations, a commitment to the agency, the community, and pillars in moving the agency forward. This incentive pay does not affect the base salary or annual salary of the employee and will be a one-time lump sum payout.

### Award Types:

- A lump sum to recognize a specific achievement that moves the department or agency forward.
- An incentive plan with goals, criteria, and a one-time or regular payout schedule when goals are met or exceed over and above average performance expectations.
- Non-monetary awards can include recognition, career development opportunities, and attendance for special lectures, training programs, and conferences.

**Alternatives:** Without an approved incentive policy, employees that go above and beyond performance expectations will not be able to be recognized outside their annual review period monetarily.

**Fiscal Impact:** Incentives can only be disbursed that are included in an approved budget or budget amendment. The total amount budgeted for incentive pay for FY23 is \$189,914. An approved incentive budget may not exceed five percent of the employee's annual compensation, or \$10,000, and does not apply to the Chief Executive Officer. The Chief Executive Officer's compensation is approved separately by the Board of Directors.

**Recommendation:** Approve an addendum to add the Employee Incentive Policy to the Employee Policy Handbook to include an incentive policy.

**Next Steps:** Upon full Board approval, the budgeted incentives may be completed through a performance evaluation and paid out by the end of the fiscal year.

**Attachments:**

Employee Incentive Policy  
Incentive Evaluation Form  
Incentive Calculation

## MEMORANDUM

To: Adrian Lopez, CEO  
From: Giovanna Escalante-Vela, CFO  
Through: Maria Martinez, HR Generalist  
Date: May 26, 2023  
Regarding: Employee Policy Handbook Addendum - Employee Incentive Policy

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**SUMMARY:** Workforce Solutions Alamo Incentive Plan rewards Board staff, excluding the Chief Executive Officer, for individual and departmental contributions. These contributions are essential to carry out short- and long-term objectives that support the agency’s mission, vision, and values, including but not limited to stated objectives in the Local Plan.

**POLICY:** The Workforce Solutions Alamo Incentive Plan will compensate employees as the available budget permits. Employee Incentives must be budgeted and pre-approved in the Board’s annual operating budget.

This policy intends to formalize an incentive program that provides the Executive Leadership discretion to provide additional compensation for the Board staff who have exceeded performance expectations. The Chief Executive Officer may approve a lump sum monetary award, a non-monetary award for additional recognition, training development, or continuing education.

Incentives are reasonable and necessary means to retain and motivate valued employees that demonstrate above and beyond normal performance expectations, a commitment to the agency, the community, and pillars in moving the agency forward. This incentive pay does not affect the base salary or annual salary of the employee and will be a one-time lump sum payout.

### AWARD TYPES:

- A lump sum to recognize a specific achievement that moves the department or agency forward.
- An incentive plan with goals, criteria, and a one-time or regular payout schedule when goals are met or exceeded and above normal performance expectations.
- Non-monetary awards can include recognition awards, career development opportunities, and attendance for special lectures, training programs, and conferences.

### PROCEDURE:

- A lump sum to recognize a specific achievement.
  - Establish performance criteria to determine award recipients and award amounts.
  - Employees will submit agency contributions to the manager for consideration, who will make a recommendation to the Executive Leadership.
  - The employee’s accomplishments exceed the normal standards/expectations for the job.
  - The employee serves as a role model for others, displaying desirable characteristics such as Accountability, Collaboration, Excellence, Innovation, and Integrity.

- An incentive plan with goals, established criteria, and regular payouts when performance exceeds goals.
  - For incentive plans, the department Director and/or Manager must develop specific targets. Goals, pre-established criteria, and regular payouts are essential under this plan.
  - Managers should communicate to the employee the expectations and the incentive period's outcome.
- Non-monetary awards can include recognition, career development opportunities, and attendance for special lectures, training programs, and conferences.
  - Based on employees exceeding a department goal, indicate the goal.
  - Based on employees' suggestions for increased productivity that are realized and for outstanding performance on special projects.

**APPROVAL AND PAYMENTS:**

- Signature of a supervisor who is proposing the award.
- Signature of Executive Leadership agreeing with or proposing the award program.
- Signature from the accounting department that sufficient funds for the award are available in the budget.
- Signature from Human Resources.
- Approval from the Chief Executive Officer (CEO).

The monetary awards may not exceed \$10,000, or 5% percent, of the employee's base salary, whichever is greater. A decision about the amount of the lump-sum award should depend upon the nature and the complexity of the accomplishment and the ability of the department to fund the award. The award must be commensurate with the agency's benefit received for the individual contribution. Under exceptional circumstances, with the Chief Executive Officer's approval, a higher bonus may be approved.

**INQUIRIES:** Inquiries concerning this procedure should be addressed to Human Resources.

# Workforce Solutions Alamo Incentive Evaluation Form

## Employee Incentive Evaluation Form

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<b>EMPLOYEE NAME</b>	
<b>SELF-EVALUATION SUBMITTED</b>	
<b>MANAGER NAME</b>	
<b>MANAGER REVIEW DATE</b>	

The Workforce Solutions Alamo Incentive Plan will compensate employees as the available budget permits. Employee Incentives must be budgeted and pre-approved in the Board's annual operating budget.

The policy intends to formalize an incentive program that provides the Executive Leadership discretion to provide additional compensation for the Board staff who has exceeded performance expectations. The Chief Executive Officer may approve a lump sum monetary award, a non-monetary award for additional recognition, training development, or continuing education.

Incentives are reasonable and necessary means to retain and motivate valued employees that demonstrate above and beyond normal performance expectations, a commitment to the agency, the community, and pillars in moving the agency forward. This incentive pay does not affect the base salary or annual salary of the employee and will be a one-time lump sum payout.

Please evaluate each question about your position and provide a short justification.

### 1: What innovation have you contributed to support the Local Plan?

### MANAGER RESPONSE

Rating:

Exceed Expectations?  Yes  No

### 2: What contribution have you made to the organization or department?

**MANAGER RESPONSE**

**Rating:**

Exceed Expectations?  Yes  No

**3: How have you contributed to non-TWC initiatives?**

**MANAGER RESPONSE**

**Rating:**

Exceed Expectations?  Yes  No

\_\_\_\_\_  
Employee Signature:

Employee Name:

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

Supervisor Name:

\_\_\_\_\_  
Date

\_\_\_\_\_  
HR Signature:

HR Name:

\_\_\_\_\_  
Date

-----  
CEO Signature:

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Date

## Incentive Summary & Calculation

Employee Name				
Review Period				
Manager Review Date				
Incentive Summary	INCENTIVE SUMMARY	WEIGHT (%)	Exceeds Expectations? (YES or NO)	% Earned
Local Plan	1.LOCAL PLAN	2.00%		0.00%
Departmental Contributions	2. DEPARTMENTAL CONTRIBUTIONS	2.50%		0.00%
Non-TWC Initiatives	3. NON-TWC INITIATIVES	0.50%		0.00%
Incentive Calculation	<b>TOTAL INCENTIVE EARNED</b>	<b>5.00%</b>		<b>0.00%</b>



# **EMPLOYEE POLICY HANDBOOK REVISION: EMPLOYEE INCENTIVE POLICY**

May 26, 2023

Adrian Lopez, Chief Executive Officer

Angela Bush, Collective Strategies / Maria Martinez, Human Resource Generalist

## Purpose:

- Formalizes an incentive program that provides the Executive Leadership discretion to provide additional compensation for the Board staff who has exceeded performance expectations.
- Creates a reasonable and necessary incentive policy to retain and motivate valued employees, demonstrating a commitment to the agency.
- Award types include lump sum monetary or non-monetary awards for additional recognition, training development, or continuing education.

## Criteria:

- A lump sum to recognize a specific achievement.
- An incentive plan with goals, established criteria, and regular payouts when performance exceeds goals.
- Non-monetary awards can include recognition, career development opportunities, and attendance for special lectures, training programs, and conferences.

## Limitations:

- Awards may not exceed \$10,000 or 5% of the employee's base salary.



**Questions**

## MEMORANDUM

**To:** Oversight Committee

**From:** Adrian Lopez, CEO

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

**Date:** May 26, 2023

**Subject:** Performance, Programs, and Operational Updates

**Summary:** This item is to provide an update of Workforce Solutions Alamo programs and grants, including both adult and 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 improve performance:
- A. WIOA Adult Dislocated Worker (DW), C&T Credential Rating:
- I) **Credential DW:** The current measure time frame up to 2nd quarter which is deficit by 10 cases. Staff obtained documentation of the credential in which DINTS were entered and have been forwarded to WSA.
  - II) **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 3 cases enrolled in the WIOA Youth Statewide program (Job Skill). TWC has indicated that these programs will not be removed from this measure.
  - III) **Plan of action includes:**
    - Outreach out to customers by phone, text messaging, and/or email.
    - Received guidance from TWC on what is allowable as credentials. WSA team will be further discussing to make additional updates to impact this measure positively.
    - C2 Quality Assurance has provided a credential report to support Center Management research cases.
    - Credential DW: The current measure time frame up to 3<sup>rd</sup> quarter which is deficit by 5 cases. Staff obtained documentation of the credential in which DINTS were entered and have been forwarded to WSA. Per TWC, DINTS at this time are not a priority and therefore taking longer to process these requests.

- C&T: The current measure time frame reflects up to the 3rd quarter which is deficit by 9 cases. The Credential Rate for C&T is currently not being met due to various cases that are impacting this measure from statewide grants. TWC confirmed they cannot remove these cases. Also, once WSA and TWC review/approve DINTS identified, we will be meeting this measure, as projection for the 4<sup>th</sup> quarter shows that we would be in a deficit by 2 cases.
- We will continue to monitor this performance and cases that are directly affecting this performance measure.
- We will notify WSA of any additional cases that may affect this measure or any grants that require specific services that could affect this measure.
- Staff will monitor cases, build rapport with customers, and keep customers engaged in training to ensure positive impact.

B. WIOA DW Measurable Skills Gains:

- I) Adult contractor will continue to provide MSG training to all management and staff on measures.
- II) Adult contractor will reach out to Training providers to obtain appropriate documentation for MSG entry.
- III) DW: The current measure time frame up to 2<sup>nd</sup> quarter which is deficit by 6 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 102.86%, meeting TWC performance range. Unofficial numbers for March reflected Alamo is averaging 11,482 units of care for children enrolled in Early Learning Programs, 113.07% for the month. See *Childcare Performance Memo*.

**Child Care Quality:**

Alamo Board has 143 Early Learning Programs certified as Texas Rising Star. Across the 13 counties there are 579 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*.

WSA is tracking the total number of centers, those eligible for Texas Rising Star and those achieving Texas Rising Star. Moving forward WSA will continue to track the contribution of the WSA Quality Cohort toward centers achieving Texas Rising Star. The following information provides an overview the WSA Quality cohort:

- Length of Time: 6 months
- Schedule:
  - Fall - October to March
  - Spring - April to September
- The WSA quality cohort is open to 100 child care centers at a time that are interested in the cohort.
- Average sign up has been 70.
  - Spring 2022b- 11 completed
  - Fall 2022b- 70 completed
  - Spring 2023- pending actual enrollment and completion to be determined end of September

It is important to note there are many variables associated with the TWC requirement:

- The accepting of subsidy/providing scholarships to children/families, is voluntary and not mandatory: Providers can opt out at any time for any reason.
- Texas Rising Star Assessment is only for Providers/Centers who accept subsidy/provide scholarships (have an active agreement with CCS).
- If Providers do not wish to pursue TRS, they will have CCS agreement terminated, and/or can select to no longer have an agreement with CCS.
- The Texas Rising Star assessors are being centralized by the state, and the timeline for that may impact the assessment timeline, as assessors transition to new entity.
- Centers who are in cohort, and are designated Entry Level Designated, must still meet the requirements for licensing when the TRS screening is completed. If found not eligible due to deficiencies, then the center is unable to be assessed until a later date, pending the end of the deficiency.

### **Child Care Community Conversations:**

- The childcare team has been hosting community conversations throughout the 13-county area to understand the early childhood landscape, needs, resources, and impact on the workforce.
- Community conversations have now been hosted in Kerr, Frio, Wilson, Comal, Gillespie, Atascosa, Karnes, Guadalupe, Bandera, and Medina Counties, with Kendall County scheduled next on May 24<sup>th</sup>.

For the months of April & May, rural communities have access to an in-person Child Care representative. The Child Care representatives are utilizing WSA rural offices, where space is available. The childcare team continues 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):** Offers paid, on-the-job, workplace readiness training, work experience, and transferable skills learning opportunities for students with disabilities. The projected goal for FY23 is 256, currently 213 Early Referrals have been received. WSA has gathered 207 committed positions from employers with a diverse selection of job positions. Additionally, FY2023 Employer agreements are in the process of being signed.
- **Student Hireability Navigators:** Navigators are preparing for the November 2023 Alamo Helping Hands event with Southside First Partnership for VR customers and community members with disabilities. Presenters will include Navigators Alamo Area Coalition Collaborative, Southside First Entrepreneurs, and Higher Educator Participants.
- **Teacher Externship:** Staff has created partnerships among educators, Independent School Districts, and various industries to develop an effective workforce system by making the connection between academic skills and the workplace. WSA is exploring additional partners for the new program year that will launch in June 2023. The target participation is 170 teachers and 25 ISDs. Currently, 88 educators and 25 ISDs are committed to participate in FY2023. The goals are to align externships with sector-based employers to enhance the learning experience for youth as well as to expand rural district participation for the upcoming program year. TWC has verbally confirmed an additional award of \$106,000 supporting an additional 60 teachers. We are pending final documentation from TWC.
- **Disaster Recovery, NDW-Winter Storm** provided training and disaster relief employment to individuals impacted by the Texas Winter Storm of 2021. This grant ended March 31, 2023. This program supported 57 enrollees in total. Of those, 28 participants were provided training and 38 supportive services provided, and 25 participants entered employment. As of March

31, 2023, 94.9% of funds have been expended. Close out package will be submitted by the deadline of May 31, 2023.

- **Disaster Recovery, NDW-COVID-19** provided training and disaster relief employment to individuals impacted by the COVID19 pandemic. This grant ended March 31, 2023. This program supported 429 individuals in total. Of those, 173 participants were supported with Disaster Relief Employment, 99 participants with training, and 185 support services provided. Of the total participants, 166 entered employment. As of March 31, 2023, 161.87% of the funds have been expended. Close out package will be submitted by the deadline of May 31, 2023.
- **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 ended 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. A total of 13,629 training hours have been provided, supporting 95 new jobs and 304 upgraded jobs. The overall expenditure of this grant is 117.53%. Close out package will be submitted by the deadline of May 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 increasing their chances of securing employment or obtaining higher education. Year to date, this program has enrolled 92 participants, 46 being adults (18 & over) and 46 youth. Since the beginning of FY2023, 7 of these participants have entered work experience. Contract date is atypical, 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. **TWC has shared they are currently unable to provide status of monthly RESEA reporting. An estimate of when the report will be ready could not be given.**
- **Military Family Support Program (MFSP)** provides active-duty military spouses with work experience, job search assistance, support services, and training. As of April 2023, enrollment is at 13 new participants for the 2023 Grant Year and 7 still active from the 2022 contract year. Of these participants, 2 are enrolled in training and all 13 new participants have received work-ready support as well as 8 support services provided. Contract date is atypical, January 1 through December 31, 2023.
- **Workforce Commission Initiatives - FY2023:**
  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 including: JBASA, TVC, and Bexar County Military and Veterans Services.
  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 FY2023, WSA shifted from one large event to several smaller, industry focused events. This will support the engagement of youth at different locations, including both rural and urban areas, 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. Event dates for BCY 2023 include:

- May 26th at Second Baptist Church in SA, TX, Industries: Warehousing & Transportation/Healthcare/Education  
NOTE: Opportunity and foster youth will be prioritized, with participants being connected to WIOA youth opportunities
- June 30th at Braden Keller Center in Castroville, TX (Medina County), Industries: IT/Cybersecurity/Aerospace/Agriculture
- August 2023 location TBD, Industry: Finance
- September 26th at CPS Energy Headquarters in SA, TX, Industries: Manufacturing/Construction/Energy/Oil & Gas

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 was scheduled on April 6-7, 2023, in San Marcos, TX. The WSA Youth Program Specialist was in attendance.

2022 WCI Grant - Childcare Short-term Training to CCS Parents: Grant is specific to customers receiving childcare services through the Child Care Scholarship, COSA. Staff conduct outreach via childcare reports provided by the WSA Childcare Team. Ends May 31, 2023.

- **WIOA Youth**: As of April 2023, 5 of the 6 deliverables targets are either being met or exceeded. In addition, staff has secured 114 Work Agreements for Youth with 330 positions/opportunities available. As of April 2023, 164 out-of-school youth (urban & rural) and 59 rural youth have been enrolled. A total of 189 youth have enrolled, with 62 receiving work experience and 441 support services provided.
  - The Youth Committee met May 12, 2023, to discuss objectives, priorities, and youth functions.
  - In April 2023, WSA Youth Team assisted at SAISD Senior Job Fair on April 5, 2023, at PAC and participated in ACE Race on April 21<sup>st</sup> at Freeman Coliseum.
  - WSA Youth Team will have a booth at Teens Day SA Event on May 20, 2023. They will also be attending the El Dia de Niño in Pearsall on May 18, 2023. They are also working on the upcoming Jobs Y'All FY2023 events as well as a committee member for UP Partnership's May 22, 2023, Unified Practitioner Conference at St. Mary's University.
- **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 1,843 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.

## MEMORANDUM

**To:** Oversight Committee

**From:** Adrian Lopez, CEO

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

**Date:** May 26, 2023

**Subject:** Aspen Institute Workforce Leadership Academy

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**Summary:** Workforce Solutions Alamo is proud to announce our local WSA Aspen Workforce Leadership Academy (WLA), in partnership with the Aspen Institute Economic Opportunities Program (EOP). WSA is one of eight organizations selected across 24 states and Canada.

In accordance with the Local Plan, WSA has worked to create partnerships representing a diverse collection of employers, government entities and elected officials, education and training partners, economic development organizations, labor associations and organizations, and community-based and non-profit social service agencies that represent our local 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 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:

- April, Session 1: Metrics and Meaning: Data-Informed Decision Making
- May, Session 2: Partnership and Collaboration: Working Across Boundaries
- July, Session 3: Program Strategies: Evidence-Informed Practice
- August, Session 4: Policy and Funding
- September, Session 5: Employer Practices: Raising the Floor and Building Ladders
- 360 Leadership Assessment – September 15, 2023
- Closing Retreat, November 8<sup>th</sup> – 10<sup>th</sup>, 2023
- Stakeholder Co Lab Pitch, December 4<sup>th</sup>, 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 ecosystem 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. WSA is currently exploring other local initiatives supporting the workforce ecosystem and aligned with the Aspen Workforce Leadership Academy to request financial support and collaborate efforts.

# Performance, Programs & Operational Updates

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# Operational Updates

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Item	Description	On target
1	WSA continues to perform well on overall expenditures and outcomes.	
2	Measurable Skills Gained & Credential Rating for WIOA Adult	
3	Measurable Skills Gained WIOA Youth	
4	Child Care is trending at 102.86% 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 current enrollment: 1,167 participants	
8	National Dislocated Worker (NDW) Funding is on track to expense full investment	

# MPR Quarterly 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 5/5/2023

**MARCH 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	104.78%	101.36%	117.68%	105.67%	100.81%	106.08%	99.74%	116.92%	87.29%	57.95%	99.13%	103.27%	93.97%	101.94%	99.16%

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

**Except:**

- WIOA DW Participants Credential Rate
- WIOA DW Measurable Skills Gains Rate



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# MPR Performance Updates

P+ : > 105 %

MP: 97.5%-105%

MP but at risk: 95% - 97.5%

- P: <95%

**FINAL RELEASE**  
As Originally Published 5/5/2023  
**MARCH 2023 REPORT**

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 10/22-3/23 YTD-Only)	+P	MP	-P	% MP & +P
	Employed/ Enrolled Q2 Post-Exit	Employed/ Enrolled Q2-Q4 Post-Exit	Credential Rate								
Alamo	99.37%	105.07%	91.76%	94.57%	103.27%	118.84%	102.86%	4	14	4	82%

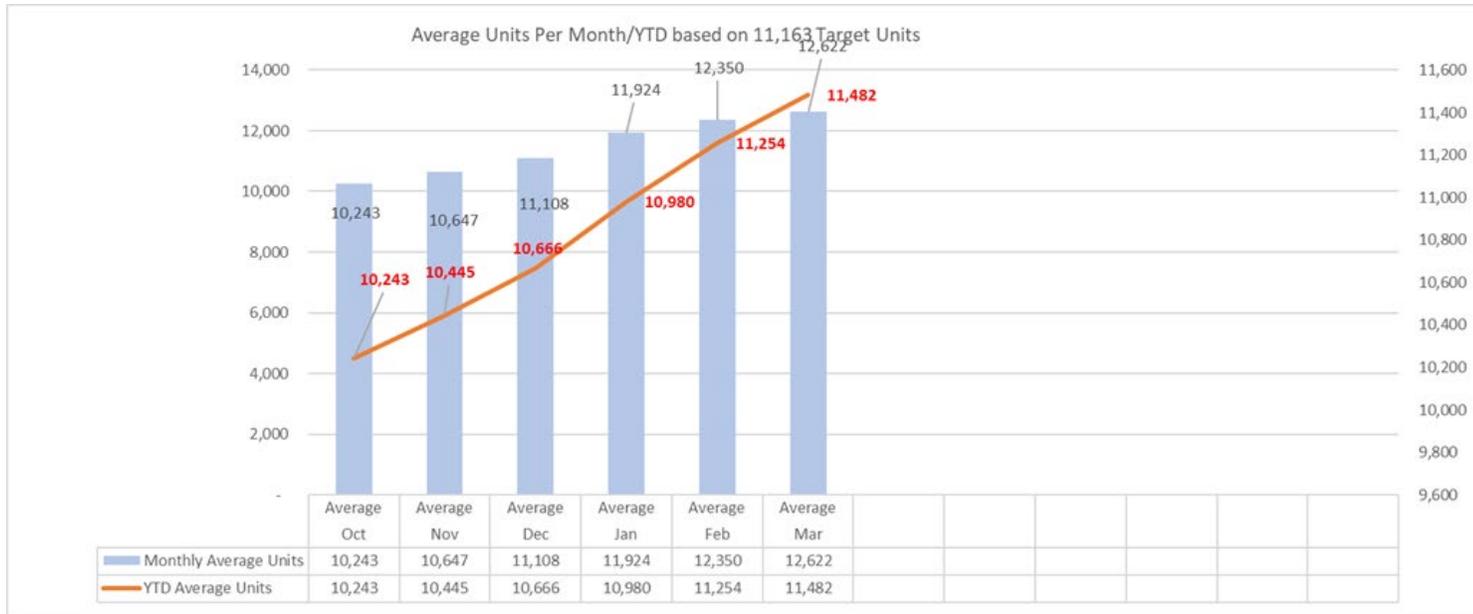
**WSA is currently meeting or exceeding performance targets for 2023 18 of 22 of TWC Contracted Measures**

**Except:**

- WIOA C & T Participants Credential Rate and RESEA Re-Employment Rate



# Child Care Performance Briefing



- TWC Performance set at 11,427 for FY 2023
- Current YTD for FY 2023: 11,482
- Performance 102.86%

	Oct	Nov	Dec	Jan	Feb	March
	Average	Average	Average	Average	Average	Average
Monthly Average %	91.76%	95.38%	99.50%	106.82%	110.64%	113.07%
YTD Average Units %	91.76%	93.57%	95.55%	98.36%	100.82%	102.86%



# Child Care Performance Briefing

	Oct	Nov	December	Jan	Feb	March
	<b>Average</b>	<b>Average</b>	<b>Average</b>	<b>Average</b>	<b>Average</b>	<b>Average</b>
Choices	237	229	209	203	201	198
TANF						4
Low Income	9,554	9,938	10,419	11,210	11,618	11,868
Former DFPS	382	401	392	419	428	439
Homeless	70	79	88	92	103	114
Monthly Average Units	10,243	10,647	11,108	11,924	12,350	12,622
Monthly % Average	91.76%	95.38%	99.50%	106.82%	110.64%	113.07%
YTD Average Units	10,243	10,445	10,666	10,980	11,254	11,482
YTD % Average	91.76%	93.57%	95.55%	98.36%	100.82%	102.86%
TWC Target	11,163	11,163	11,163	11,163	11,163	11,163



# WSA Quality Cohort

*Quarter / Program YR	Remaining Centers Start of Quarter	**Centers Enrolled	Percentage Completion	Complete by the End of Quarter	Eligible for TRS	Applied for TRS	TRS Certified	On Track
Q1 / 23	411							
Q2 / 23	411	11	100%	11				
Q3 / 23	400	71	100%	71				
Q4 / 23	329	80	80%	64				
Q1 / 24	265	80	80%	64				
Q2 / 24	201	80	90%	72				
Q3 / 24	129	80	90%	72				
Q4 / 24	57	80	70%	56				
Target PY 24	1							

\*Quarter / Program Yr: Cohort is 6 months. Do not anticipate seeing significant changes QXQ

\*\*Centers Enrolled: Existing + New - Graduated. Data tracks urban and rural centers.



# Alamo Early Learning Centers

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

Early Learning Center Location	Programs (With/Without CCS agreement)	Total Number of CCS Programs	TRS Certified	Percentage
Bexar Early Learning Programs (CCS)	795	442	<b>122</b>	28%
Rural Early Learning Programs (CCS)	254	137	<b>22</b>	16%
<b>Total</b>	<b>1049</b>	<b>579</b>	<b>144</b>	<b>25%</b>



# 2023 Workforce Grants & Project Updates

## Summer Earn and Learn (SEAL)

**\$1.8 Million**

Offers paid, on-the-job, workplace readiness training, work experience, and transferable skills learning opportunities for students with disabilities.

- FY23 Employer agreements are being signed
- TWC Target 256
- Early Referrals: 213
- Positions Secured: 207

Timeline: March 2023 – August 2023

## Teacher Externship

**\$200,000**

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

- Target: 160 Teachers & 25 ISDs
- Increased award by \$106,000, pending confirmation
- 60 additional teachers with increase
- 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

WSA Grants & Projects	Funding Amount	Purpose	YTD Enrollment	Trainings Provided	Support Services Provided	Entered Employment	Closed
Disaster Recovery, NDW-Winter Storm	\$280,952	Training & Disaster Relief Employment individual s impacted by the Texas Winter Storm of 2021.	57	28	38	25	<b>3/31/23</b>
Disaster Recovery, NDW - COVID19	\$6,452,066	Training and Disaster Relief Employment (DREs) provided to individuals impacted by the COVID19 pandemic.	428	99	185	166	<b>3/31/23</b>



# 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 - Target	Total No. of Jobs - Actual	Total Training Hours Delivered	Closing Date
346	399	13,629	3/31/2023

**Timeline: Ended March 31, 2023**

**Close out will be submitted by deadline of May 31, 2023**

**Targeted Industry:**



# 2022 Workforce Grants & Project Updates

## 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	Q6 Active Enrollment	Total YTD Participants Served
12	45	92

Timeline: October 31, 2022 - October 30, 2025  
In April 2023, Grant was extended for two more years



# 2023 Workforce Grants & Project Updates

## Military Family Support Prog. (MFSP) \$221,896

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

- Strengthening partnership with JBSA
- Braiding Ready to Work

For BCY 2023:		
New Enrollment	Training	Support Services
13	2	8

Timeline: January 1, 2023 - December 31, 2023

### Targeted Industries:



Health



IT/Cybersecurity



## Workforce Commission Initiatives \$94,250

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

1. **Hiring Red, White & You!:**  
Veterans' Job Fair - November 2023.  
date and time to be determined.
2. **Texas Veterans Leadership Program (TVLP):**  
Provides support to TVLP staff at two WSA Centers: South Flores & Walzem
3. **Career in Texas Industries:** Provides career exploration in sector-based industries for youth. BCY23 will have multiple smaller events versus a large event. Next two events scheduled May 26<sup>th</sup> & June 30<sup>th</sup>, 2023.

Timeline: October 1, 2022 – September 31, 2023

# 2022 Workforce Grants & Project Updates

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

**\$850,950**

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.**

- **For WSA – Unable to Provide;** per TWC, monthly RESEA reporting is not available and is TBD as to when it will be ready.
- "RESEA services are required within 7 days" - 80% completion rate required for boards in BCY 2023



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

# Career Pathways - Youth Events



- **Second Baptist Church Community Center**  
May 26, 2023, 10:00am – 2:00pm  
Education/Healthcare/Warehousing & Transportation  
Target: Urban 200 Homeless and Foster Students



AEROSPACE



- **Braden Keller Community Center, Medina County**  
Tentative Date: June 30, 2023  
Aerospace/Robotics/Construction  
Rural Focus



- **Date & Location: TBD**  
IT/Finance/Healthcare  
Rural Focus



- **CPS Headquarters – San Antonio**  
September 29, 2023  
Oil and Gas & Engineering  
Urban Focus

# 2023 Workforce Grants & Projects Updates

## WIOA Youth - Enrollments to Date

WIOA YOUTH REPORT 2022-2023	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	TOTAL
Enrollments - URBAN								
In-School Youth	1	1	1	1	0	2	1	7
Out-of-School Youth	11	9	28	14	12	32	17	123
Enrollments - RURAL								
In-School Youth	1	3	1	0	2	4	7	18
Out-of-School Youth	9	14	4	1	4	4	5	41
Services								
Occupational/Vocational Training	2	6	2	5	3	2	2	22
Work Experience	7	4	4	13	8	18	8	62
Supportive Services	43	54	53	85	47	103	56	441
Educational Services (GED)	8	9	0	3	4	2	2	28

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	61	18		130
Rural Participants Planned	150	7	9	8	7	31
Actual New Enrollments		32	15	12		59
Work Experience Career Opportunities Planned		35	35	35	35	140
Actual		15	39	8		62
Educational Service (GED) Planned		5	5	6	5	21
Actual		17	9	2		28
Supportive Services Planned		52	52	53	52	209
Actual		150	235	56		441
Training Services Planned		10	10	10	10	40
Actual		10	10	2		22



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 and are available to youth ages 16-24.

Current WEX Agreements	WEX Positions Available	Student WEX Enrollment Target	Current Student WEX Enrollment to Date
114	330	140	62



### Targeted Industries:

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



# 2022 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. \*Data 05/16/23

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	2286	1167	138	36

### WSA Ready to Work Subgrantees

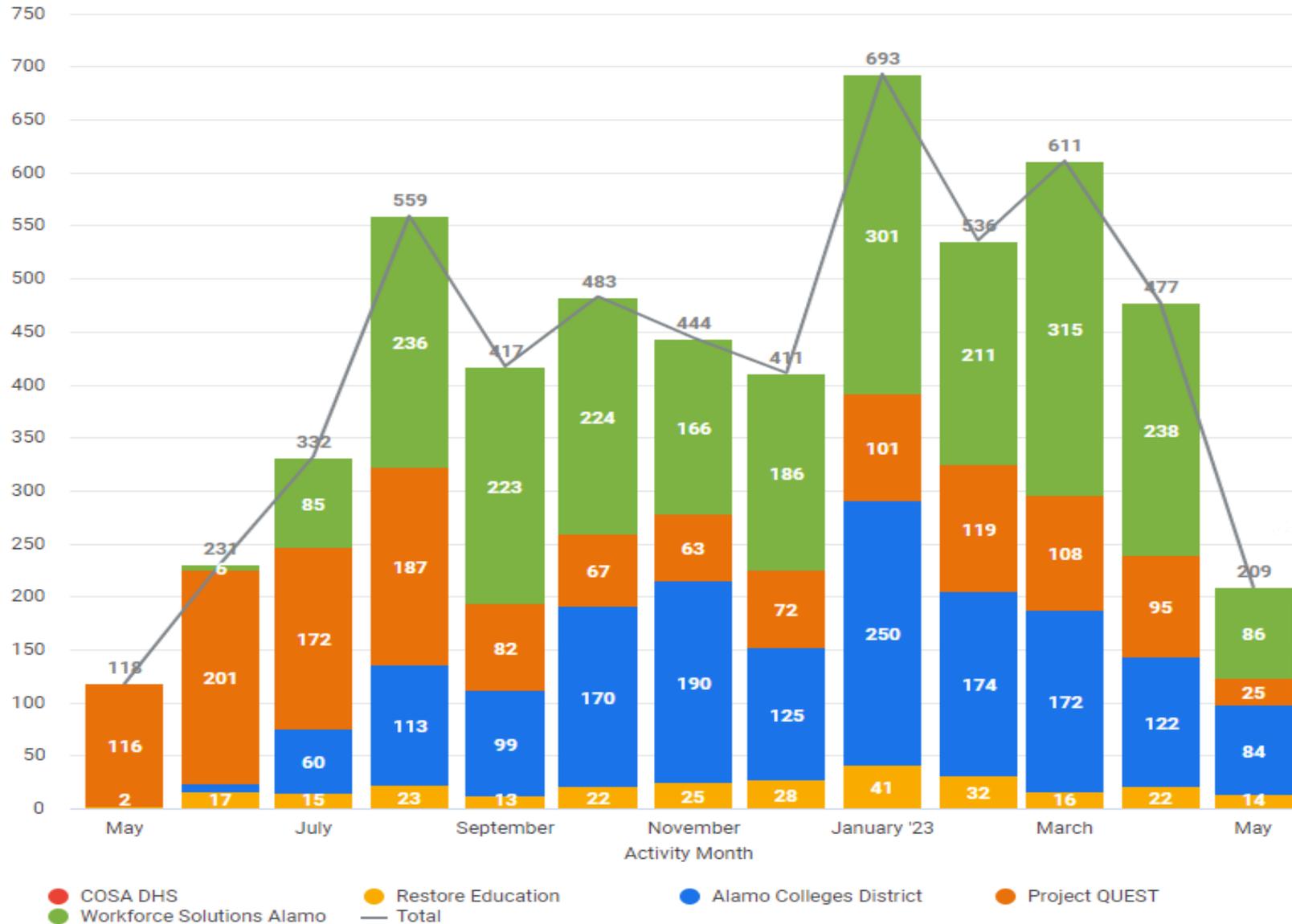
1. Avance
2. C2 Global
3. Chrysalis
4. Family Service Association
5. San Antonio Food Bank
6. Texas A & M San Antonio
7. YWCA San Antonio



Top Trainings being selected: Medical, IT & Construction

# RTW YEAR-TO-DATE PROGRAM PROGRESS

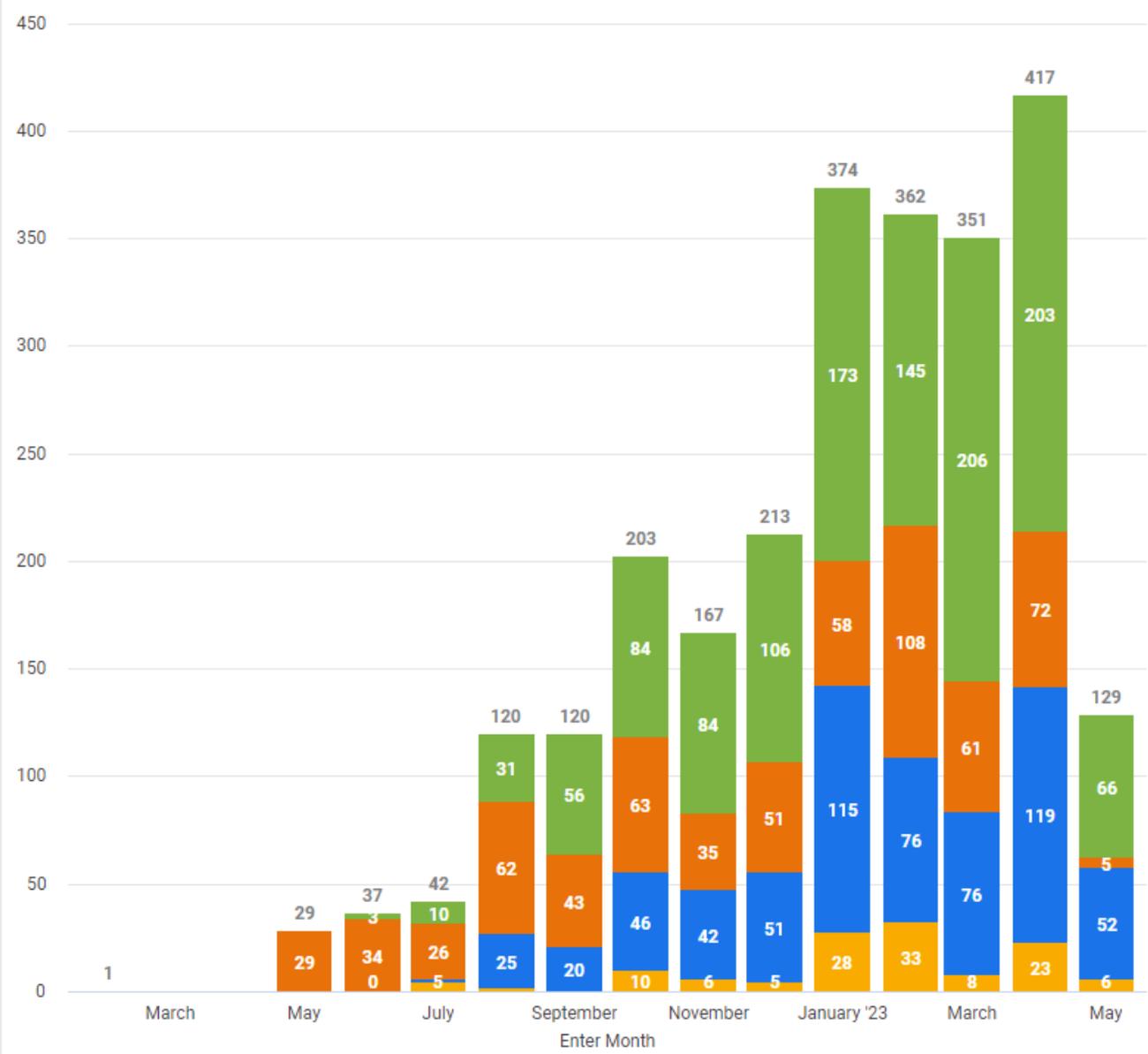
Applicants Interviewed (Successful PAAs) by Month



Applicants Interviewed (Successful PAAs) by Month

	Workforce Solutions Alamo	Alamo Colleges District
1	0	
2	6	
3	85	
4	236	
5	223	
6	224	
7	166	
8	186	
9	301	
10	211	
11	315	
12	238	
13	86	
Totals	2,277	

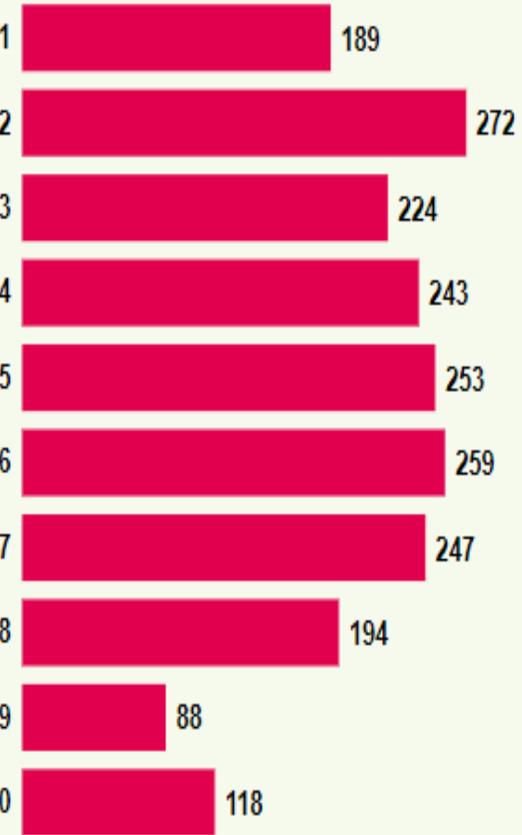
# YEAR TO DATE - ENROLLED IN TRAINING



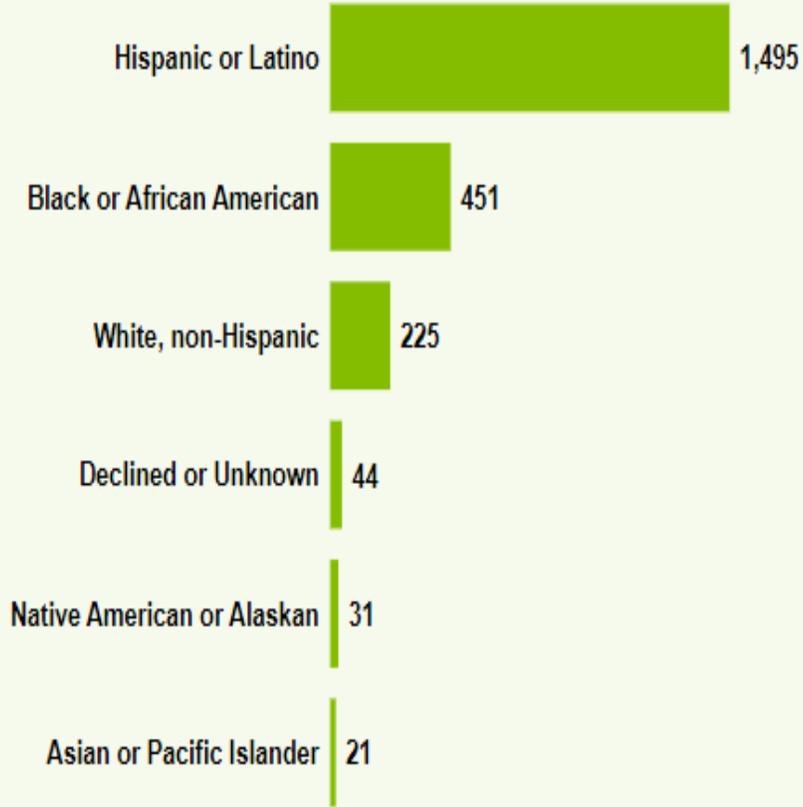
	st	Project QUEST	Workforce Solutions Alamo
1	1	0	0
2	0	0	0
3	0	0	0
4	0	29	0
5	0	34	3
6	1	26	10
7	25	62	31
8	20	43	56
9	46	63	84
10	42	35	84
11	51	51	106
12	115	58	173
13	76	108	145
14	76	61	206
15	119	72	203
16	52	5	66
<b>Totals</b>	<b>624</b>	<b>647</b>	<b>1,165</b>

# APPLICANTS INTERVIEWED

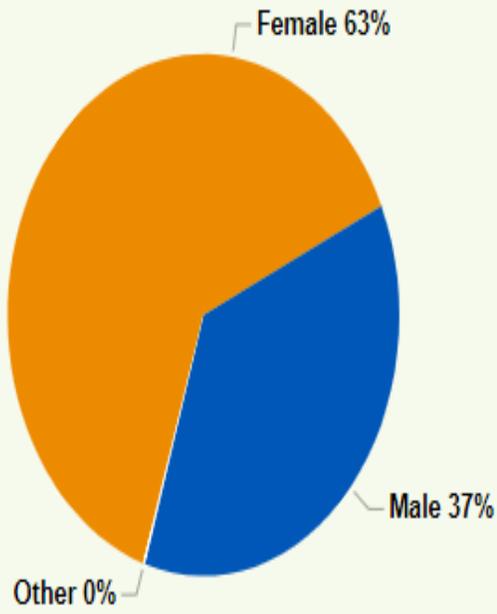
City Council District



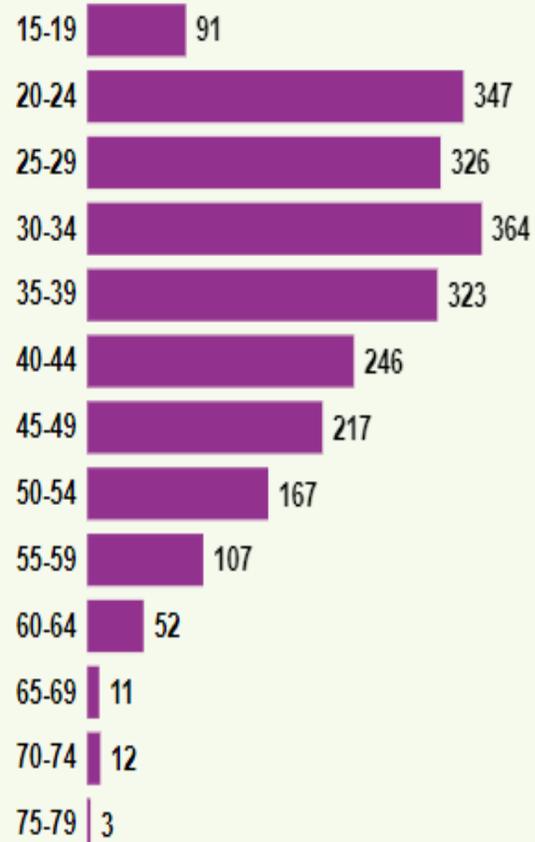
Race & Ethnicity



Gender

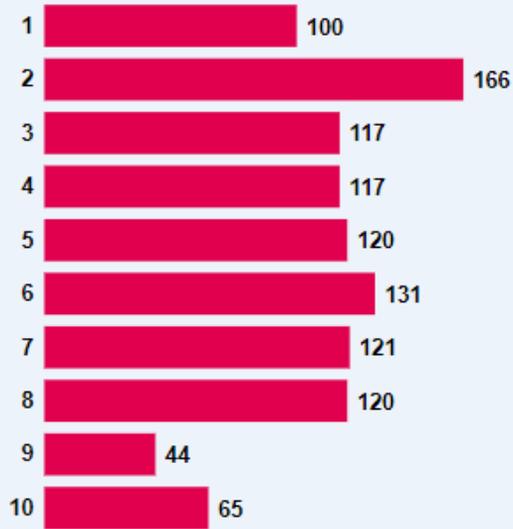


Age

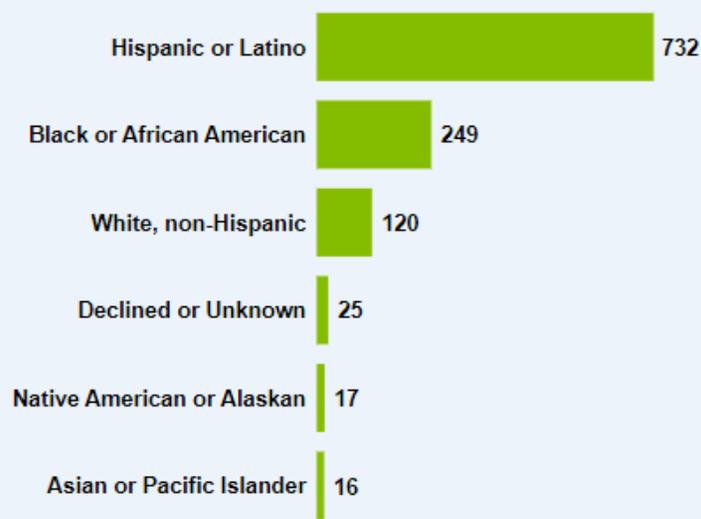


# ENROLLED IN TRAINING

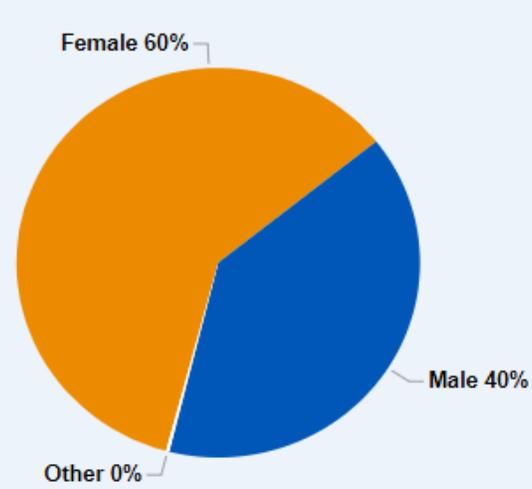
City Council District



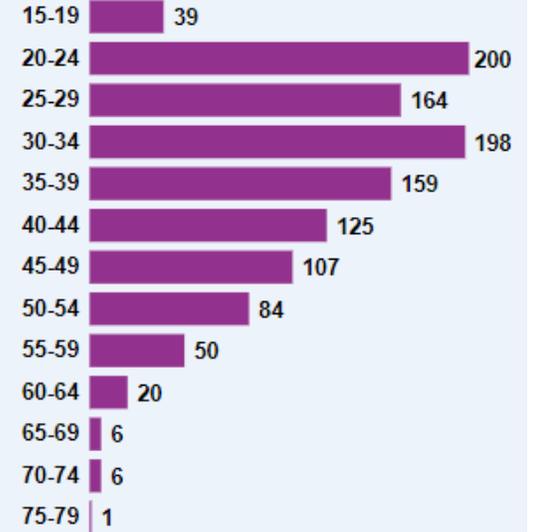
Race & Ethnicity



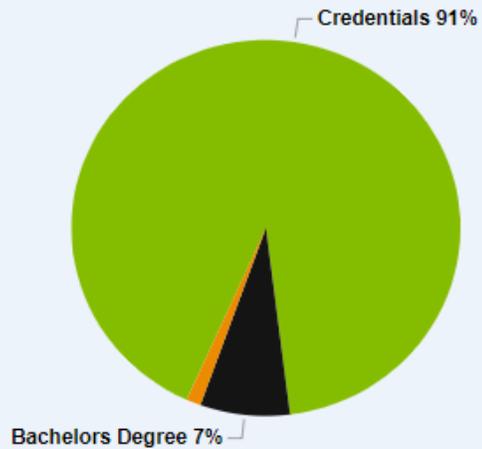
Gender



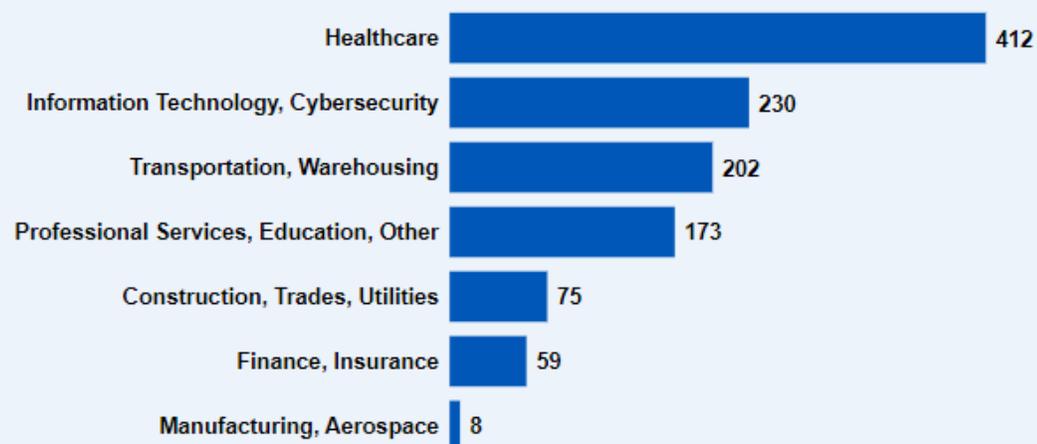
Age



Type of Credential



Enrollment by Target Industry

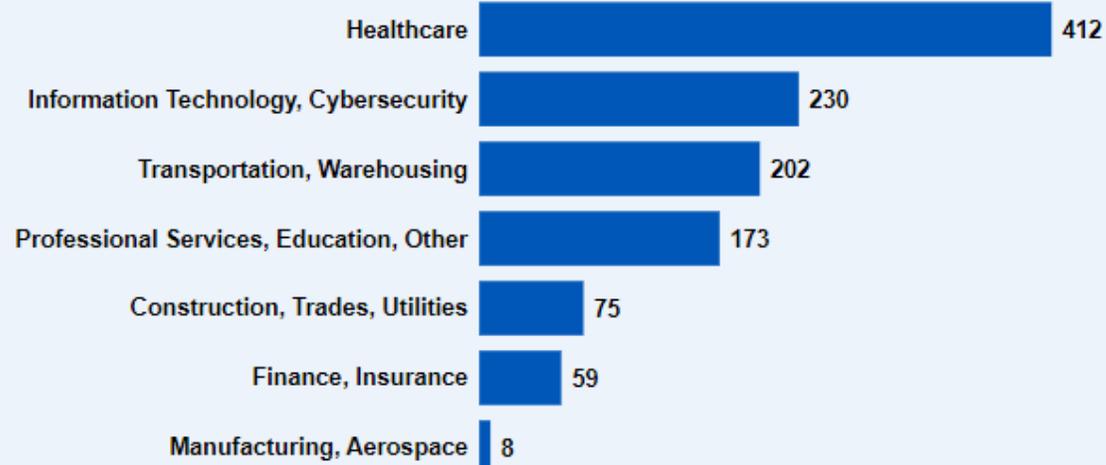
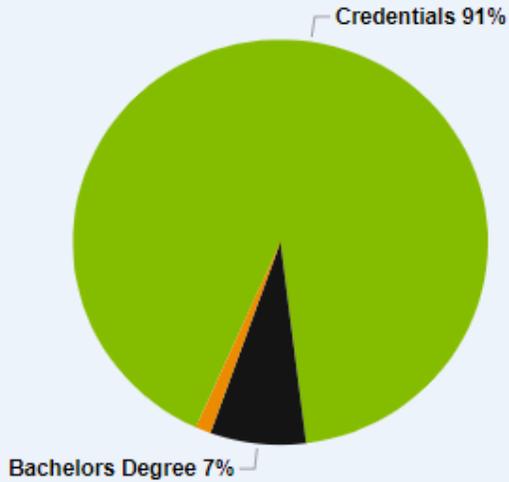


Successfully Completed Training  
**148**

Training Retention Rate  
**96%**

Successful Training Completion Rate  
**74%**

# ENROLLED IN TRAINING

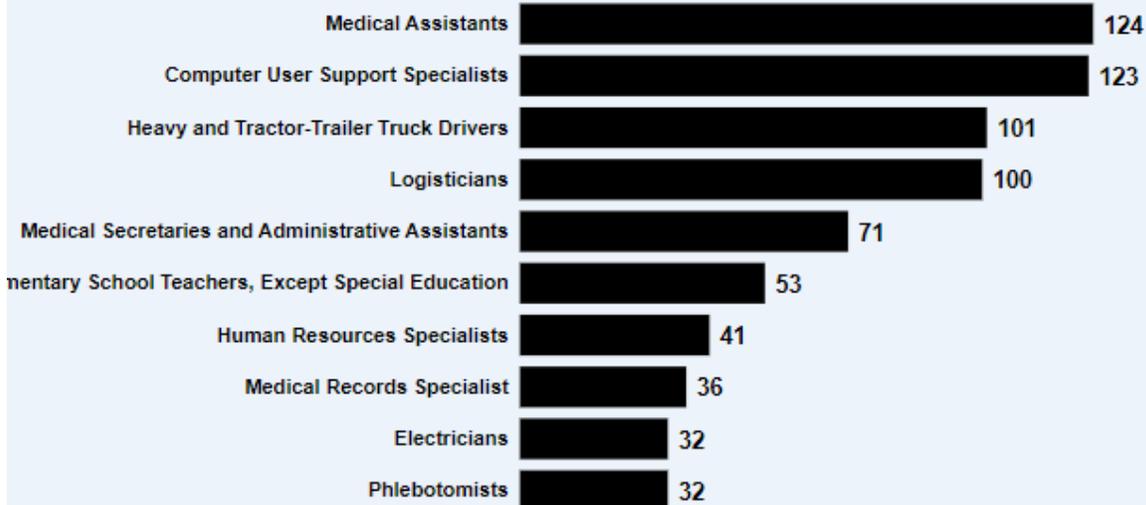


Successfully Completed Training  
**148**

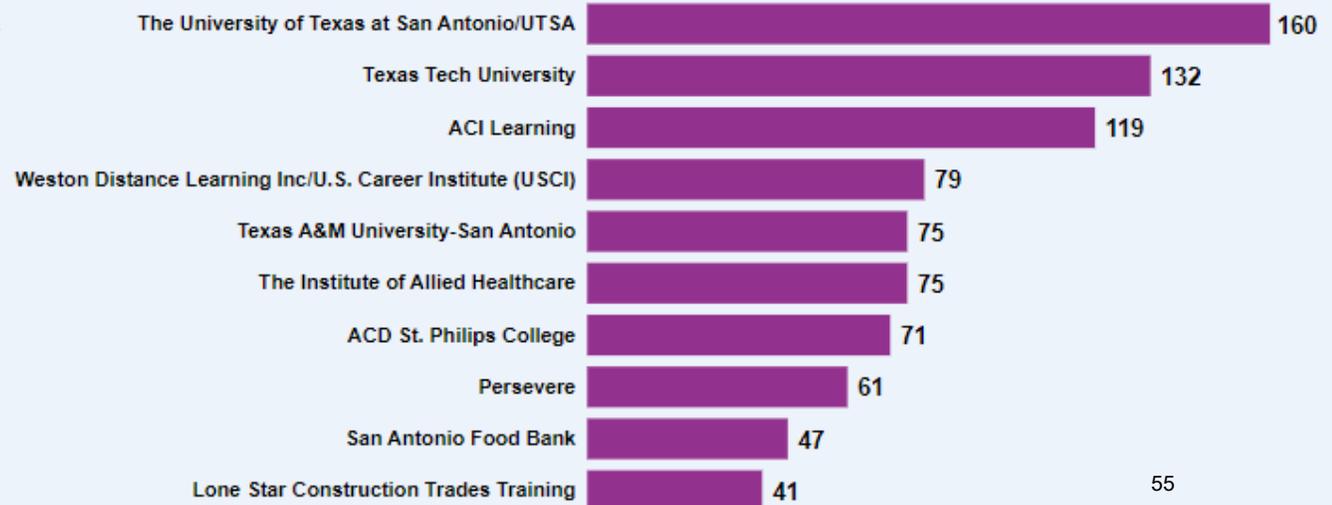
Training Retention Rate  
**96%**

Successful Training Completion Rate  
**74%**

Top 10 Training Occupations by Enrollment

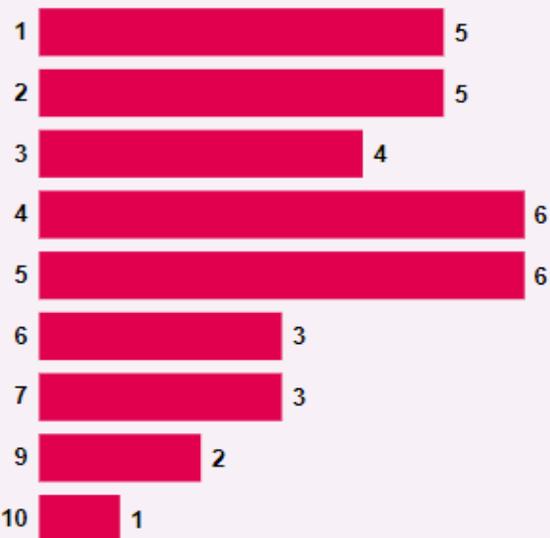


Top 10 Training Providers by Enrollment

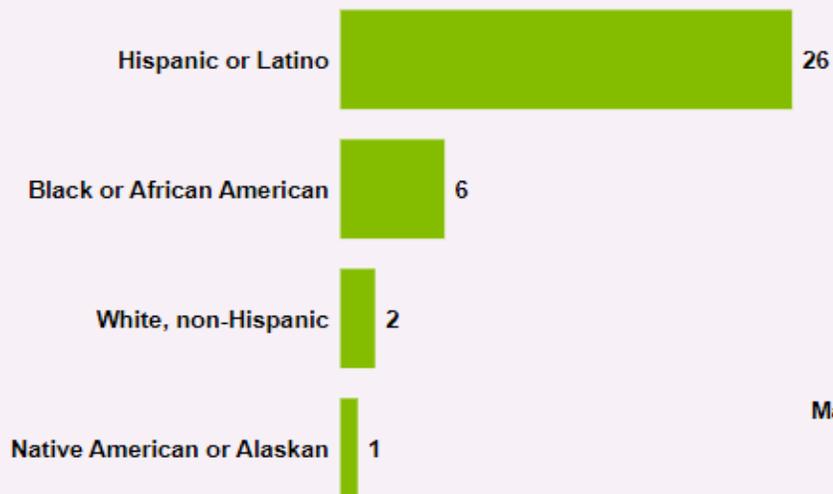


# PLACEMENTS

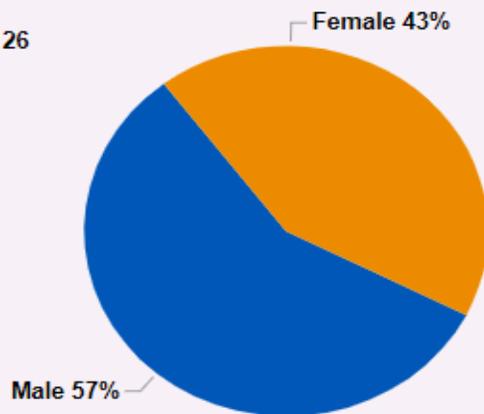
### City Council District



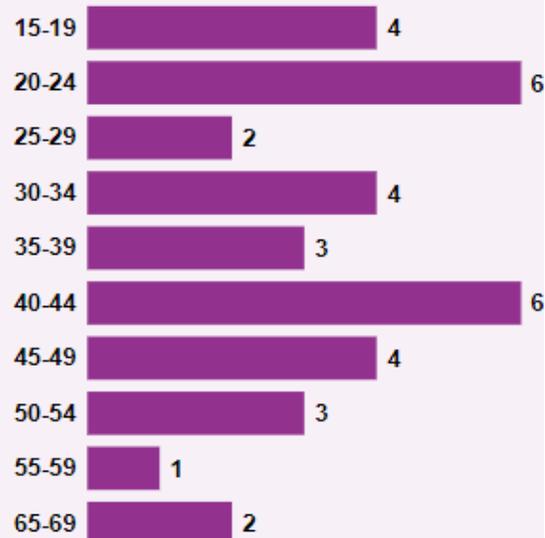
### Race & Ethnicity



### Gender



### Age

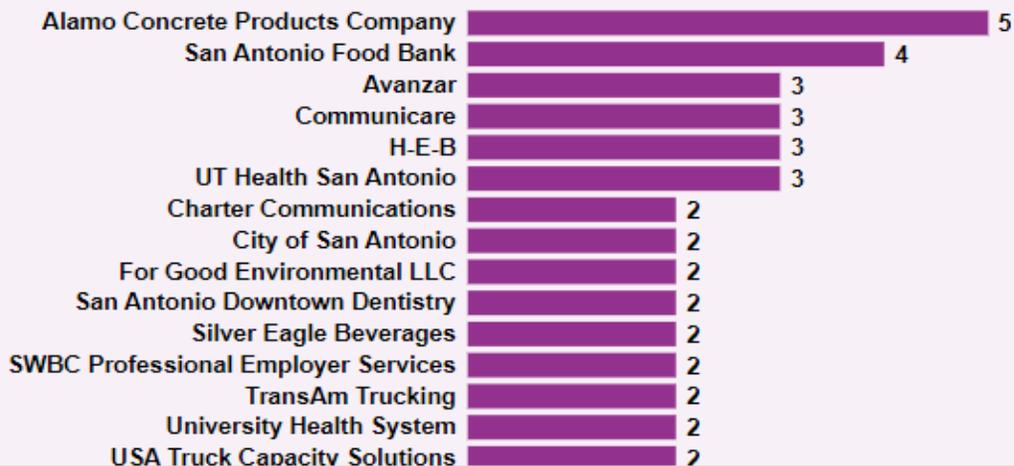


### Top Occupations Hired



### Top Employers of RTW Graduates by Number of Hires

*Not responsive to data filters*



Employers Hiring RTW Graduates

**30**

Median Hourly Wage

**\$17.79**

Median Hourly Wage Increase from Intake

**\$16.50**

# 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	06/01/23	9/31/23



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

*\*Pending additional TWC contract negotiations.*



# 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



Closing Retreat

Stakeholder Meeting

Fellows conduct local and national interviews and review research

**Team Meetings:**



# The Collaborative Lab Process

	Opening Retreat	Lab 1	Lab 2	Lab 3	Team Mtg 1	Lab 4	Team Mtg 2	Lab 5	Team Mtg 3	Closing Retreat	Team Mtg 4	Stakeholder Meeting
Topic	Varied ecosystem perspectives	5-Year Vision	System Issues	Learning Agenda	Local Stakeholder Analysis + Team planning	Lessons from research	Lessons from research	Draft Recs	Prepare Draft Recs	Feedback Draft Recs	Prep for Stakeholder Mtg	Present Final Recs
Process	Visualize the current Workforce Ecosystem  Systems Analysis	Articulate practical vision for ecosystem	What is getting in the way of vision becoming reality?	Outline “How Might We” questions to explore through research	Identify effective nat’l practice  Identify local stakeholder	Teams debrief research/ interviews and share lessons. Fellows share and reflect across teams	Teams debrief research/ interviews and reflect on implications for local action.	Reflect on lessons learned  Discuss implications for systems changes	Slide decks  Handouts  Making the case	“Dry Run” of Recs  Feedback  Adjust	Adjust Recs as needed	Present and Discuss
	Fellows conduct interviews, explore national and local efforts online, and review relevant publications.											
Partner Role	Photo of maps/ systems analysis	Develop one-page summary	Develop one-page summary	Support team formation	Coach teams and team chairs, share info on local efforts, connect to advisory council and local leaders. Work with EOP on identifying national practice and share with Collab teams					Support CoLab teams	Support CoLab teams	Advisory council meeting



Questions?



A proud partner of the American Job Center network

**MEMORANDUM**

**To:** Oversight Committee  
**From:** Adrian Lopez, CEO  
**Presented by:** Jeremy Taub, Director Procurement and Contracts  
**Date:** May 26, 2023  
**Subject:** Procurement Update: RFP & Contract Summary

**Summary:** This report is intended to provide a summary of active contracts the Board has approved or intends to renew or execute through April 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.

**Update:** 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 2023-002	Management and Operation of Workforce Solutions Alamo – American Job Centers for Adult Program Services	February 8, 2023	Pending Award	June 2023
RFQ 2023-016	Maintenance “Handyman” Services (Rebid)	May 9, 2023	Open	June 2023
RFP 2023-017	Grant Writer Services	May 3, 2023	Open	June 2023
RFI 2023-012	Lease Property Search (Walzem)	March 24, 2023	Evaluation	June 2023
RFI 2023-015	Lease Property Search (Kerrville)	April 17, 2023	Evaluation	Fall 2023

The 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 Listing

# CONTRACT LISTING

Status	Contract Name/Description	Vendor	Value	Start Date	Lead Date	End Date	Renewals Remaining
Active	12 MOS SERVER DIRECTORY AUDITOR	FreeIT Data Solutions, Inc	\$5,786.72	1-Jul-22		30-Jun-23	
Active	1YR VMWARE LICENSE	COMPUTER SOLUTIONS	\$31,545.68	19-May-23		18-May-24	
Active	3YR VMWARE LICENSE	COMPUTER SOLUTIONS	\$10,572.72	26-Mar-21		17-May-24	
Active	3YR WEBEX LICENSES	Barcom	\$10,440.00	30-Nov-21		1-Jan-25	
Active	ABILA GAZELLE SOFTWARE SUBSCRIPTION	ABILA - GAZELLE	\$12,075.00	1-Oct-22		30-Sep-23	
Active	Academic Testing Services	Comprehensive Adult Student Assessment Systems (CASAS)	\$4,000.00	25-Jul-22	25-Apr-23	24-Jul-23	No renewals remaining
Active	ACCESIBE SOFTWARE LICENSE	WEBHEAD	\$2,287.36	1-Jun-22		31-May-23	
Active	Adobe Creative Cloud Subscription	CCB (Consistent Computer Bargain)	\$1,452.00	6-Jan-23	1-Dec-23	6-Jan-24	Yearly Renewal
Active	Adult Services	C2 Global Professional Services, LLC	\$19,505,316.76	1-Oct-21	3-Apr-22	30-Sep-22	1- 1 year renewal
Active	Advertised Opportunities (job board)	Breezy HR, Inc.	\$6,375.00	24-Nov-22	27-Jul-23	23-Nov-23	Yearly Renewal
Active	APPSPACE 24MOS DIGITAL SIGNS	PRESIDIO	\$32,400.00	1-Jul-22	30-Apr-24	30-Jun-24	
Active	ArcGIS-Mapping Software	ESRI	\$200.00	6-Apr-23	5-Jan-23	6-Apr-24	Yearly Renewal
Active	Architect and Space Planning Services	LK Design Group Inc.	\$149,999.99	30-Sep-22	30-May-23	30-Sep-23	2-1 year renewals
Active	BIOMED MEMBERSHIP - SURVEY WORKFORCE DATA SERVICES	BIOMED SAN ANTONIO	\$1,000.00	2021		2022	
Active	Board Book Subscription	Board Book	\$4,000.00	1-Sep-22	2-Jun-23	31-Aug-23	Yearly Renewal
Active	Case Management Solutions	CaseWorthy, Inc	\$25,419.48	1-Aug-21	2-May-23	31-Jul-23	Yearly Renewal
Active	CFO Staff Augmentation Services	Collective Strategies	\$270,000.00	7-May-23	7-Feb-23	7-Aug-23	
Active	Child Care Management Services	City of San Antonio, Department of Human Services	\$88,475,343.00	1-Oct-22	2-Jul-23	30-Sep-23	3- 1 year renewal
Active	Child Care Quality Improvement Activity	The City of San Antonio (COSA)	\$1,529,733.00	1-Oct-22	2-Jul-23	30-Sep-23	2-1 year renewals
Active	Cognito Forms Enterprise License	Cognito	\$1,334.40	1-Sep-22	30-May-23	31-Aug-23	Yearly Renewal
Active	Cognito Forms Enterprise License	Cognito	1,622.40	1-Oct-22	30-Jun-23	30-Sep-23	Yearly Renewal
Active	Commercial Insurance Broker	SWBC Insurance		1-May-23	30-Jan-24	30-Apr-24	4 - 1 Year Renewals
Active	Commercial Janitorial Services	M & Rs Elite Janitorial Solutions	\$213,520.00	1-Oct-21	3-Jul-23	30-Sep-23	4- 1 year renewals
Active	Commerical Real Estate Broker	PCR Brokerage San Antonio LLC	\$120,000.00	18-Mar-23	1-Dec-23	12-Mar-24	4-1 year renewals
Pending	Compliance Hotline Provider	Lighthouse Services	\$260.00	15-May-23	15-Apr-23	15-May-24	Yearly Renewal
Active	DATA ANALYTIC SOFTWARE	EMSI	\$19,500.00	9-Jan-23		8-Jan-24	
Active	Document Destruction	Shred-It (Stericycle)	\$15,000.00	2-Jul-21	2-Apr-22	1-Jul-23	No renewals remaining
Active	Domain-WSAlamo.org	Go Daddy	\$42.34	13-Jun-22	13-May-23	13-Jun-23	No renewals remaining
Active	E Signature Software	DOCUSIGN	\$19,872.00	1-May-22		30-Apr-23	
Active	Electrical Services	All Star Electric	\$24,400.00	1-Mar-23	23-Oct-23	29-Feb-24	No renewals remaining
Active	Email outreach software	Constant Contact	\$8,643.60	16-Mar-23		16-Mar-24	

Status	Contract Name/Description	Vendor	Value	Start Date	Lead Date	End Date	Renewals Remaining
Active	Executive and Professional Recruitment Service	Tranquil Multi Dynamic Advisory LLC	\$40,264.00	1-Apr-23	1-Jan-23	1-Apr-24	3- 1 year renewal
Active	Financial Audit Services	ABIP, PC	\$67,050.00	1-Oct-22	2-Jul-23	30-Sep-23	2- 1 year renewal
Active	Fiscal Monitoring Services	Christine H Nguyen, CPA	\$136,605.00	1-Feb-22	3-Oct-22	31-Jan-24	3- 1 year renewal
Active	GRAPHIC DESIGN SOFTWARE	Canva	\$119.40	8-Apr-23	8-Jan-23	8-Apr-24	Yearly Renewal
Active	Guard Services	Vets Securing America	\$369,000.00	1-Jan-23	31-Dec-23	22-Jun-23	4- 1 year renewals
Active	HVAC PM Services	Fixya Air, LLC	\$30,000.00	18-Jun-21	19-Jan-23	18-Jun-23	No renewals remaining
Active	ISR MODULAR ROUTER - ASA FIREWALL MAINTENANCE	PRESIDIO	\$121,696.60	19-Sep-18		18-Sep-23	
Active	IX-3 Postage Meter	Quadient	\$4,016.61	12-Feb-22	13-Nov-24	12-May-25	No renewals remaining
Active	Job Placement and Worksite Monitoring Services	Professional Contract Services Inc.	\$138,240.00	1-Oct-22	2-Jul-23	30-Sep-23	No renewals remaining
Active	KNOWB4 IT SECURITY	SOLID BORDER	\$8,642.25	14-Jun-22		13-Jun-23	
Active	Language Interpreter Services	Universal Technical Translation	\$4,050.00	1-Jan-23	22-Sep-23	31-Dec-23	No renewals remaining
Active	Lawn Care Maintenance-Pearsall	Arriazola Lawn Care Services	\$480.00	1-Apr-23	31-Dec-23	31-Mar-24	2-1 Year Renewals
Active	Leased Copier and Supplies-S Flores	Xerox Financial Services	\$23,582.40	1-Nov-19	2-Aug-24	31-Oct-24	No renewals remaining
Active	Leased Copier and Supplies-various locations	Xerox Financial Services	\$186,035.40	1-Mar-20	30-Nov-24	28-Feb-25	No renewals remaining
Active	Leased Copier and Supplies-various locations	Xerox Financial Services	\$62,220.00	1-Nov-20	3-Aug-25	1-Nov-25	No renewals remaining
Active	Leased Copier and Supplies-Xerox C9070	Xerox Financial Services	\$30,420.00	1-Oct-20	3-Jul-25	1-Oct-25	No renewals remaining
Active	Legal Services	Martin & Drought, P.C.	\$90,000.00	1-Oct-22	2-Jul-23	30-Sep-23	3- 1 year renewal
Active	Locksmith Services	Crites Downtown Lock & Key	\$1,595.00	1-Jan-23	31-Oct-23	31-Dec-23	No renewals remaining
Active	Marketing & Outreach Services	Texas Creative	\$100,000.00	21-Feb-23	22-Nov-23	20-Feb-24	2-1 year renewals
Active	Mat Rentals	Service Uniform	\$37,280.96	1-Jun-21	1-Jan-23	31-May-23	1- 1 year renewal
Active	MICROIX SUPPORT & MAINTENANCE SOFTWARE	MICROIX	\$3,673.75	21-Aug-22		20-Aug-23	
Active	MICROSOFT OFFICE 365 SOFTWARE LICENSE	CONSISTENT COMPUTER BARGAIN	\$36,957.60	21-Apr-23		20-Apr-24	
Active	MIP MAINTENANCE & SUPPORT	ABILA	\$14,986.65	1-Jun-22		31-May-23	
Active	Monitoring, Targeting and Reporting	Agility PR Solutions	\$24,778.00	18-Apr-22	17-Jan-24	17-Apr-24	Yearly Renewal
Active	Moving Services	Scobey Moving & Storage, LTD.	\$15,000.00	26-Mar-22	25-Dec-22	25-Mar-23	No renewals remaining
Active	NATIONAL ASSOCIATION WORKFORCE BOARD MEMBERSHIP	NAWB	\$3,000.00	1-Jul-22		30-Jun-23	
Active	Network & UC Managed Services	Barcom Enterprises	\$119,520.00	1-Mar-23	30-Dec-23	29-Feb-24	
Active	New CFO Candidate - Hire Solutions - Irlanda Cassidy	Hire Solutions	\$17,000.00	20-Jun-22	30-Aug-23	30-Sep-23	1-1 year renewal
Active	NEWSLETTER SUBSCRIPTION	THE BOERNE STAR	\$59.00	15-Sep-22		15-Sep-23	
Active	NIMBLE SUPPORT SERVICES	FreelIT Data Solutions, Inc	\$7,171.62	20-Jul-22		30-Sep-23	

Status	Contract Name/Description	Vendor	Value	Start Date	Lead Date	End Date	Renewals Remaining
Active	NORTH SAN ANTONIO CHAMBER OF COMMERCE MEMBERSHIP	NORTH SA COC	\$1,500.00	26-Oct-22		26-Oct-23	
Active	On Call Plumbing Services	1st Aid Plumbing Inc	\$30,000.00	1-Mar-23	1-Aug-23	29-Feb-24	2- 1 year renewal
Active	Pest Control Services	Orkin LLC - Deborah Toth	\$9,333.00	1-Jan-23	22-Sep-23	31-Dec-23	No renewals remaining
Active	Post Machine Rental-E Houston	FP Mailing Solutions	\$627.00	11-Jul-22	14-May-23	31-Jul-23	No renewals remaining
Active	Postage for VR Staff-Datapoint	FP Mailing Solutions	\$1,555.20	1-Oct-20	3-Jul-23	1-Oct-23	Auto-Renewal
Active	Postage Machine-Data Point	FP Mailing Solutions	\$550.92	2-Jan-19	2-Jan-23	1-Apr-23	Auto-Renewal
Active	Postage Machine-E. Houston	FP Mailing Solutions	\$299.40	2-Jan-19	2-Jan-23	1-Apr-23	Auto-Renewal
Active	Postage Machine-Kerrville	FP Mailing Solutions	\$1,101.84	1-Jul-21	1-Apr-23	30-Jun-23	Auto-Renewal
Active	Postage Machine-Marbach	FP Mailing Solutions	\$550.92	2-Jan-19	2-Jan-23	1-Apr-23	Auto-Renewal
Active	Postage Machine-New Braunfels	FP Mailing Solutions	\$1,101.84	1-Jul-21	1-Apr-23	30-Jun-23	Auto-Renewal
Active	Postage Machine-S. Flores	FP Mailing Solutions	\$550.92	2-Jan-19	2-Jan-23	1-Apr-23	Auto-Renewal
Active	Postage Machine-Seguin	FP Mailing Solutions	\$1,101.84	1-Jul-21	1-Apr-23	30-Jun-23	Auto-Renewal
Active	Postage Machine-Urban	FP Mailing Solutions	\$6,754.68	31-Dec-22	4-Jul-23	31-Dec-23	Auto-Renewal
Active	Postage Machine-Walzem	FP Mailing Solutions	\$299.40	2-Jan-19	3-Oct-23	1-Jan-24	Auto-Renewal
Active	Printer Leases	DOCUmatation	\$32,697.21	1-Aug-21	3-Jun-24	30-Nov-24	No renewals remaining
Active	Procurement Consulting Services	The Syndicate Wave	\$76,212.00	31-Aug-22	2-May-23	31-Jul-23	No renewals remaining
Active	Procurement Management Software	Bonfire Interactive Ltd	\$24,950.00	1-Dec-22	1-Sep-23	30-Nov-23	Yearly Renewal
Active	Professional Employer Services Agreement	SWBC Professional Employer Services III, LLC	\$30,000.00	8-May-21	7-Sep-23	31-Dec-23	3- 1 year renewal
Active	Program Monitoring Services	Christine H Nguyen, CPA	\$142,840.00	12-Dec-22	3-Aug-23	31-Dec-23	4 - 1 year renewals
Active	RTW- Intake, Assesment and Case Management	San Antonio Food Bank	\$6,740,910.00	27-Jun-22	28-Dec-24	26-Jun-25	No renewals remaining
Active	RTW Subcontract	Avance PCEP School based	\$269,757,600.00	12-Jun-22	12-Feb-25	12-Jul-25	No renewals remaining
Active	RTW Subcontract	Chrysalis Ministries	\$5,376,545.00	21-Jun-22	22-Jul-24	22-Jan-25	No renewals remaining
Active	RTW Subcontract-Family Services	Family Services Assocation of SA		22-Jun-22	23-Jan-25	22-Jun-25	No renewals remaining
Active	RTW- Texas A&M	ECE at Texas A&M University	\$6,740,909.00	22-Jun-22	24-Dec-24	22-Jun-25	
Active	RTW- YWCA	YWCA Olga Madri Center	\$5,280,206.00	1-Jun-22	23-Dec-24	21-Jun-25	
Active	RTW-Intake, Assesment and Case Management	The City of San Antonio (COSA)	\$102,390,463.00	13-May-22	14-Nov-24	13-May-25	no renewals remaining
Active	Rural Youth	Serco of Texas Inc.	\$2,500,000.00	1-Oct-22	2-Jul-23	30-Sep-23	3- 1 year renewal
Active	S. Flores Fire and Burglar Alarm Services	ADT LLC	\$2,224.39	10-Nov-22	9-Aug-23	9-Nov-23	Yearly Renewal
Active	SA CHAMBER MEMBERSHIP	SA CHAMBER OF COMMERCE	\$568.00	1-Jan-23		31-Dec-23	
Active	Safe Cabinet Filing System	Gallion Consulting	\$28,531.50	1-Oct-22	3-Jul-23	1-Oct-23	Yearly Renewal
Active	SAGE ASSEST LICENSE & SUPPORT	SAGE	\$6,857.00	31-Aug-22	3-Mar-22	30-Aug-23	Yearly Renewal

Status	Contract Name/Description	Vendor	Value	Start Date	Lead Date	End Date	Renewals Remaining
Active	Sales and Service Cloud Enterprise	Salesforce Inc	\$614.02	13-Apr-23		12-Apr-24	
Active	SAS ANALYTICAL SOFTWARE MAINT/LIC AGREEMENT	1991 - EXECUTIVE INFORMATION SYSTEMS LLC	\$5,454.41	30-Jun-22		29-Jun-23	
Active	Security Alarm Monitoring Svcs-Datapoint	ADT/Protection One	\$678.72	29-Sep-21	30-Jun-23	28-Sep-23	Yearly Renewal
Active	Security Operations Center (SOC) Services	FreeIT Data Solutions, Inc	\$10,266,368.00	18-Jul-22	2-Jul-23	30-Sep-23	No renewals remaining
Active	Skills Development Assessment Services	LearningMate Solutions, Inc / Job Ready	\$60,000.00	25-Jul-22	25-Apr-23	24-Jul-23	No renewals remaining
Active	Social Media Scheduling Tool Subscription	HOOTSUITE	\$626.81	26-Sep-22		25-Sep-23	
Active	Storage Facility	Safesite, Inc	\$8,328.00	1-Feb-23	4-Aug-23	31-Jan-24	No renewals remaining
Active	Subrecipient: Contracted Slots	Ascension DePaul Services, DePaul Children's Center	\$167,051.20	27-Jul-22	31-Jul-23	31-Dec-23	2-1 year renewals
Active	Subrecipient: Contracted Slots	Converse Christian School & Early Learning Center	\$182,456.80	27-Aug-22	31 Jun 23	31-Dec-23	2-1 year renewals
Active	Subrecipient: Contracted Slots	La Mission Childcare and Kid Kamp	\$137,641.70	27-Jul-22	2-Oct-23	31-Dec-23	2-1 year renewals
Active	SWBCU Online Training Services for Staff	Southwest Business Corporation (SWBC)	\$3,000.00	23-Mar-23	23-Jan-24	23-Mar-24	Yearly Renewal
Active	Teacher Externships	Alliance for Technology Education In Applied Science and Math	\$162,500.00	1-Mar-23	28-Sep-23	28-Feb-24	No renewals remaining
Active	Temporary Staffing Services	Human Capital International, LLC dba Integrated Human Capital	\$75,000.00	1-Nov-22	2-Aug-23	31-Oct-23	2-1 year renewals
Active	Temporary Staffing Services	LK Jordan	\$250,000.00	1-Nov-22	2-Aug-23	31-Oct-23	2-1 year renewals
Active	The Work Number-SSN and Employment Verification (Equifax Verification Services for Social	Equifax/Carasoft	\$70,000.00	1-Sep-22	4-Mar-23	31-Aug-23	
Active	Vistana Front Doorbell Service Agreement	ADT LLC	\$1,019.04	13-Jul-22	13-May-23	13-Jul-23	Yearly Renewal
Active	Walzem Burglar Alarm System Services	True Protection LLC	\$1,877.88	1-Nov-23	14-Jul-24	1-Nov-24	Yearly Renewal
Active	Web Development & Site Content Support Services	Web-Head Technologies	\$81,046.52	1-Nov-22	2-Aug-23	31-Oct-23	No renewals remaining
Active	WEBSITE HOST/PRODUCTION DEVELOPMENT	Web-Head Technologies	\$1,838.44	1-Jul-22		30-Jun-23	
Active	WORK NUMBER SERVICES EMPLOYMENT AND SSN VERIFICATION SERVICES	CARAHSOFT TECHNOLOGY CORPORATION	\$70,000.00	1-Sep-22		31-Oct-23	
Active	Work Readiness Training for SEAL	SA Trainers, LLC dba Partners in Progress	\$80,000.00	16-May-23	15-Feb-23	15-May-24	1-1 year renewal

### Property Leases

Location	Property Address	Tested the Market	Renewal	Expiration	Amendments	Square footage	Base Monthly Rent
Seguin	1411 E COURT ST	2019	16-Jan-20	31-Dec-27	No renewals remaining	6,442	\$7,086.00
E. Houston	4535 E. Houston	2019	31-Jan-20	31-Jan-30	No renewals remaining	11,700	\$19,422.00
Floresville	1106 10th St	2017	1-Aug-21	31-Jan-26	No renewals remaining	2,340	\$3,450.00
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
New Braunfels	183 IH-35 South	2017	1-Feb-22	31-Jan-32	No renewals remaining	6,720	\$9,223.20
Walzem	4615 Walzem Rd	2016			Full Procurement	14,339	\$25,122.27
Boerne	124 E Bandera Suite 401 Boerne, TX	2021	1-Nov-21	30-Nov-26	No renewals remaining	1,278	\$1,970.25
Kerrville	1700 Sidney Baker	2019	1-Apr-19	30-Apr-24	No renewals remaining	5,000	\$9,000.00
Headquarters	100 N. Santa Rosa	2017	1-Jan-17	1-Jan-27	No renewals remaining	16,352	\$30,455.60
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
Port of SA	638 Davy Crockett Rd.	2021	09-Feb-22	09-Feb-32	Two (2) renewal term of five (5) years	17,500	\$24,791.67
S.A. Food Bank	5200 Enrique M Barrera Pkwy		1-Jan-22	31-Dec-25	No renewals remaining	1,807	\$2,877.00
Marbach	7008 Marbach Rd	2016	Month to Month		None	15000	18000

**MEMORANDUM**

**To:** Oversight Committee  
**From:** Adrian Lopez, CEO  
**Presented by:** Jeremy Taub, Director of Procurement and Contracts  
**Date:** May 26, 2023  
**Subject:** Update: Procurement Processes Status

**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.

**Update:** The table below is intended to summarize the status of the corrective actions taken:

Item	Status	Complete By;
Re-Procure Real Estate Broker	Contract Executed	March 15, 2023
Provide requested documentation to TWC for Audit Resolution	Submitted – pending feedback from TWC	May 12, 2023
Review all Leases for compliance	In-Process	June 1, 2023
Implement Lease Procedures	Completed	March 16, 2023
Manage Contract Log	On-Going	Annually
Implement Procurement Consultant Recommendations*	In-Process	July 31, 2023

\*TSW – status report attached

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

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

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

- WSA will perform a lease-by-lease summary of each property with required documentation to address findings with implementation of lease procedures and tools not previously in place.
- TWC does not request WSA to break any lease but expects WSA to perform a complete and transparent procurement before exercising any renewal options on a current lease.
- WSA will also review all existing leases to ensure proper procurement.
- For recently exercised options, Audit Resolution may require a market analysis after the fact to make sure the lease option was the best value.
- TWC provided that original lease procurements must indicate renewal option periods. Therefore, additional option periods not included in the original lease cannot be exercised without new procurement.

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.

**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 finalized all enhancements and actively implementing 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:** TSW - Procurement Improvement Implementation Phase I – Deliverables and Completion Status.



## MEMORANDUM

To: Adrian Lopez, CEO

From: Alfred C. Turner, Managing Partner - The Syndicate Wave, LLC

Through: Jeremy Taub, Director Procurement & Contracts

Cc: Giovanna Escalante-Vela, CFO

Date: April 6, 2023

Regarding: Procurement Improvement Implementation Phase I – Deliverables and Completion Status

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**SUMMARY:** The purpose of this memorandum is to submit The Syndicate Wave’s Deliverables and Actions Status report to Workforce Solutions Alamo Board for Phase I of implementation of recommend process improvements under Contract No. 2022VC011. Workforce Solutions Alamo Board Procurement staff contracted with The Syndicate Wave, LLC in 2022 to help improve operational processes, monitoring, strengthen controls, and examine operational efficiencies.

### OVERVIEW OF CONTRACT SCOPE:

In March 2022, the Workforce Solutions Alamo Board contracted with The Syndicate Wave, LLC to address the prior years’ TWC recommendation, listing procurement as an area of concern. A comprehensive assessment was conducted with the following objectives:

1. Assessment of the procure-to-pay solicitation lifecycle process agency wide for services, commodities, and leases in accordance with TWC’s Financial Manual Grants-Contracts (FMGC), Federal and State Regulations.
2. Examine prior audit or findings reports issued by third party agencies to assess the impact on the procurement process.
3. Examine current procurement operations to include current policy/procedures overview and quality of monitoring and controls.
4. Examine the Capacity and “Test” procurement best practices agency wide procurement system performance.
5. Implementation of Improvement Recommendations and Strategies for an Audit Compliance Procurement System.



The Syndicate Wave, LLC engagement methodology and approach to scope was divided into the following stages:

Stage	Overall Level of Effort
1. Assessment, Enhancement & Evaluation <i>(May-July 2022)</i>	<ul style="list-style-type: none"> <li>• Complete Assessment of Procurement Department &amp; Stakeholders to include Needs Assessment, Requirements Development, and overall procure-to-pay process.</li> <li>• Assessment of Solicitation Process (Full Lifecycle RFP, RFQ/RFB) for commodities/services/leases to include Records/Documentation (Texas Public Information Act, Government Code, Chapter 552).</li> <li>• Assessment Contract/Purchase Order Development Process, Fiscal Control and all applicable systems, enhancements, and best practices.</li> </ul>
2. Recommendation(s) Report & Compliance Strategies <i>(August – September 2022)</i>	<ul style="list-style-type: none"> <li>• Process/Procedural Gaps Identification, Recommendation Documents and Artifacts.</li> <li>• Process Improvement Monitoring, Recommendations for Quality Assurance Management Design and Best Practices for Procurement Planning Strategies.</li> </ul>
3. Audit Review Support and Consultation <i>(October – May 2023) - Ongoing</i>	<ul style="list-style-type: none"> <li>• Pre-assess documents for completeness prior to submission as requested by Auditors.</li> <li>• Very accuracy of documents uploaded for Audit Examination</li> <li>• Identify missing documents and gaps in historical information and artifacts.</li> <li>• Ongoing support during the audit evaluation process.</li> </ul>
4. Assessment Recommendation and Implementation <i>(October 2022 – May 2023)</i>	<p><b>Phase I – (October 2022 – April 2023)</b></p> <p>1.1 Department Wide Planning, Resource Management and Governance Process Improvement.</p> <p>1.2 Procurement Process &amp; Procedures Standardization and Refined with continuous monitoring, and support.</p> <p><b>Phase II – (May-June 2023)</b></p> <p>2.1 Operationalize WSA Strategic Sourcing and Procurement Plan</p> <p>2.2 Implement and Training of all SOP and on-going Procurement Operational Procedure Monitoring Support</p> <p>2.3 Conduct Succession planning and Leadership Workshops</p> <p>2.4 Identify priority training needs for Procurement staff and Professional Development</p>



## **ASSESSMENT RESULTS AND RECOMMENDATION:**

The outcome of the assessment resulted in identifying key control risk areas of capacity, governance, and process effectiveness. The Syndicate Wave, LLC recommended the following enhancements to implement 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. The actions and implementation framework established for instituting these recommendations are highlighted below in actions taken.

## **ACTIONS TAKEN:**

The Syndicate Wave, LLC has proactively engaged with the WSA client on the following activities:

### *Engagement Activities:*

1. Develop Process and Procedures Map and Standard Operating Procedures for all Procurement Operations.
2. Revised Workforce Solutions Policy and Procedures Manual to align with Texas Workforce Commission Financial Manual for Grants and Contract Supplement on Procurements.
3. Developed and outline workflow and Revised RFP/RFQ/IFB Standard Process and Procedures for commodities, services, and leases to include customizable checklists, tool kits, templates, and other document artifacts.
4. Reviewed and Revised WSA Lease Procurement Policy and Procedures.
5. Standardize Procurement process Roles and Responsibilities.
6. Develop standard operating procedures procurement/workflow templates, delegation authority and workflow for the following procurement lifecycle actions:
  - a. Need Assessment
  - b. Marketing Research
  - c. Acquisition Plan
  - d. Cost and Price Analysis Tools for Cost Reasonableness
  - e. Procurement Determination
  - f. Procurement Award and Administration
7. Develop WSA Strategic Sourcing and Procurement Plan



8. Revised Procurement Job Descriptions and Staffing.
9. Revised SWMBE and Hub Policies and Procedures.
10. Revised Record Management Policies and Procedures.
11. Provide Audit Support to include Memorandum of Records for Leases, clarify best practices for procurement documents and support documentation in response to Audit requests.

*Deliverables and Actions Completed:*

<b><i>Deliverables/Actions</i></b>	<b><i>Status</i></b>	<b><i>Implementation Actions</i></b>
Assessment Report and Recommendations	Submitted and Accepted August 2022	Implementation Engagement Started October 2022.
<b>Phase I: Recommendation(s) Implementation</b>		
Memorandum of Records (MORs) for Leases and Audit Resolutions	Submitted MORs to WSA (October 2022 – January 2023)	<b>Ongoing as needed by WSA for any resolution support.</b>
Procurement Policies and Procedures & Best Practices Manual (Revisions)	Submitted to WSA March 2023 Finalize: April 15, 2023	May 2023 - Revisions to be WSA Board approved for implementation
Standard Operation Procedures (SOP), Workflow controls, Templates and Checklists: a. Needs Assessment b. Market Research c. Procurement of Leases – Flowchart, Timeline and Checklist d. Cost/Price Analysis/Independent Cost Estimate e. Acquisition Plan (Large and Complex Solicitations) f. Full lifecycle Solicitation Process g. Contract Management	Submitted Draft 1: to WSA March 2023 Finalize: April 15, 2023	Approval to Operationalize and Implement – April/May 2023
SWMBE and HUB Policies and Procedures	Draft1: Submitted March 2023 Finalize: April 15, 2023	Approval to Operationalize and Implement – April/May 2023
Strategic Sourcing, Procurement and Spend Plan	Due: April 15, 2023 (Final)	Approval to Operationalize and Implement – May 2023
Revised Conflict of Interest and Disclosure Statements for Board Members	Draft 1: Submitted February 2023 Finalize: April 15, 2023	Approval to Operationalize and Implement – April/May 2023
Records Management Policies and Procedure Revisions	Due: April 15, 2023 (Final)	Approval to Operationalize and Implement – April/May 2023
Continuous Monitoring Tools, Desk Audit Procedures and Audit Testing Tool Documents & Artifacts	Due: April 15, 2023 (Final)	Approval to Operationalize and Implement – April/May 2023



**NEXT STEPS:**

Phase II of this engagement will be to receive approval to implement all deliverables and actions and training and execution of Professional Development Training during April-June 2023 timeframe. We are confident that these efforts will ensure all procurement requirements are accomplished and strengthen the Procurement Department function.

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



# PROCUREMENT & CONTRACTS UPDATES

May 26, 2023

Jeremy Taub, Director of Procurement and Contracts

Giovanna Escalante-Vela, CFO

# RFP - Request for Proposals

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

<u>Solicitation</u>	<u>Procurement</u>	<u>Date of Release</u>	<u>Status</u>	<u>Anticipated Award Date</u>
<b>RFP 2023-002</b>	Management and Operation of Workforce Solutions Alamo – American Job Centers for Adult Program Services	February 8, 2023	Pending Award	June 2023
<b>RFQ 2023-016</b>	Maintenance “Handyman” Services (Rebid)	May 9, 2023	Open	June 2023
<b>RFP 2023-017</b>	Grant Writer Services	May 3, 2023	Open	June 2023
<b>RFI 2023-012</b>	Lease Property Search (Walzem)	March 24, 2023	Evaluation	June 2023
<b>RFI 2023-015</b>	Lease Property Search (Kerrville)	April 17, 2023	Evaluation	Fall 2023

# PROCUREMENT PROCESS IMPROVEMENT

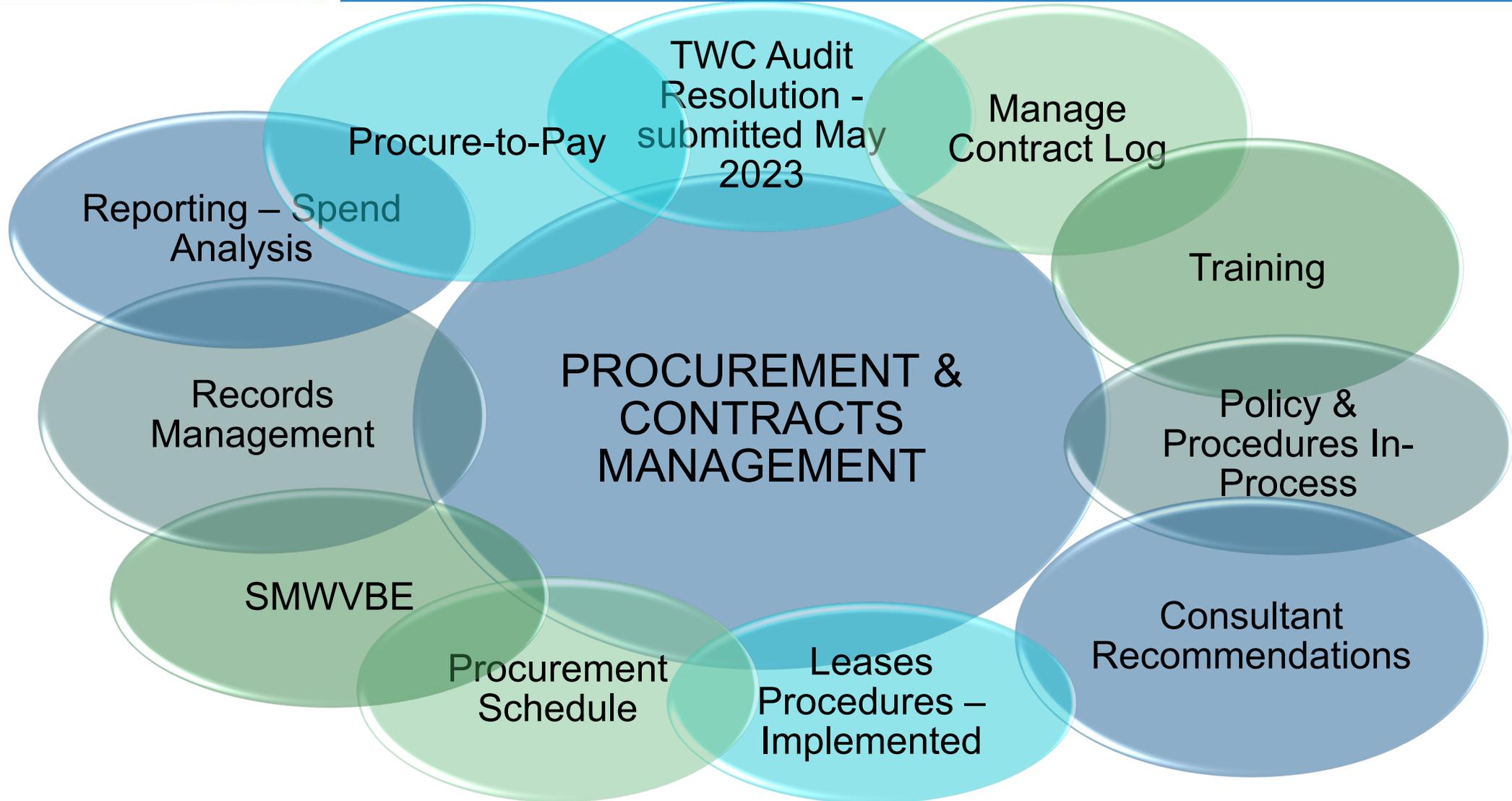
**FY21 Concern:** TWC monitoring results identified potential administrative concerns around the Board needing to follow federal and state guidelines for procurement consistently.

**FY22 Contract-Related Findings:** The Board should strengthen controls around expiring leases and contracts.

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



# PROJECT IMPROVEMENT PLAN



## Controls Implementation Update:

### Audit Resolution: (Pending)

- Requested documentation provided to TWC.

### Contract Management (Actively Monitoring):

- Database has been developed that tracks all contract actions.

### Facility Lease Procurements (Implemented):

- Developed Standard Operating Procedure for Workforce Center Leases

### Procurement Consultant Recommendations (In-Process):

- Strengthening controls by updating policies and implementing standard operating procedures.
- Procurement checklists and other tool kits to improve efficiency and effectiveness.

### Roles and Responsibilities (Ongoing):

- Assistant Director of Procurement, and new Procurement & Contract Specialist to facilitate the Procure-To-Pay Process.

## 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



**Questions**

## MEMORANDUM

To: Oversight Committee  
From: Adrian Lopez, CEO  
Presented by: Ricardo Ramirez, Director of Quality Assurance  
Date: May 26, 2023  
Subject: Briefing – Quality Assurance Update

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**SUMMARY:** Quality Assurance’s briefing of current monitoring activities for the WSA Board of Directors. These 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 Audit Resolution Letter(s). We’re including an Audit Resolution Letter for SNAP E&T (attached), which we missed presenting during the previous committee meeting. *Next Steps:*

- Board Staff have submitted responses for the two Audit Letters that we received (NCP and SNAP) and are communicating/coordinating the resolution of the items with TWC.
  - Items reported for the Oversight Committee:
    - Non-Custodial Parent (NCP) Grant: one attribute (item was reported during the last Oversight Committee),
    - SNAP E&T Grant: three attributes (audit letter attached):
      - Form H1822 ABAWD Work Requirement Verification was not fully completed,
      - Form H1817 SNAP Information Transmittal was not submitted to or completed for 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,
      - 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.

#### Other Monitoring Engagements

- *Child Care Services* (performed every 2-3 years): we have not received a report.

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

- *Ready-to-Work (RtW)*: 63% complete. We experienced some delays arising from: the newness of the grant, the large number of partner agencies involved, and the different types of systems the partners use for the grant.
- *WIOA Adult and Dislocated Worker*: 57% complete. Exit Conference held 5/17/2023.
- *Upcoming*: TANF/Choices Review.

### **Internal QA Program Monitoring**

- *SNAP E&T and Non-Custodial Parent (NCP) Technical Assistance (TA)*: includes actions to help address TWC’s monitoring.
- *SNAP E&T Annual Review*: 98% complete, preparing Final Report (this involves a “slant” review focusing on particular elements only).
- *National Dislocated Worker (NDW) Phase II Monitoring*: 100% complete. The review included two grants, the COVID-19 Pandemic and Winter Storm, expiring on 3/31/2023. WSA is not requiring or requesting any further actions from the subrecipient.
  - Overall Accuracy Rate of 86.8%.
  - Six elements highlighted for continuous quality improvement:
    - Disaster Relief Employment – Timesheets,
    - Training – Eligible Training Provider List,
    - Data Entry – Eligibility,
    - Data Entry – Service Tracking,
    - Support Services – Issuances and Supporting Documents, and
    - Performance Data – Credential and Measurable Skills Gains.
  - Emergency relief grants are particularly intensive (involve many customers), occur during crises, and are implemented rapidly. Because of this, they often lack sufficient guidance from our state/federal partners, so their accuracy rates are commonly lower.
  - We thank C2GPS for serving close to 500 individuals affected by these disasters.
- *Non-Custodial Parent (NCP)*: 46% complete.

### **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 by the end of August). The project is moving according to schedule.
- *WSA Policy Review*: about 98% complete. We’re also implementing a new TWC process that requires uploading new/revised policies to TWC’s SharePoint within 30 days, including subrecipient policies.
- *Board Recertification*: submitted Form H-600 to TWC 05/12/2023.
- *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: \$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 Initial Resolution Letter – SNAP





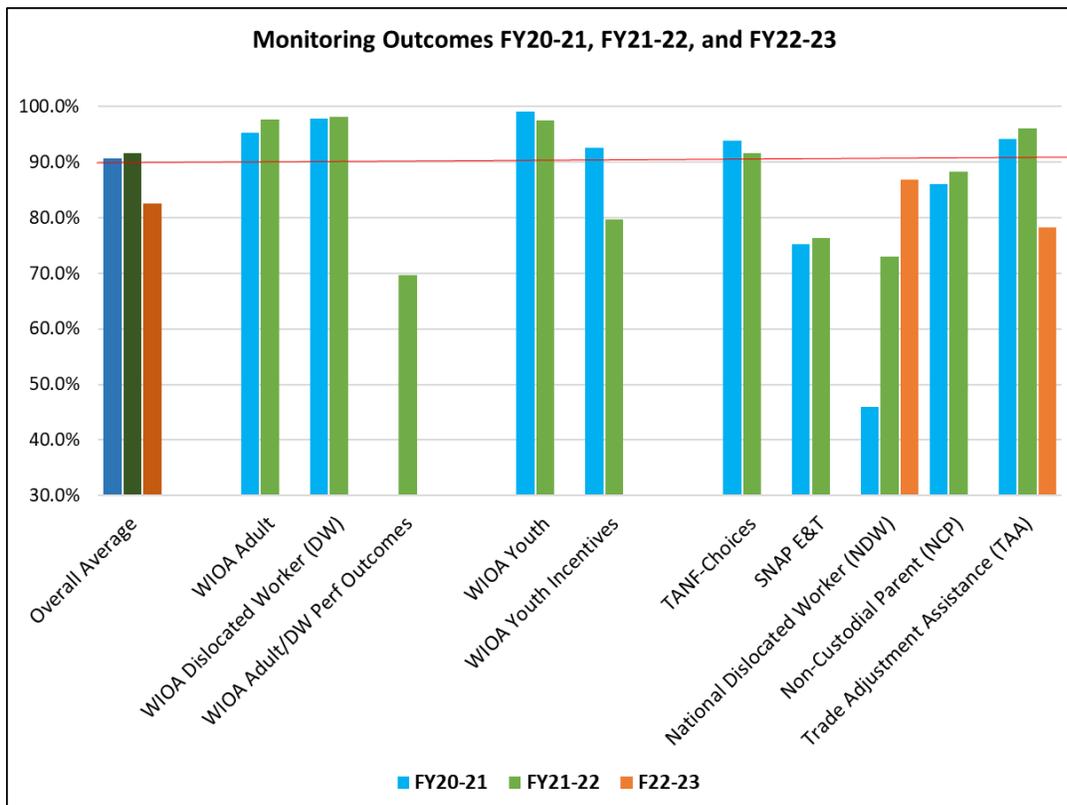
## MEMORANDUM

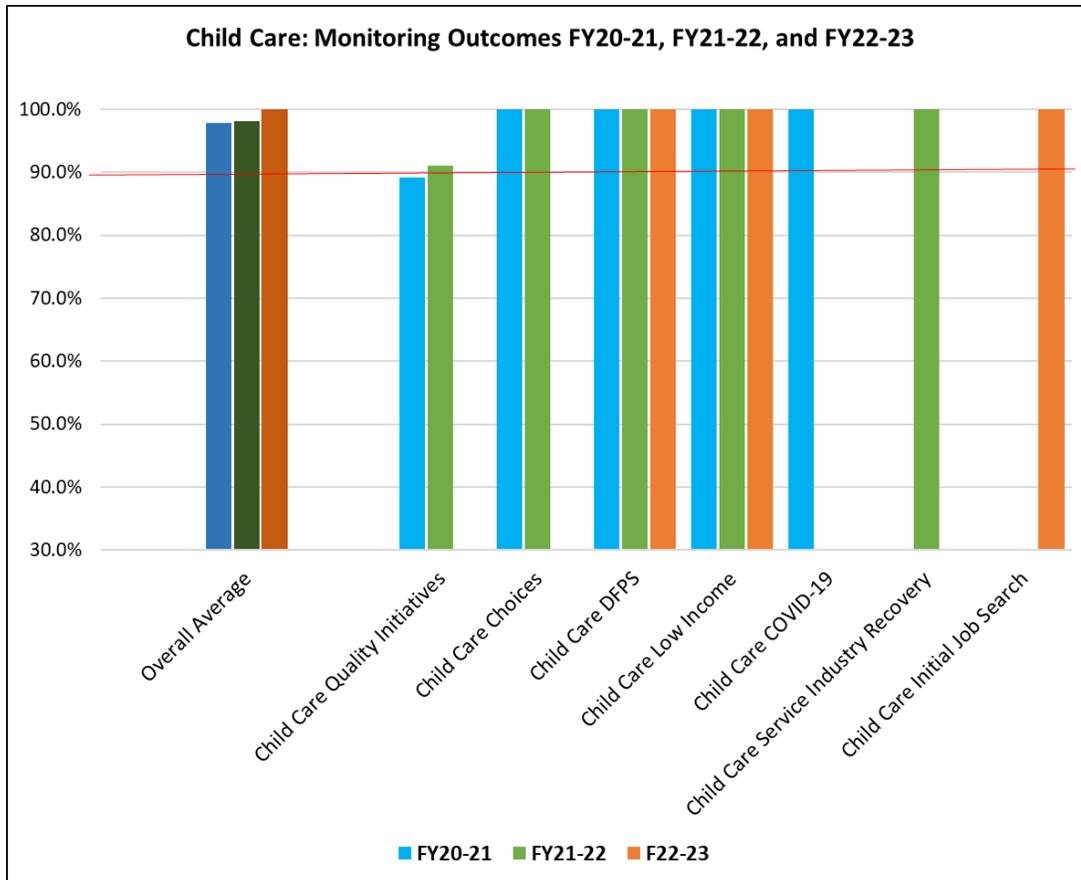
To: Oversight Committee  
 From: Adrian Lopez, CEO  
 Presented by: Ricardo Ramirez, Director of Quality Assurance  
 Date: May 26, 2023  
 Subject: Briefing – Monitoring Outcomes & Technical Assistance

**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.

# 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 21, 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 a finding identified in the Texas Workforce Commission (TWC) Monitoring Report #23.20.0001. This report included a review of the Supplemental Nutrition Assistance Program Employment and Training program administered by Workforce Solutions Alamo (Board). This monitoring review identified a finding that requires further resolution action as outlined below:

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.

#### **Documentation Required:**

The recommendation in the monitoring report states that the Board should strengthen its controls to ensure the form H1822 and form H1817 SNAP program requirements are followed. Please provide implemented controls and revised detailed procedures

Mr. Lopez  
Page 2  
March 21, 2023

for both the Board and service provider which ensure SNAP E&T program requirements and guidelines are followed and adhered to. In addition, please provide recent Board monitoring for the weaknesses identified in each of the bulleted areas. Lastly, please provide training agenda and sign-in sheets for the area, if conducted.

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

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

Sincerely,

*Judy Ohn*

Judy Ohn  
Director of Fiscal Services and Audit Resolution

## MEMORANDUM

To: Oversight Committee  
 From: Adrian Lopez, CEO  
 Presented by: Ricardo Ramirez, Director of Quality Assurance  
 Date: May 26, 2023  
 Subject: TWC Performance – Employment

**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. The following table reports these measures, including those related to employment.

Adult	Dislocated Worker	Youth
Employed Q2	Employed Q2	Employed/Enrolled Q2
Median Earnings Q2	Median Earnings Q2	Median Earnings Q2
Employed Q4	Employed Q4	Employed/Enrolled Q4
Credential Rate	Credential Rate	Credential Rate
Measurable Skills Gain	Measurable Skills Gain	Measurable Skills Gain

### Definitions

- **Employed** (as relates to post-exit outcomes): an Exiter is considered Employed in a given quarter if Quarterly UI Wage Records or Federal Employment Records show earnings for that quarter or if Supplemental Employment/Wage Records indicate employment during the quarter. Note: earnings data begin to show about six (6) months later.
- **Participatory Services:** they can make a person a Participant (for the period of participation) three types: Training Services, Individualized Career Services, and Staff-Assisted Basic Career Services beyond information-only services.
- **Period of Participation (POP):** the time that a participant is in active engagement. Begins when a person becomes a Participant and ends when the Participant Exits.
  - **TWC/Boards are accountable for employment, earnings, and educational outcomes for each Participant’s POP** (even if a Participant has multiple POPs within a year).
- **Exit:** when the participant goes 90 days without receiving a “participatory service.” The Exit brings the “Period of Participation” to conclusion.

### Employment in Quarters 2 and 4 (Adults and Dislocated Workers)

A key labor market outcome includes employment. These performance measures support job seekers and incumbent workers attainment and retention of employment. The measures use wages to validate employment. How are these measures calculated?

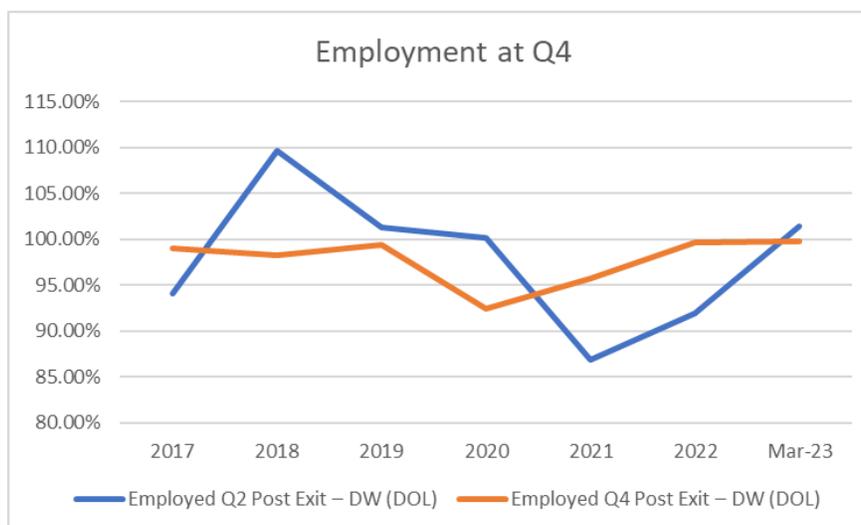
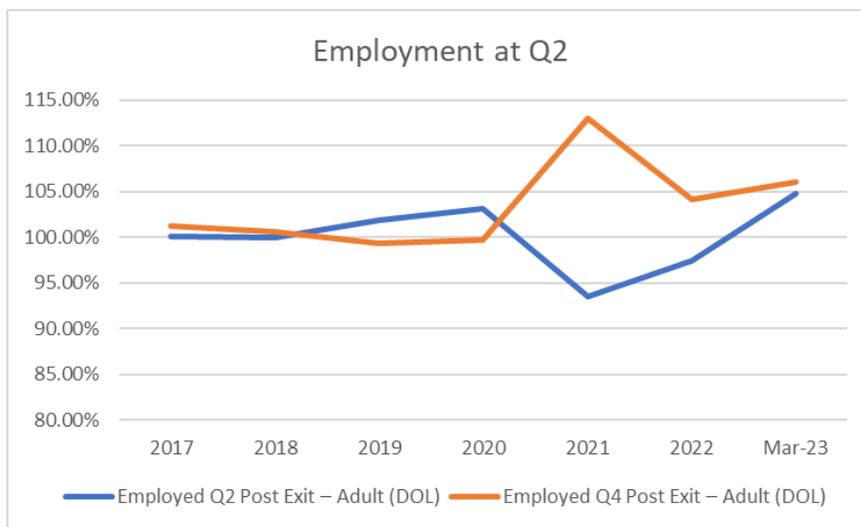
**Denominator:** Includes the number of Program Participants who Exited during their Period of Participation (without a valid exclusion).

**Numerator:** Includes the number of Exiters from the Denominator who were employed in the 2<sup>nd</sup> and 4<sup>th</sup> Calendar Quarter after Exit.

TWC statistically estimates a target, which WSA is then required to Meet or Exceed.

### Current and Historical Outcomes

The following figures report the measures' current and historical outcomes from TWC's Monthly Performance Outcomes (MPR) data from End-of-Year 2017 through March 2023. Meeting  $\geq 95\%$ , Exceeding  $\geq 105\%$ .



**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 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:

- Employed Quarter 2 Post Exit,
- Employed Quarter 4 Post Exit.

**TWC DEFINITIONS**

**BCY22 LWDA Contracted Performance Measure Definitions**

Measure Name:	<b>Employed Quarter 2 Post Exit</b>
Contracted?	<b>Two Measures: Title I Adult and Title I Dislocated Worker</b>
Perf Period:	Exiters from 7/1/20 to 6/30/21
Data Source:	TWC’s PIRL Report
Definition:	The percent of Exiting Program Participants (Exiters) Employed in the 2 <sup>nd</sup> Calendar Quarter after Exit
Methodology:	Denominator is the number of Program Participants who Exited during the Performance Period and who did not have a valid Exclusion.  Numerator is the number of Exiters from the Denominator who were Employed in the 2 <sup>nd</sup> Calendar Quarter after exit.  Performance is calculated by dividing the numerator by the Denominator.
Additional Notes:	Year End Performance will be reported in the August MPR.  These measures are primarily based on quarterly UI Wage and Federal Employment Records, which are updated after the end of each calendar

	<p>quarter (in October, January, April and July) and require time to fully mature. Wage information obtained from out-of-state sources is not available until several months later. Therefore, Performance Results for a given quarter of Exiters is generally not reported in the MPR until roughly 6 months after the end of the 2<sup>nd</sup> quarter after exit.</p> <p>These measures are statutorily required to be contracted to local Boards under WIOA §116.</p>
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Measure Name:	<b>Employed Quarter 4 Post Exit</b>
Contracted?	<b>Two (2) Measures: Title I Adult and for Title I Dislocated Worker</b>
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) Employed in the 4 <sup>th</sup> Calendar Quarter after Exit
Methodology	<p>Denominator is the number of Program Participants who Exited during the Performance Period and who did not have a valid Exclusion.</p> <p>Numerator is the number of Exiters from the Denominator who were Employed in the 4<sup>th</sup> Calendar Quarter after Exit.</p> <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>These measures are primarily based on quarterly UI Wage and Federal Employment Records, which are updated after the end of each calendar quarter (in October, January, April and July) and require time to fully mature. Wage information obtained from out-of-state sources is not available until several months later. Therefore, Performance Results for a given quarter of Exiters is generally not reported in the MPR until roughly 6 months after the end of the 4<sup>th</sup> quarter after Exit.</p> <p>These measures are statutorily required to be contracted to local Boards under WIOA §116.</p>



# WSA Quality Assurance

Ricardo Ramirez, Director of Quality Assurance

May 26, 2023





# Summary

*Quality Assurance (QA) monitoring activities:*

- *Quality Assurance Update*
- *Monitoring Outcomes & Technical Assistance*
- *TWC Audit Letter – SNAP E&T*

*Staff are 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 two Audit Resolution Letters, one for the Non-Custodial Parent (NCP) grant (one attribute) and one for the SNAP E&T (three attributes). We missed reporting the SNAP E&T letter during the previous Committee meeting and are now reporting progress on both. The SNAP E&T included the following three items:

- Completion of Form H1822 Work Requirement Verification;
- Completion or submittal of Form H1817 to notify HHSC of participants gaining employment,
- Recording H1817 information in TWIST (TWC's application).

*Staff submitted responses to TWC documenting resolution. We are in communication with TWC, and expect for both the NCP and SNAP items to be resolved.*

### *Current Monitoring Engagements:*

Child Care Services (performed every 2-3 years): we have not received a report.

# Briefing on Monitoring Activities



## External Program Monitoring

- *Ready-to-Work (RtW)*: 63% complete. We've experienced some delays arising from: the newness of the grant, the large number of partner agencies involved, and the different types of systems that the partners use for the grant.
- *WIOA Adult & Dislocated Worker*: 57% complete. Exit Conference held 05/17/2023.
- Upcoming:
  - TANF/Choices.

# 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: 98% complete.
- National Dislocated Worker (NDW): 100% complete. Included the COVID-19 Pandemic and Winter Storm grants:
  - 86.8% overall accuracy rate with six (6) attributes identified for continuous quality improvement.
  - WSA rolls-out disaster relief grants rapidly, during times of crises, and they aim to serve large numbers of affected workers. These grants often include minimal and changing guidance, which also contributes to lower accuracy rates.
  - We thank C2GPS for serving close to 500 affected individuals during the disasters.
- Non-Custodial Parent (NCP): 46% complete.

# Briefing on Monitoring Activities



## Other Activities

### *Other Activities*

- *Digitizing Paper Records*: project led by Trema Cote, our Workforce Monitor. Project on time 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 currently digitized).
- *WSA Policy Review*: about 98% complete.
- *Board Recertification*: assisted with the submission of Form H-600 to TWC 05/12/2023.
- *Technical Assistance (TA)*: we offer varied support to WSA departments and subrecipients.



# Monitoring Timeline – Internal Engagements



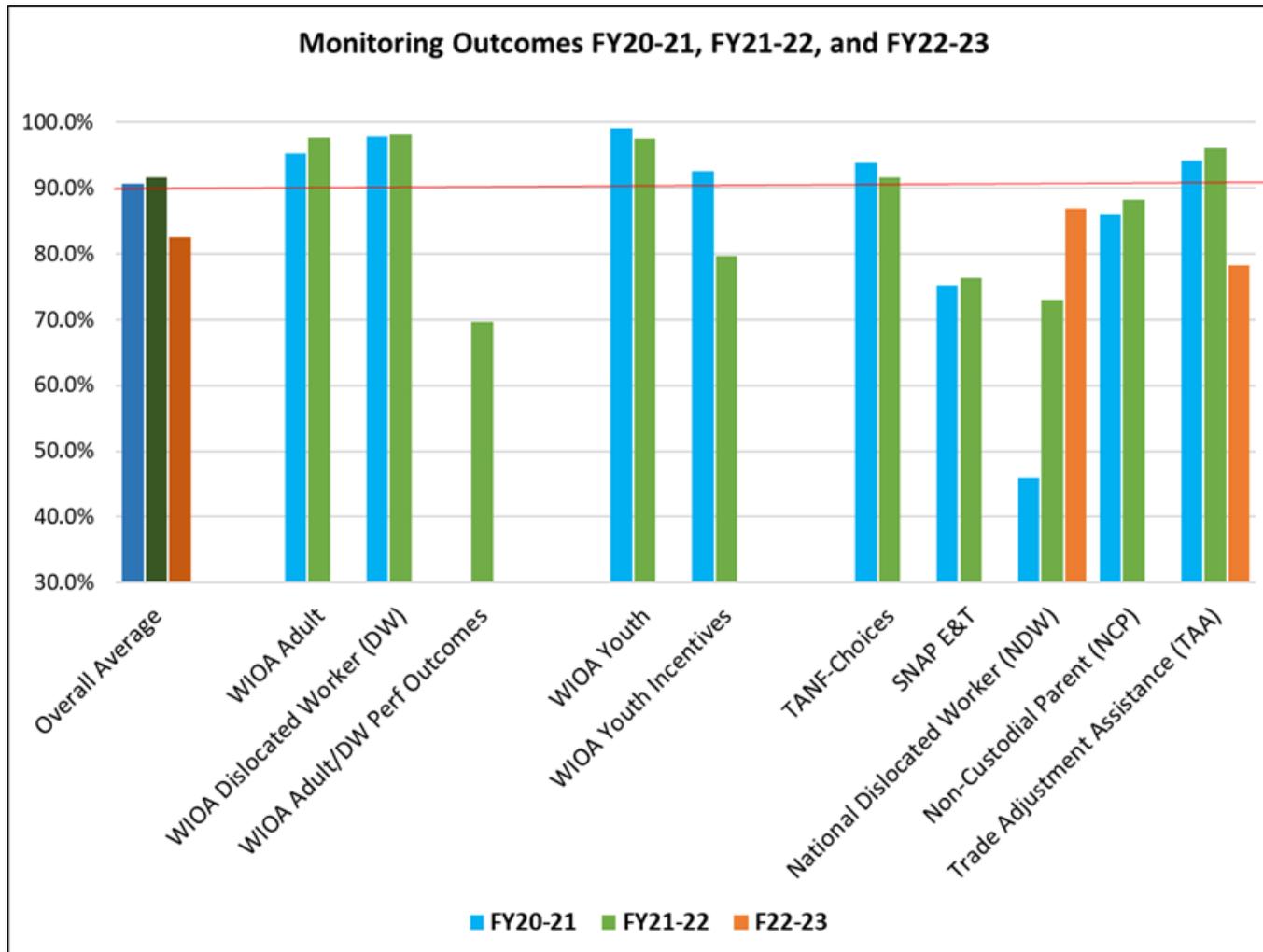
Initial Estimated Timeline				Actual Timeline						
<i>Internal Program Monitoring</i>	<i>Duration</i> ++	<i>Start</i>	<i>Finish</i>	<i>Duration</i> ++	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>Comments</i>	<i>% complete</i>
<b>Estimated Timeline: 2022-2023</b>	<b>215</b>	<b>11/14/2022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

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

## Modification Notes

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

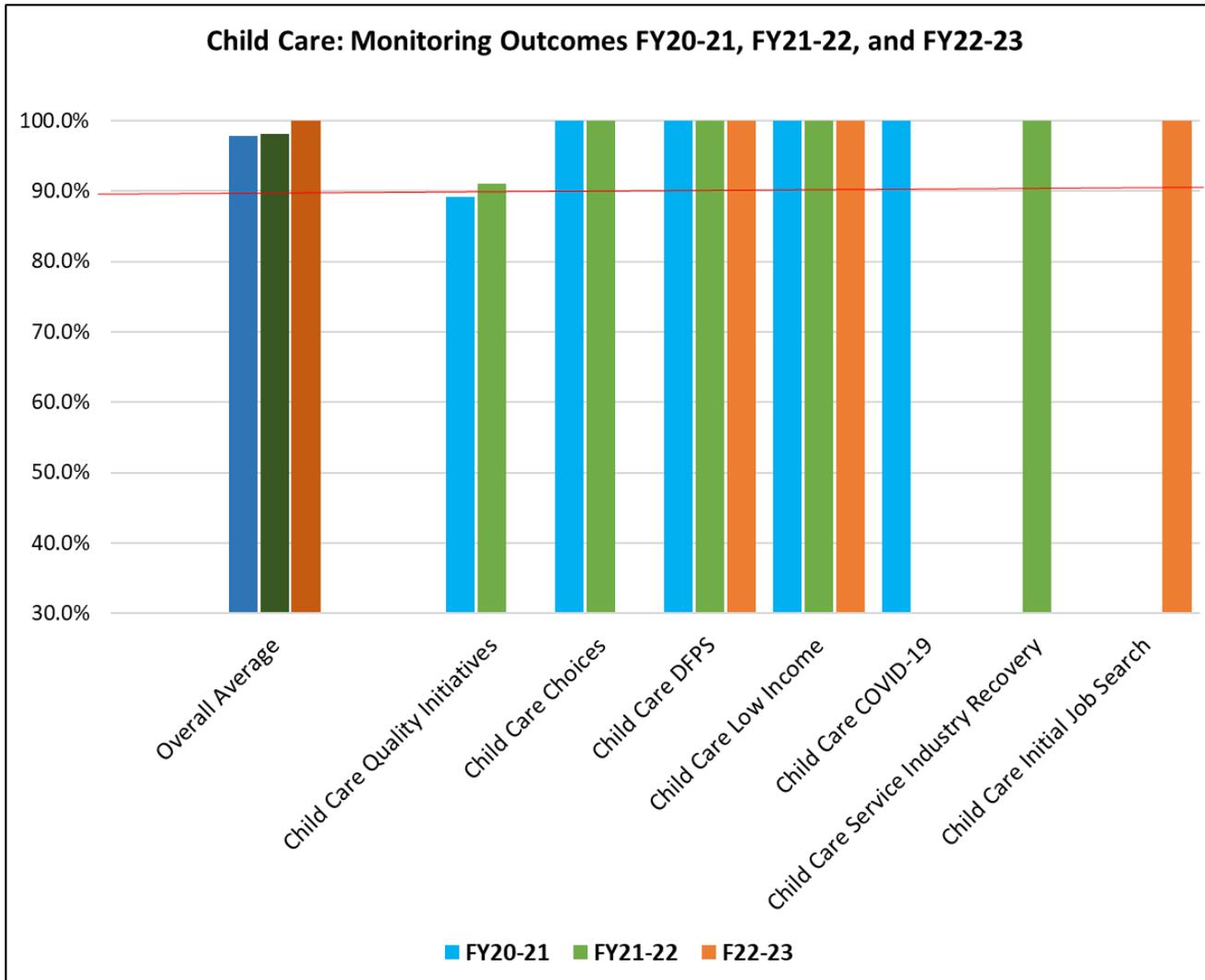
# Briefing – Monitoring Outcomes



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

The red line highlights the 90% expected accuracy rate.

# Briefing – Monitoring Outcomes



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

The red line highlights the 90% expected accuracy rate.

# Briefing – Technical Assistance



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

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

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

# Briefing – Technical Assistance

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## Additional QA Monitoring

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

Expanded monitoring includes:

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

# Briefing on Monitoring Activities



## Staff Recommendations

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

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



Questions or Comments?



# WSA Quality Assurance TWC Performance – Employment

Ricardo Ramirez, Director of Quality Assurance

April 26, 2023





## Summary

### *Briefing on TWC Performance – Employment:*

- *Employed at Quarter 2 and Quarter 4 (Adult and Dislocated Worker)*

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

# Briefing on TWC Performance



## TWC-contracted Performance Measures

- *WIOA requires TWC to formally contract Boards for specific Title I Adult and Dislocated Worker (DW). These include:*

<b>Adult</b>	<b>Dislocated Worker</b>	<b>Youth</b>
Employed Q2	Employed Q2	Employed/Enrolled Q2
Median Earnings Q2	Median Earnings Q2	Median Earnings Q2
Employed Q4	Employed Q4	Employed/Enrolled Q4
Credential Rate	Credential Rate	Credential Rate
Measurable Skills Gain	Measurable Skills Gain	Measurable Skills Gain

# Briefing on TWC Performance



## Key Definitions

- **Employed** (as relates to post-exit outcomes): an Exiter is considered Employed in a given quarter if Quarterly UI Wage Records or Federal Employment Records show earnings for that quarter or if Supplemental Employment/Wage Records indicate employment during the quarter. Note: earnings data begin to show about six (6) months later.
- **Participatory Services**: they can make a person a Participant (for the period of participation): three types: Training Services, Individualized Career Services, and Staff-Assisted Basic Career Services beyond information-only services.
- **Period of Participation (POP)**: the time that a participant is in active engagement. Begins when a person becomes a Participant and ends when the Participant Exits.
  - **TWC/Boards are accountable for employment, earnings, and educational outcomes for each Participant's POP** (even if a Participant has multiple POPs within a year).
- **Exit**: when the participant goes 90 days without receiving a “participatory service.” The Exit brings the “Period of Participation” to conclusion.

# Briefing on TWC Performance

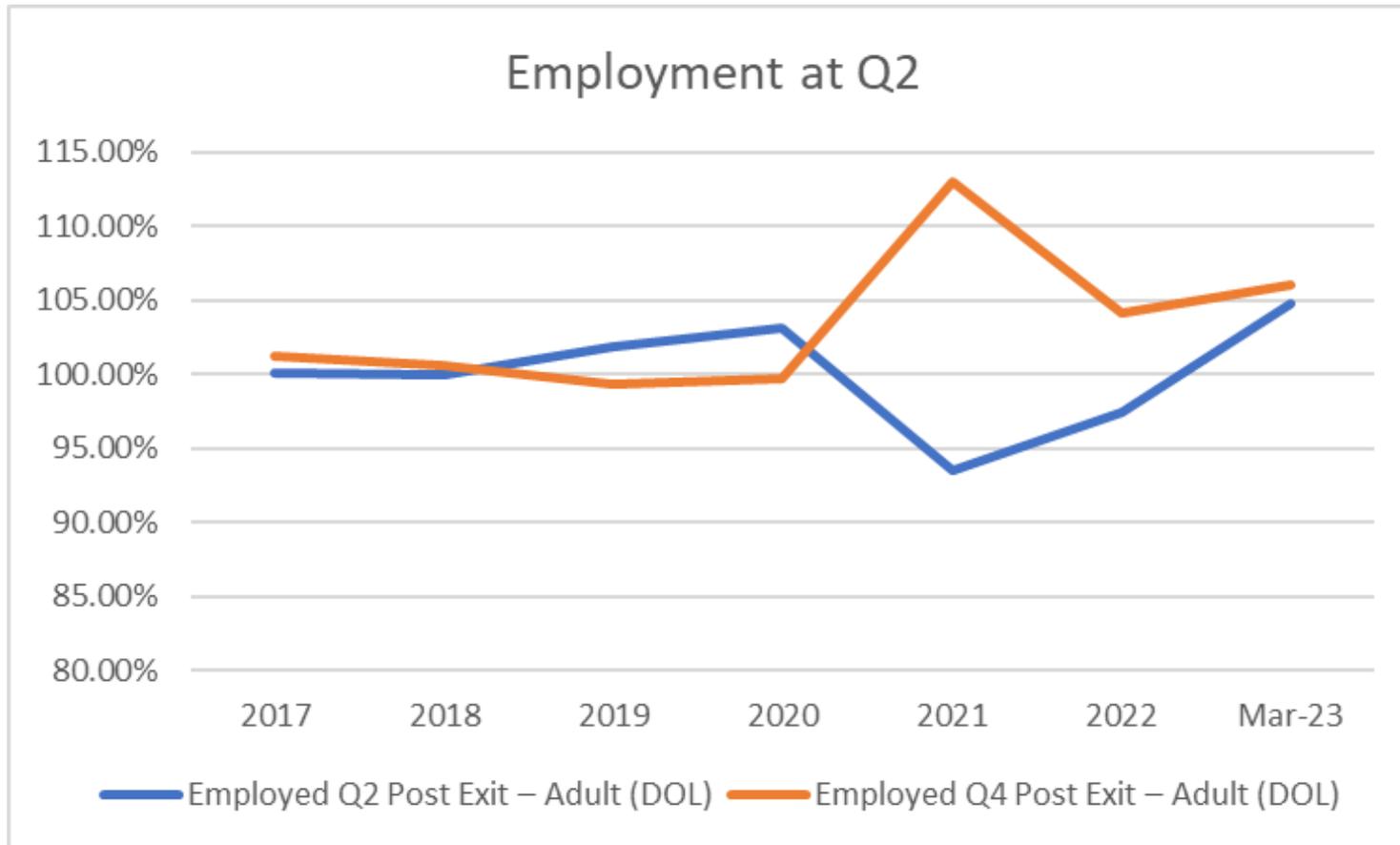


## How are these measures calculated?

- **Denominator:** Includes the number of Program Participants who Exited during their Period of Participation (without a valid exclusion).
- **Numerator:** Includes the number of Exiters from the Denominator who were employed in the 2<sup>nd</sup> and 4<sup>th</sup> Calendar Quarter after Exit.

TWC statistically calculates a target, which the Board is then contractually required to Meet or Exceed.

# Briefing on Monitoring Activities

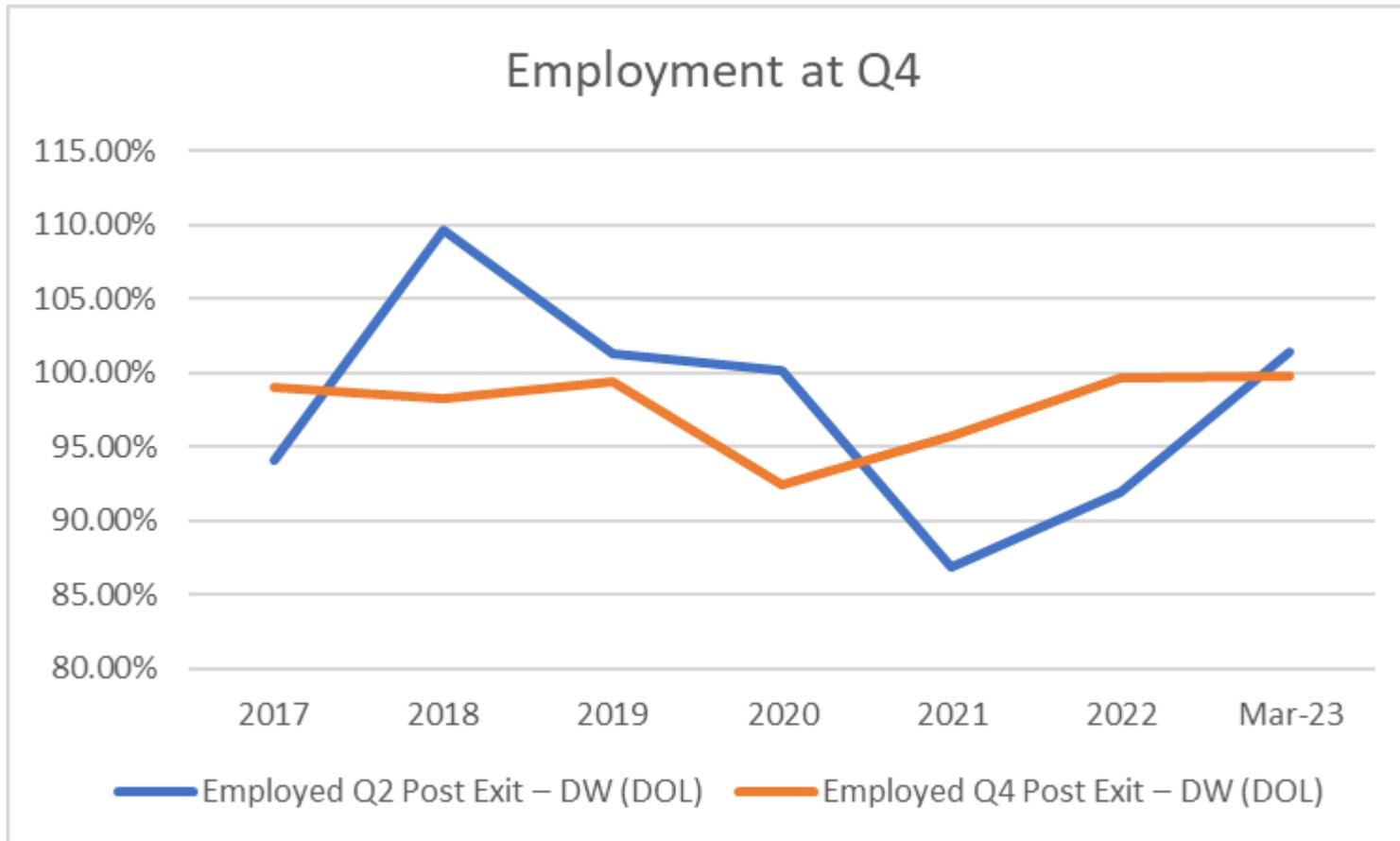


Historical trends of WSA's TWC-Contracted Employment at Quarter 2 Performance Outcomes.

Meeting  $\geq 95\%$   
Exceeding  $\geq 105\%$

*Source: TWC's MPR*

# Briefing on Monitoring Activities



Historical trends of WSA's TWC-Contracted Employment at Quarter 4 Performance Outcomes.

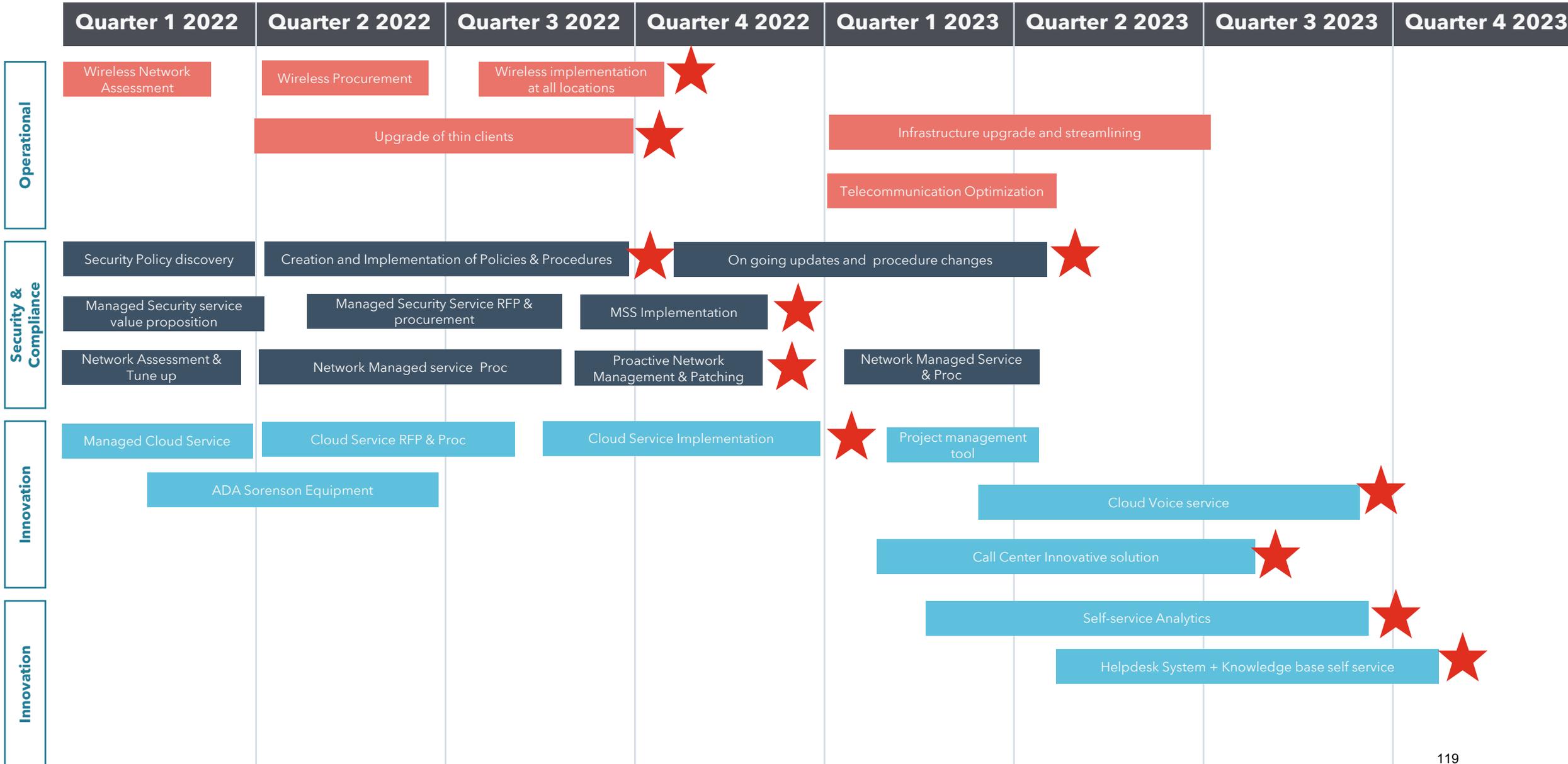
Meeting  $\geq 95\%$   
Exceeding  $\geq 105\%$

*Source: TWC's MPR*



Questions or Comments?

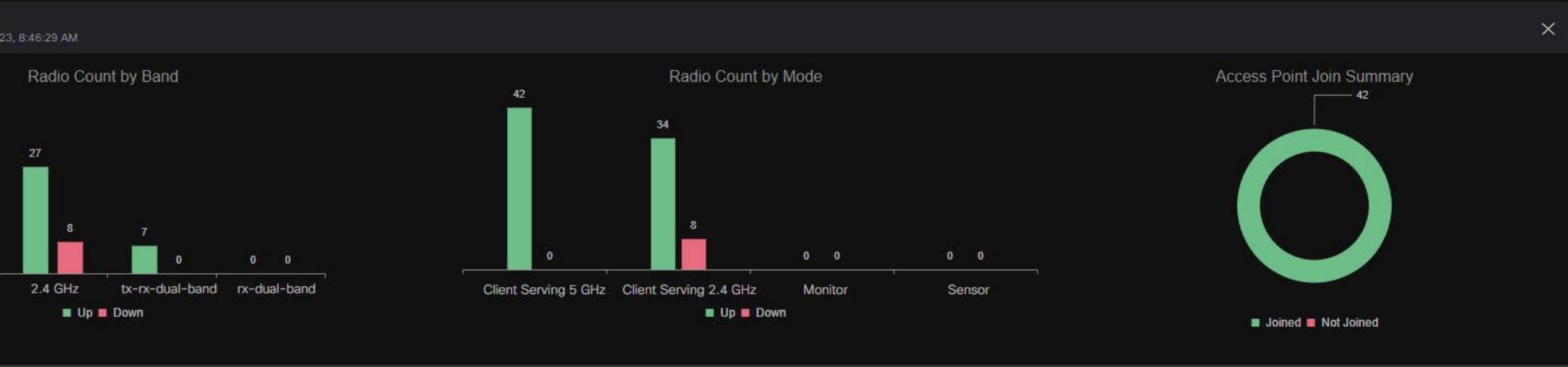
# WSA IT Roadmap



# Wireless Implementation

- Completed procurement and installation of new wireless solution in all centers
- Collaborated with neighboring office to reducing wireless interference
- Validated with our staff improved wireless signals and worked on issues
- Disposed of EOL equipment from our environment that pose security risks
- Increased wireless network coverage areas and support for mobile work force
- Better insight into network traffic
- Associated AP names with centers

Wireless LANs	4	0	Access Points	42	0	Clients	Active: 122	Excluded: 0	Rogues	APs: 1205	Clients: 189	Interferers	5 GHz: 0	2.4 GHz: 12
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**Access Points**

Sort by: Highest Client Count

AP ID	AP MAC	Clients	Data Usage	Throughput
AP06	2481.3b50.3f60	15	2.9 GB	10 Mbps
AP02	2481.3b2c.5cc0	9	928 MB	752 Kbps
AP07	2481.3b2c.48e0	9	547 MB	3.2 Mbps
Ap01	2481.3b2d.f640	8	1.6 GB	9.2 Mbps
n-AP01	2481.3b2c.5640	8	604 MB	59 Kbps

**Top WLANs**

Sort by: WLANs With Highest Client Count

WLAN Name	ID	Clients	Data Usage
WSA_Data	2	77	10 GB
WSA_Enterprise	1	21	3.0 GB
WSA_Guest	3	12	192 MB
WAS_RLAN	1	9	4.4 GB
WSAtraining	4	3	175 MB

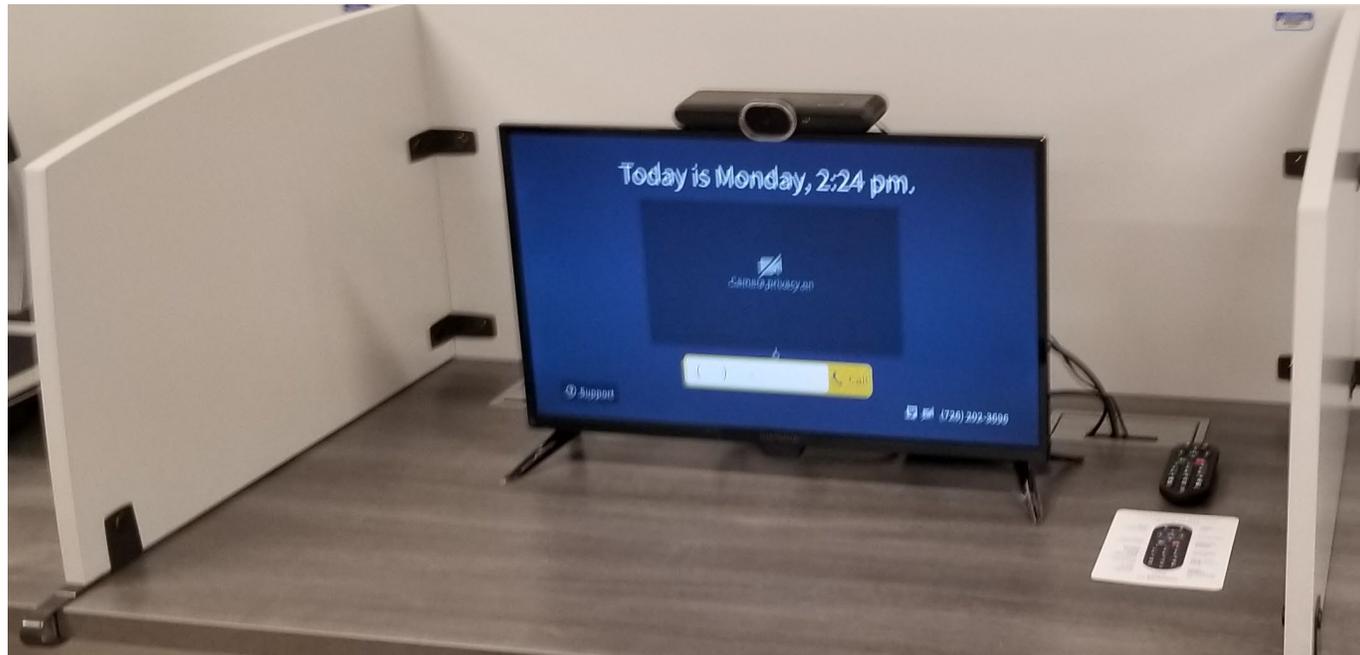
**Client Device Types**

No device classification available

121

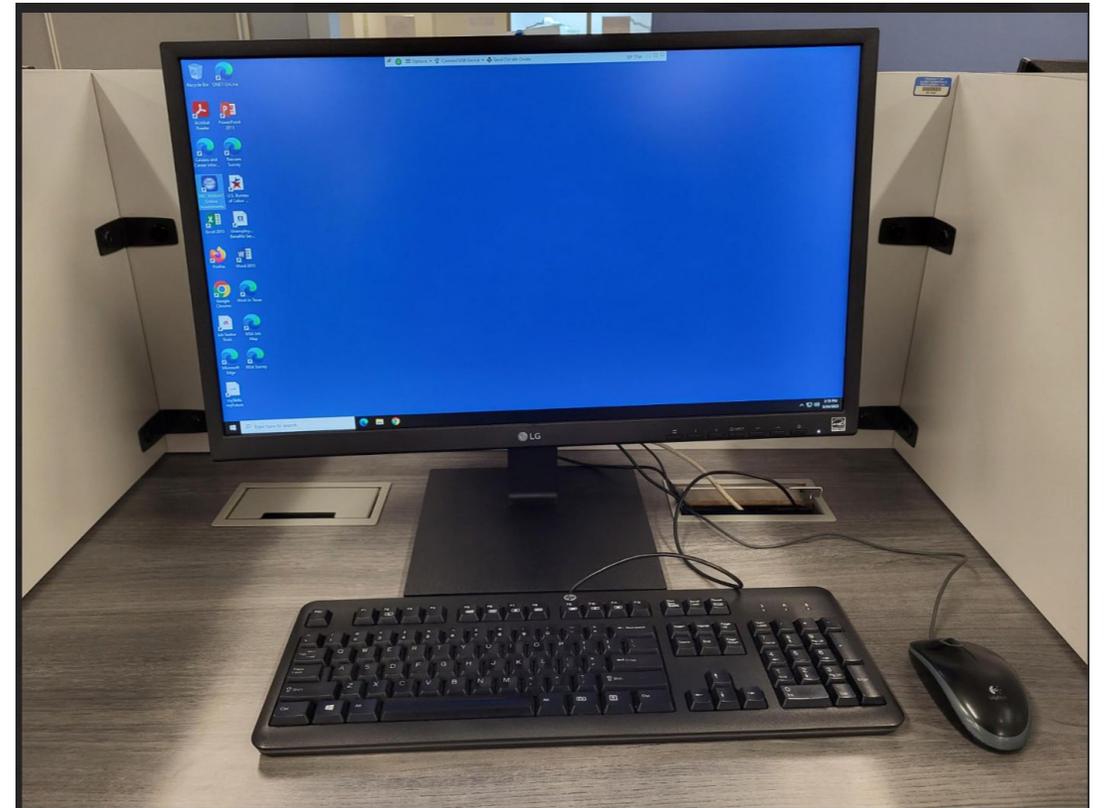
# ADA Sorenson Equipment

- Successfully rollout of new ADA solution at
  - 4 of our Premiere Career Centers. (South Flores, Data Point, East Houston and Walzem)
  - 3 of our rural centers (Medina, Kennedy, Wilson)
- Trained staff how to use new equipment



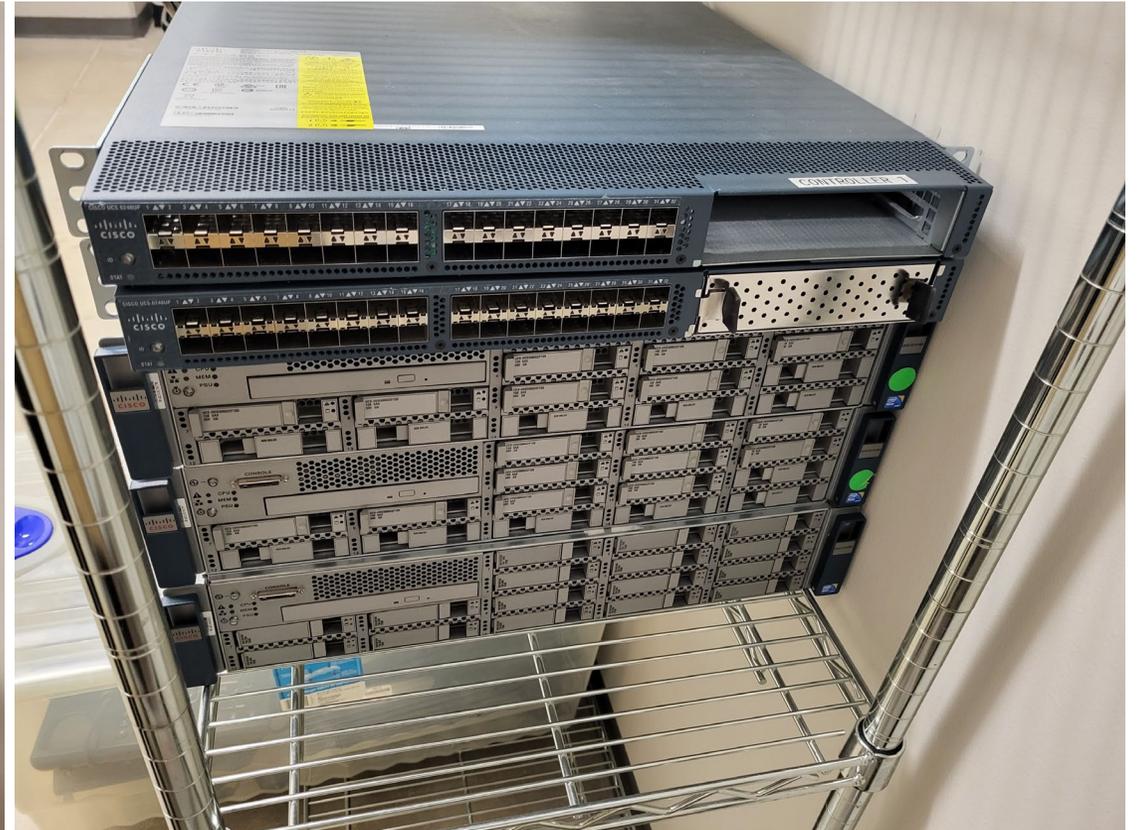
# Upgraded Thin Clients

- Completed the rollout of 300 Thin clients to our resource room



# Infrastructure upgrade and streamlining

- Phased out some old networking and server equipment
- Phase two will be coming after migration to the cloud



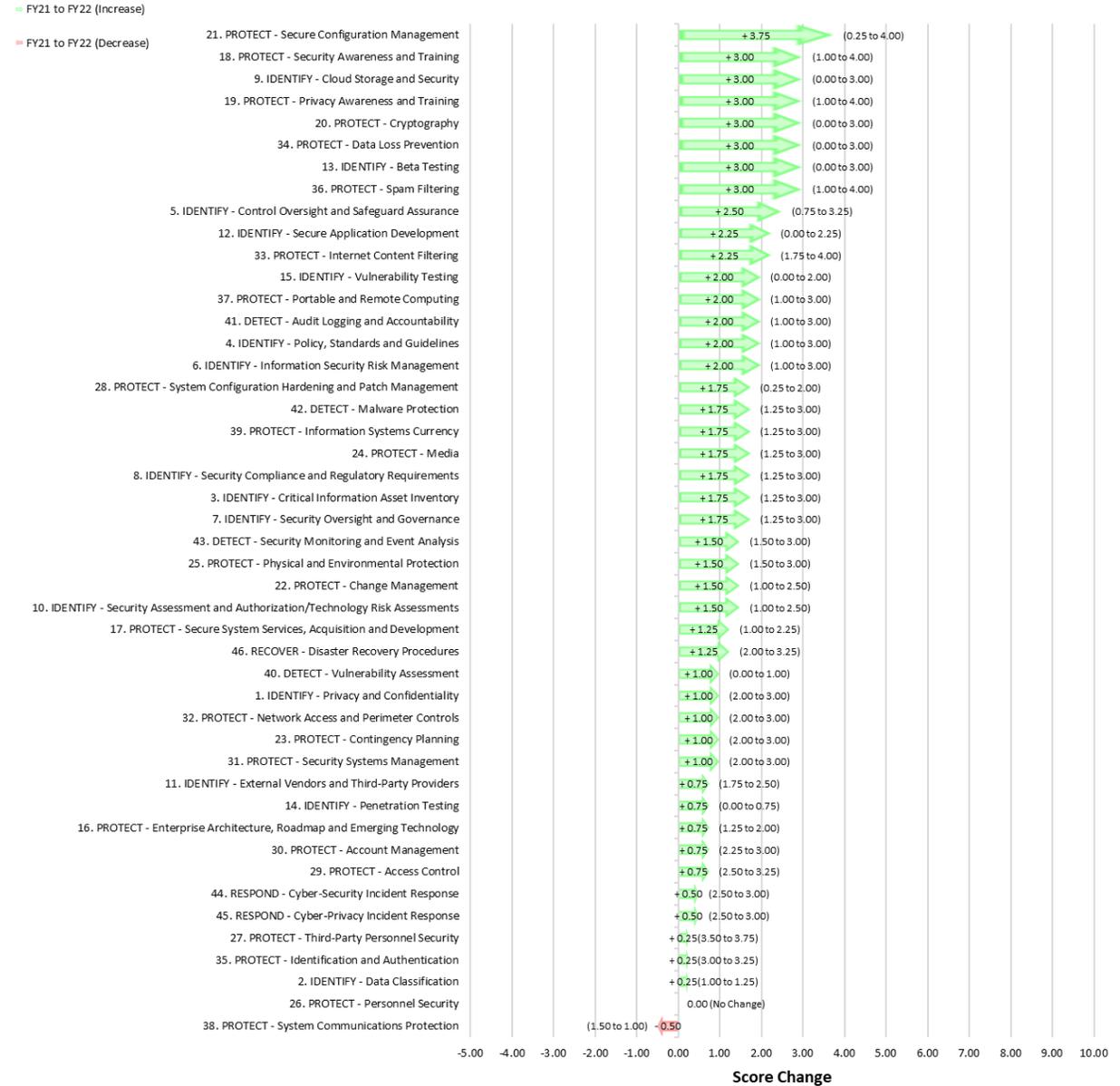
# Telecommunication Optimization

- Implemented mesh network to support the cloud migration
- Started design session for remote site; will proceed to implementation after cloud migration

## Security Policy

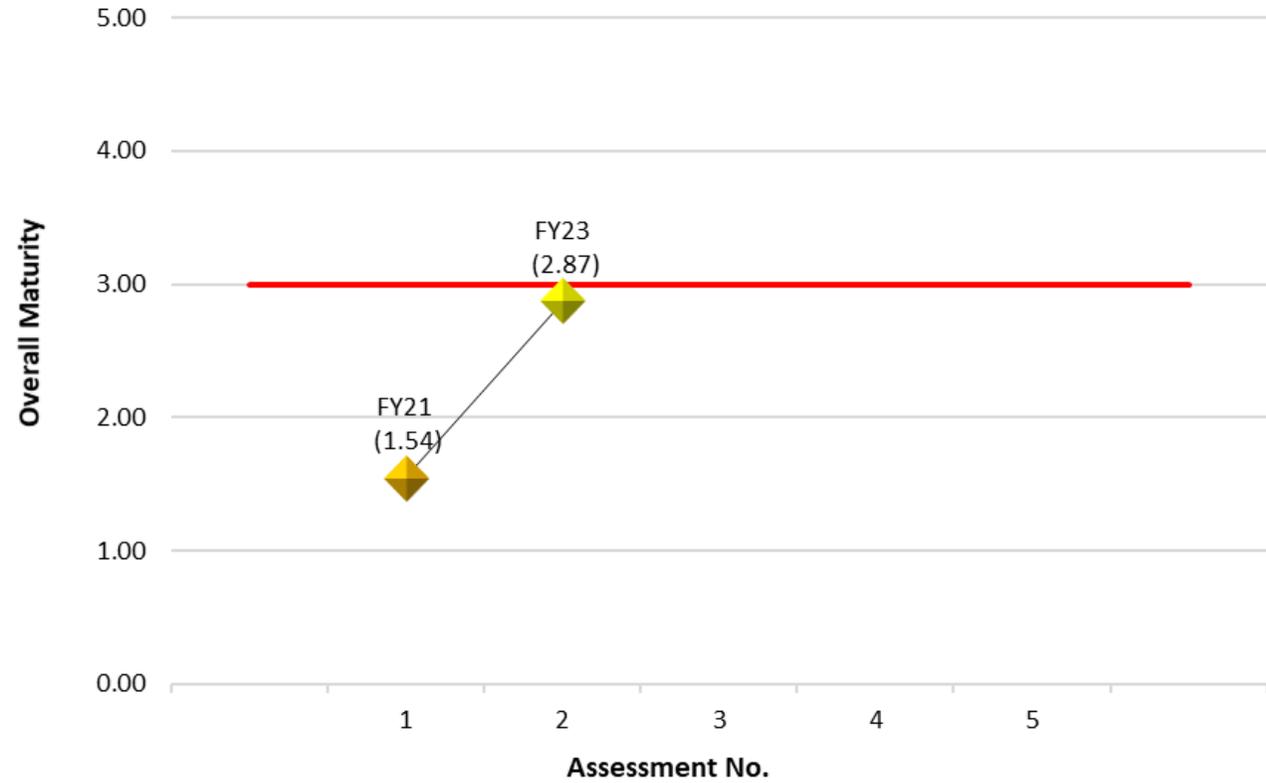
- Created over 30 new security policies with corresponding procedures

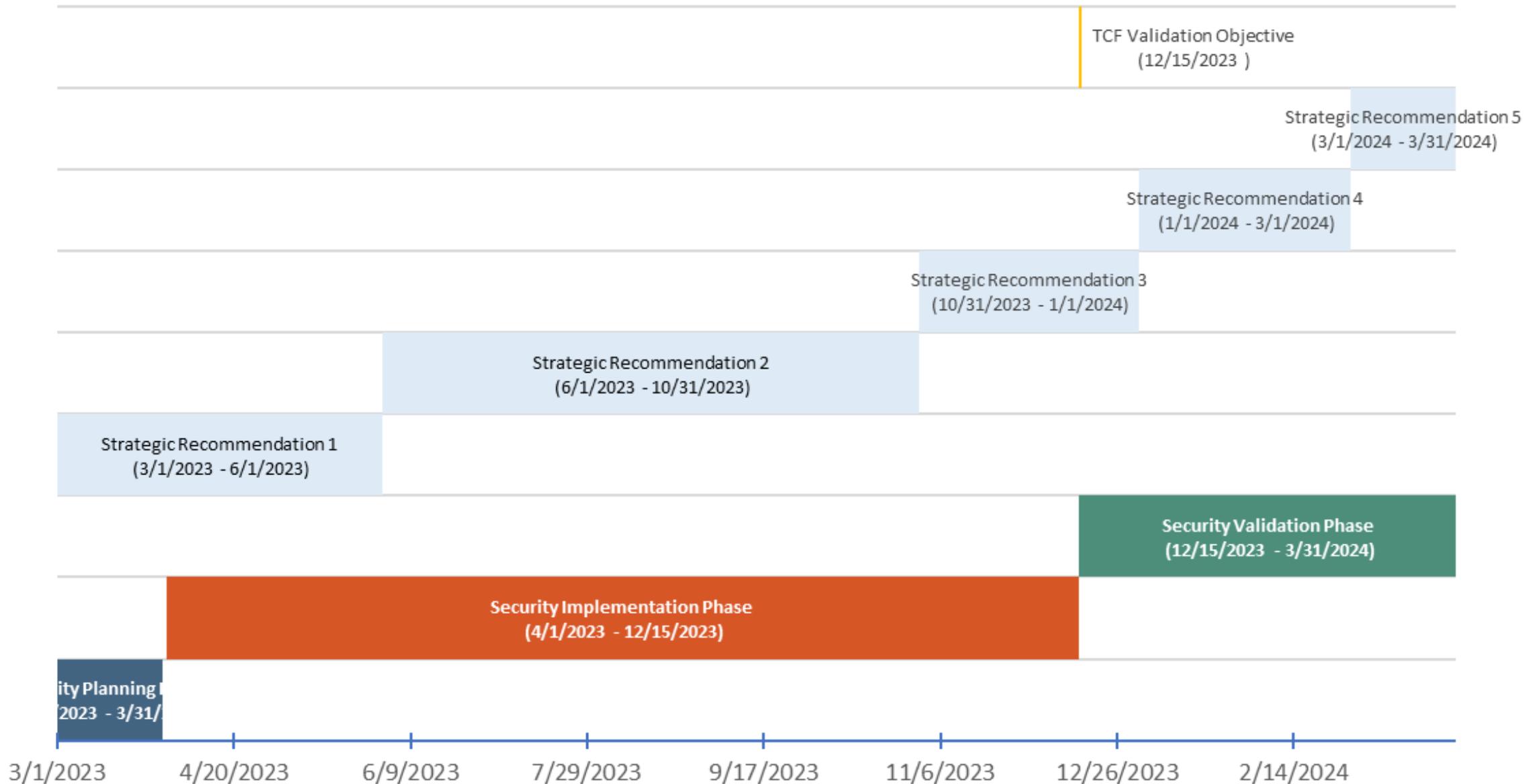
# Comparison to last audit findings



# Overall Comparison to 2020 Audit findings

- ◆ Level 0
- ◆ Level 1
- ◆ Level 2
- ◆ Level 3
- ◆ Level 4
- ◆ Level 5





Reports / Mail Flow Summary: Incoming

Mail Flow Summary

Data in time range: 100% COMPLETE 23 May 2023 09:00 to 24 May 2023 09:20 (GMT -07:00)

View Data For

Hosted\_Cluster

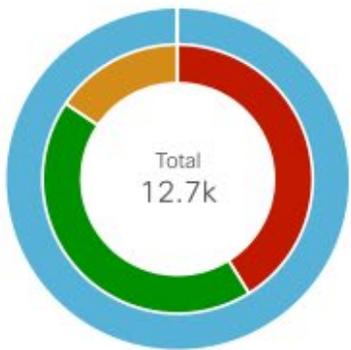
Time Range

Day

Incoming

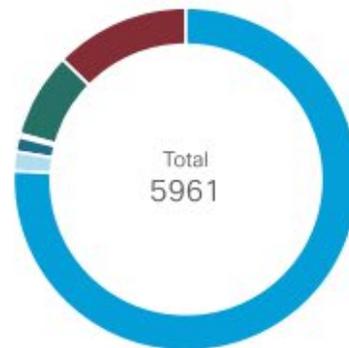
Outgoing

Number of Messages



Attempted Messages	100.00%	12.7k
Clean	43.29%	5477
Threat Messages	41.15%	5206
Other	15.56%	1968

Threat Messages



IP Reputation Filtering	75.76%	4516
Domain Reputation Filtering	0%	0
Invalid Recipients	1.83%	109
Anti-Spam	1.39%	83
Anti-Virus	0%	0
Advanced Malware Protection	0.30%	18
Content Filters	8.02%	478
DMARC Policy	12.70%	757
S/MIME Verification/Decryption Failed	0%	0

Threat Detection Summary

All Categories	<b>4625</b> Reputation Filtering	<b>83</b> Spam Detection	<b>2164</b> Email Spoofing	<b>957</b> Scam and Phishing Attempts	<b>50</b> Attachment and Malware Detection
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### Vulnerabilities

Number of vulnerabilities discovered during scanning.

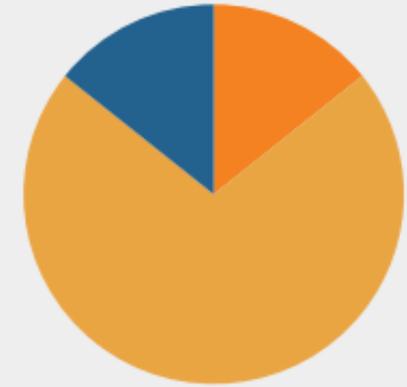
7

### Recent Vulnerabilities

Number of vulnerabilities discovered in the last month.

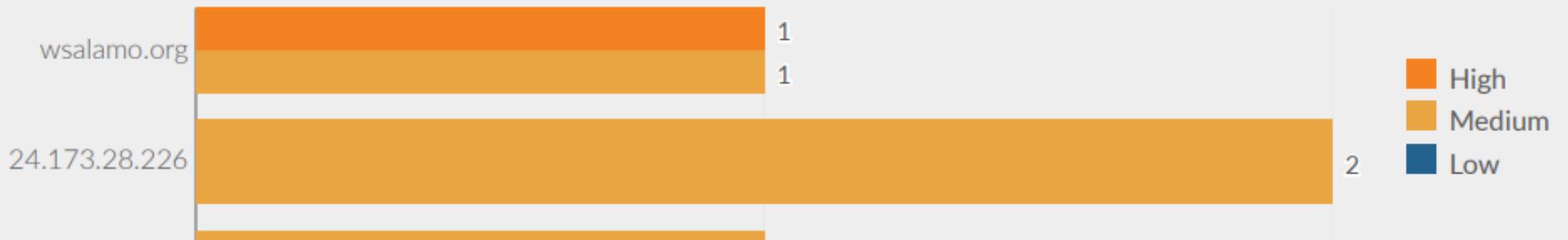
7

### Severity Level



High - 1  
Medium - 5  
Low - 1

### Top 5 Vulnerable Targets





### Coverage Score

The Coverage Score represents your engagement with the MDR service.

90%



### Open Tickets

The number of open tickets that still require action.

10



### Observations

Number of data points we received from your environment.

88.5 M



### Investigations

Potential incidents that were examined from your environment.

10



### Ticketed Incidents

Security incidents brought to your attention.

3



### Investigation Breakdown

Past Year



Current Period

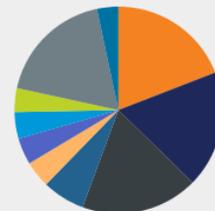


Incident

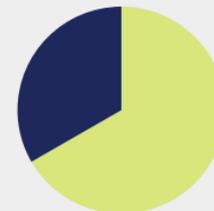


### Incident Breakdown

Past Year



Current Period



- Authentication Failed
- Duo Alert
- Individual Admin Account Lockout
- Multiple Logon Failures
- Office 365 Azure Integration Added
- Office 365 SMTP Forwarding Rule Added
- Restricted Country Login
- Suspicious PowerShell Command Parameters
- User Added/Deleted
- User Locked Out
- Other



### Investigation History

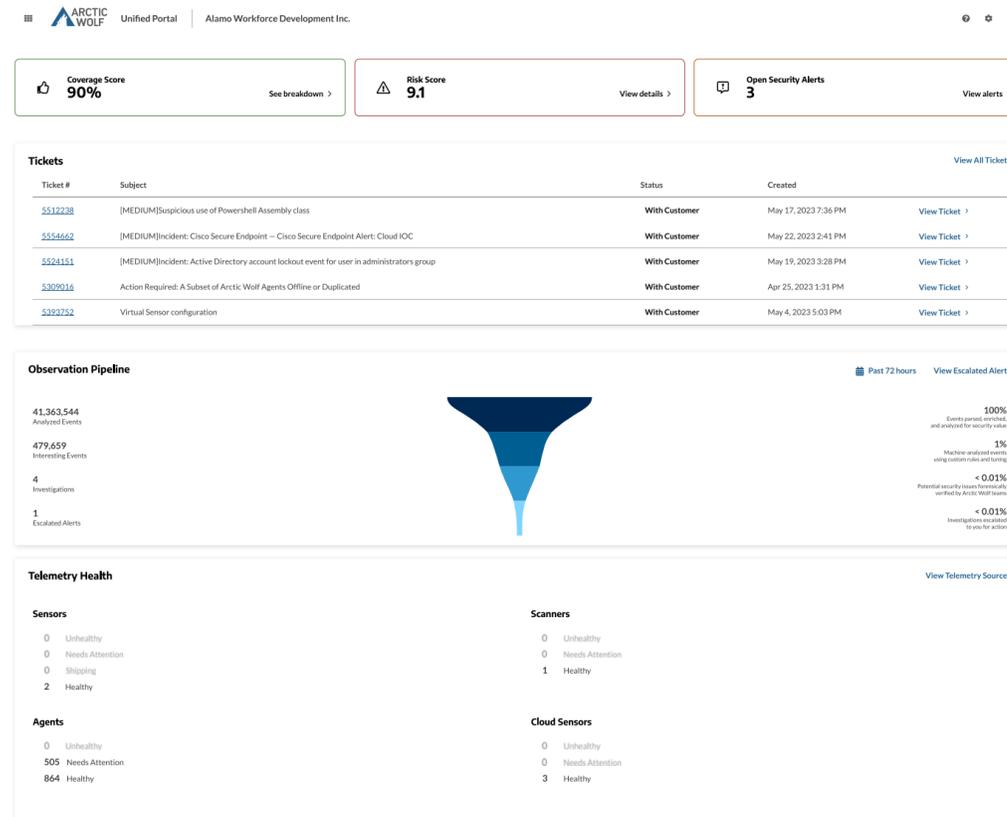


### Incident History



# SOC Solution

- Implement an enterprise soc solution that proactively informs us of potential breaches
- Solution comes with \$500,000 in Cybersecurity incident protection



# Managed Network Solution

## **UC Patching and Upgrades Q1 of 2023:**

Cisco Call Manager Upgraded to SU6 along with Cisco IM & Presence. Cisco Expressway Core and Edge also upgraded to latest security patches.

## **Upgrade ESXI Version - Completed in Q1 of 2023:**

Created an internal ticket to review current version and necessary patches for ESXI. Upgraded UC Hosts from ESXi 6.5u2 to 7.0u1

## **IOS Upgrades – Completed in Q1 of 2023**

Recommendation to upgrade all switches and routers throughout the organization.

## **Order/Install Auvik Licensing:**

Recommended tool for network visibility, proactive alerting and reporting. Deployed Auvik licenses for specific networking components for Vistana, Datapoint and remote locations.

## **Deploy Serviceability Connector:**

Recommendation from our team to deploy serviceability connector to all (3) CUCM servers and (2) UCCX server to gather essential and detailed logs for call quality.

## **Auto Attendant Issues and Recommended Resolution:**

Worked with WSA team to create voicemail boxes for Kerrville, Boerne, Floresville and Seguin centers to uniform with all other sites.

## **Call Center Closure Updates and Notification Changes:**

Worked with WSA and COSA staff to complete calendar updates to phone system closures table for last year and have reached out for any other changes or modifications required.

## **UC Software Review and Updates Q2 2023:**

We have a ticket open to review the UC software versions and determine if updates need to be applied. This will begin tomorrow and if updates are needed, we will schedule with the Alamo IT team.

## **Network Device Software Review and Updates Q2 2023:**

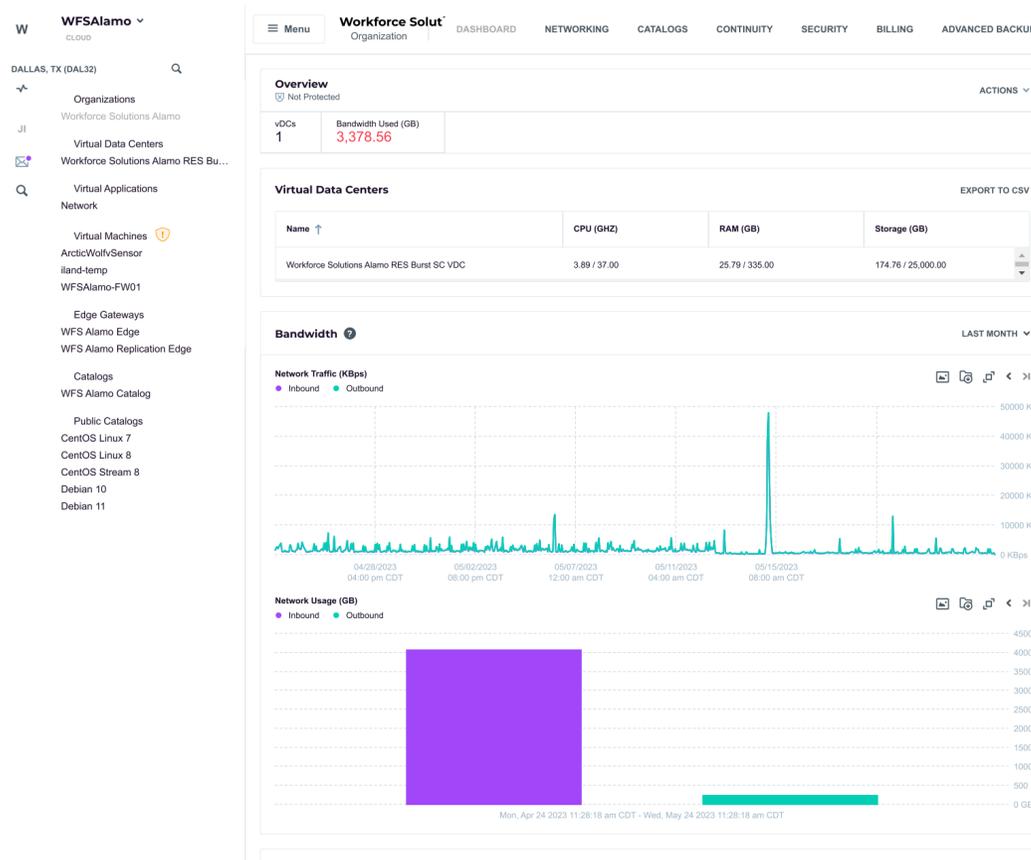
I will be opening a ticket for this quarter's review and updates and this effort will begin next week. If device reboots are needed, we will schedule with the Alamo IT team.

## **Datapoint wireless issue resolution:**

Worked with first floor tenant at Datapoint to split up wireless channels to reduce interference. This resolved a majority of the issues but one issue related to coverage still exists. Working to provide a quote for one AP to Alamo.

# Managed Cloud Solution

- Successfully migrated our environment to the cloud, pending actual cutover to happen on June 23<sup>rd</sup>



# Project Management Solution

Collaborated with staff to implement and rollout Project management solution – Monday.com

The screenshot displays the Monday.com interface. At the top, there is a search bar labeled "Search Everything ..." and a "Save" button. Below the search bar, navigation tabs include "All", "Cross Boards / 2", "Updates / 0", "Files", "People", and "Tags". A "Filter by date" button is also present. The main content area shows two Kanban boards. The first board is titled "Request Forms" and has a "Collapse group" button. It features a group titled "On Hold / Issue" with a red header. The board contains a table with the following data:

Item	Form #	Assigned	Status	Date Submitted	Due Date	Date Completed	Em
> 304- Logo for Ambassador Email Signature / ...	2	[User Icon]	On Hold / Issue				
+ Add Item							

The second board is titled "Workforce Ambassadors" and has a "Main workspace" button. It features a group titled "Group Title" with a blue header. The board contains a table with the following data:

Item	Person	Status	Date	+
Item 1	[User Icon]	Working on it	Dec 15, 2022	
+ Add Item				

# Migration of Voice to the Cloud

- Started preliminary discussion, implementation timeline will be pushed to later in the year
- Proposed solution will incorporate call center modernization

## Additional projects

- New policy, procedure and technology to support ban of ticktock
- Collaborate with the facilities team to audit laptop inventory
- Modernization of board room and training
- Upgrade of all TVC staffs to laptops



**Questions?**