



STRATEGIC COMMITTEE MEETING

Workforce Solutions Alamo
100 N. Santa Rosa, Suite 120, Board Room
San Antonio, TX 78207
March 17, 2023
10AM

AGENDA

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

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

Please join WebEx meeting from your computer, tablet or smartphone.
<https://wsalamo.webex.com/wsalamo/j.php?MTID=ma86eb7779bd3f83902ae761dfeaf8912>
You can also dial in using your phone. United States (Toll Free): 1-415-655-0002

Meeting Number & Access Code: 2499 930 3615

New to WebEx? Get the app now and be ready when your first meeting starts:
<https://www.webex.com/>

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

- I. CALL TO ORDER AND DETERMINE QUORUM
Presenter: Mr. Eric Cooper, Committee Chair
- II. ROLL CALL
Presenter: Mr. Eric Cooper, Committee Chair
- III. PUBLIC COMMENT
Presenter: Mr. Eric Cooper, Committee Chair
- IV. DECLARATIONS OF CONFLICT OF INTEREST
Presenter: Mr. Eric Cooper, Committee Chair
- V. CONSENT AGENDA: (DISCUSSION AND POSSIBLE ACTION)
Presenter: Mr. Eric Cooper, Committee Chair
 - a. Meeting Minutes – January 27, 2023
- VI. PROCUREMENT UPDATE (DISCUSSION AND POSSIBLE ACTION)
Presenter: Jeremy Taub, Director Procurement and Contracts
 - a. Facility Updates
 - i. Port SA Update
 - ii. Boardroom Update
 - b. Procurement Diversity Update (SMWVBE)
- VII. UPDATE: LOCAL PLAN PROGRESS (DISCUSSION AND POSSIBLE ACTION)
Presenter: Adrian Perez, CIO
 - a. Local Plan – 2-Year Modification
 - b. Summary of WSA Board of Directors Retreat
 - c. Introduction of Draft Workforce Solutions Alamo Tactical Construct
 - d. Sector Based Model Update
 - i. Sector Based Score Cards – Rebecca Espino Balencia, Director of Ready to Work
 - ii. Strategic Partnership Manager Update – Caroline Goddard, Strategic Community Partnerships Manager
- VIII. CEO REPORT
Presenter: Adrian Lopez, CEO
 - a. San Antonio Chamber of Commerce Partnership
 - b. Aspen Institute
- IX. CHAIR REPORT
Presenter: Mr. Eric Cooper, Committee Chair
- 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

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 G. Martinez at (210) 272-3250 at least two (2) working days prior to the meeting, so that appropriate arrangements can be made. Relay Texas: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice).

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: Mr. Eric Cooper, Committee Chair



STRATEGIC COMMITTEE MEETING - MINUTES

Workforce Solutions Alamo
100 N. Santa Rosa, Suite 120, Board Room
San Antonio, TX 78207
January 27, 2023
1PM

BOARD MEMBERS: Eric Cooper, Committee Chair (in-person), Anthony Magaro, Ben Peavy, Lowell Keig, Mitchell Shane Denn, Leslie Cantu

WSA STAFF: Adrian Lopez, Katherine Pipoly, Giovanna Escalante-Vela, Penny Benavidez, Jessica Villarreal, Jeremy Taub, Chuck Agwuegbo, Caroline Goddard, Dr. Federico Ghirimoldi, Linda Martinez, Rebecca Espino Balencia, Manuel Marquez, Gabriella Horbach, Brenda Garcia, Roberto Corral, Jason Rodriguez, Angela Bush, Jalil Peoples, Rebekah Guajardo, Daisey Vega, Sylvia Perez

LEGAL COUNSEL: None.

GUESTS: None.

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 G. 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.

Please join WebEx meeting from your computer, tablet or smartphone.

<https://wsalamo.webex.com/wsalamo/j.php?MTID=mda820fc2dd475dd351f719f25918f997>

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 G. Martinez at (210) 272-3250 at least two (2) working days prior to the meeting, so that appropriate arrangements can be made. Relay Texas: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice).

You can also dial in using your phone. United States (Toll Free): 1-415-655-0002

Meeting Number & Access Code: 2497 929 0273

New to WebEx? Get the app now and be ready when your first meeting starts:

<https://www.webex.com/>

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

- I. CALL TO ORDER AND DETERMINE QUORUM
Presenter: Mr. Eric Cooper, Committee Chair
At 1:00 pm Chair Cooper called the meeting to order.
- II. ROLL CALL
Presenter: Mr. Eric Cooper, Committee Chair
The roll was called, and a quorum was declared present.
- III. PUBLIC COMMENT
Presenter: Mr. Eric Cooper, Committee Chair
None.
- IV. DECLARATIONS OF CONFLICT OF INTEREST
Presenter: Mr. Eric Cooper, Committee Chair
None.
- V. CONSENT AGENDA: (DISCUSSION AND POSSIBLE ACTION)
Presenter: Mr. Eric Cooper, Committee Chair
 - a. Meeting Minutes – November 14, 2022
Upon motion by Lowell Keig and second by Leslie Cantu, the Committee unanimously approved the Consent Agenda item a. Meeting Minutes – November 14, 2022.
- VI. PROCUREMENT UPDATE (DISCUSSION AND POSSIBLE ACTION)
Presenter: Jeremy Taub, Director Procurement and Contracts
 - a. Facility Updates
 - i. Port SA Update
 - Revising floor plan to include Bibiotech in the facility’s final cost. Port SA will support the needs of job seekers, employers, and partners. Construction will begin between May and June 2023. Move in is late Autumn 2023.
 - ii. Mobile Unit
 - Tentative delivery is Spring 2024 and grand opening is Summer 2024. This will increase service delivery where a workforce center is not cost-effective. It increases participants, convenience, and access throughout the community.
 - RFP Update: Award the contract to the next highest ranked vendor Farber Specialty Vehicles in the amount of \$505,040, plus 10% contingency. The fiscal impact is the customized RV, CDL driver, and FY24 maintenance and insurance. Ben Peavy asked what the record of customer service is with the new vendor. Jeremy Taub responded that he spoke with other workforce boards that have used this vendor and they were happy with the services received.
Upon motion by Ben Peavy and second by Mitchell Shane Denn, the Committee approved the increased cost and new vendor for the mobile unit. Lowell Keig abstained from the vote.
 - iii. Boardroom Update
 - Estimated completion will be February 2023. This will expand accessibility and upgrade equipment in support of Board of Directors meetings and staff and contractor training. Key upgrades include a new sound system with overhead audio and ceiling microphone, smartboards, overhead 4k UHD

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 G. Martinez at (210) 272-3250 at least two (2) working days prior to the meeting, so that appropriate arrangements can be made. Relay Texas: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice).

displays, and a touch screen control board. Fiscal impact will be \$87,875 and the purchase from Digital Display Inc. will contribute to WSA's SMWVBE aspiration goal.

b. Procurement Diversity Update (SMWVBE)

- Online vendor registration used to collect vendor SMWVBE/HUB status – Historically Underutilized Businesses. Survey current vendors to self-identify. Working to record childcare provider status as information becomes available. Utilizing online search tools to assist in identifying vendors. Continue to track and report SMWVBE expenditures in support of WSA's aspiration goal. SBEDA requirement with City of San Antonio with Ready To Work contract is currently meeting reporting requirements.
- 14.75% (\$162,295.08) of corporate expenditures are SMWVBE, below annual aspirational goal of 20%. There were no new vendors in October and November. The Board is doing better than its comparison last year of 7.62%. 100% of SMWVBE are small businesses. 26 total vendors on file through November 30, 2022.
- Of the childcare providers, 56.91% have no designation. 43.09% are Asian American, African American, Hispanic, Native American, Small Business, Veteran Business, and Women Owned.

VII. UPDATE: LOCAL PLAN PROGRESS (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Federico Ghirimoldi, Data Science and Analytics Manager

a. Local Plan – 2 Year Modification

i. Labor Market Data

- The purpose of the 2-year modification is to reflect dynamics and changes of the labor force in the 13-county Alamo region, to develop strategies to better serve the region's employers, job seekers, and overall economy, and to identify emerging in-demand industries and occupations aligning with the Texas Workforce System Strategic Plan Goals 2020-2030 and comply with TWC compliance.
- WSA conducted Local Plan feedback with listening sessions, one on one data sessions, employer focused sessions, and strategic partner presentations.
- The Alamo Workforce Development Area's unemployment rates went from 3.0% in February 2020 to 3.4% in November 2022.
- TWC recommends listing 10-15 in-demand industries. WSA is proposing 16 in-demand industries which include jobs that lead to economic self-sufficiency and opportunities for advancement.
- WSA research methods: Industries – Analysis of historical labor market trends, WSA sectors and 2020-2030 industry projections using 4-digit NAICS, Occupations – Match industries (NAICS to occupations SOC codes) using staffing patterns.
- The Local Plan Modification for 2022-2024 include \$17.00 target wage, 6 clusters, 8 industry sectors, 16 in-demand industries, 57 target demand occupations.
- The 6 proposed industry sector clusters are Aerospace/Manufacturing, Health, Information Technology/Cybersecurity, Construction/Architecture/Utilities, Oil & Gas/Warehousing & Transportation/Finance/Others, and Education. The industry sectors removed are Retail Trade, Wholesale Trade, and Information.

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 G. Martinez at (210) 272-3250 at least two (2) working days prior to the meeting, so that appropriate arrangements can be made. Relay Texas: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice).

- Next steps are to review and incorporate comments and feedback from the public, local partners, and stakeholders. Final modification to Local Plan shared with WSA Board in February 2023. Submit Local Plan modification to TWC in March 2023.
- Board Member Lowell Keig asked if psychiatric and behavioral health are not included in targeted industries for Health. Miriam Barksdale-Botello confirmed that it is not included.
- Board Member Ben Peavy asked what the impact will be from changing the wage target from \$15 to \$17 per hour and if it will affect how apprenticeships are done. Miriam Barksdale-Botello responded that WSA can support any apprenticeship if it is on the targeted occupation list and the wage target will not affect that.
- Board Member Anthony Magaro asked where the wage data came from because it seemed low. Miriam Barksdale-Botello responded that it is from the projection data from TWC.
- ii. Sector Based Score Cards – Rebecca Espino Balencia, Director of Ready to Work
 - Bexar County has 971 confirmed hires, and the rural area has 306 confirmed hires.
- iii. Employer Collaborative Presentation- Business Service Representative
 - IT/Cybersecurity has three critical needs and pain points which are security clearances, skills gap, and attrition/retention.
 - The next employer collaborative is the Healthcare Collaborative on February 23, 2023, from 9 am to 12 pm at WSA-Datapoint Career Center.
- iv. Strategic Partnership Manager Update - Caroline Goddard, Strategic Community Partnerships Manager
 - MOUs: Rise Recovery, American GI Forum, Texas Veterans Commission.
 - Letters of Support: Culturingua, YWCA San Antonio, UT Health Center at San Antonio School of Nursing.
 - The goal for 2022 Workforce Academy Ambassadors was reached at 253 participants.
 - WSA is heavily recruiting for the Workforce Leadership Academy Fellows.

VIII. CEO REPORT

Presenter: Mr. Adrian Lopez, CEO

a. SA Ready to Work Update

- Received 4,000 referrals from the city and assessed about 1,300 of those. The goal for the year is 3,600 and currently standing at meeting 37% of that goal. 509 participants are in training, 54 have completed training, and 17 have been placed in jobs.

b. Aspen Institute

- 12 – 15 applications have been submitted for becoming a Fellow.
- Possibly securing another \$100,000 to support this program.

IX. CHAIR REPORT

Presenter: Mr. Eric Cooper, Committee Chair

- 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

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 G. Martinez at (210) 272-3250 at least two (2) working days prior to the meeting, so that appropriate arrangements can be made. Relay Texas: 1-800-735-2989 (TDD) or 1-800-735-2988 (Voice).

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.

None.

XI. ADJOURNMENT

Presenter: Mr. Eric Cooper, Committee Chair

Chair Cooper adjourned the meeting at 2:19 pm.

MEMORANDUM

To: Strategic Committee

From: Jeremy Taub, Director of Procurement and Contracts

Presented by: Jeremy Taub, Director of Procurement and Contracts

Date: March 17, 2023

Subject: Facility Update: Port San Antonio

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

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

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

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

There is no action recommended at this time.

Alternatives: None.

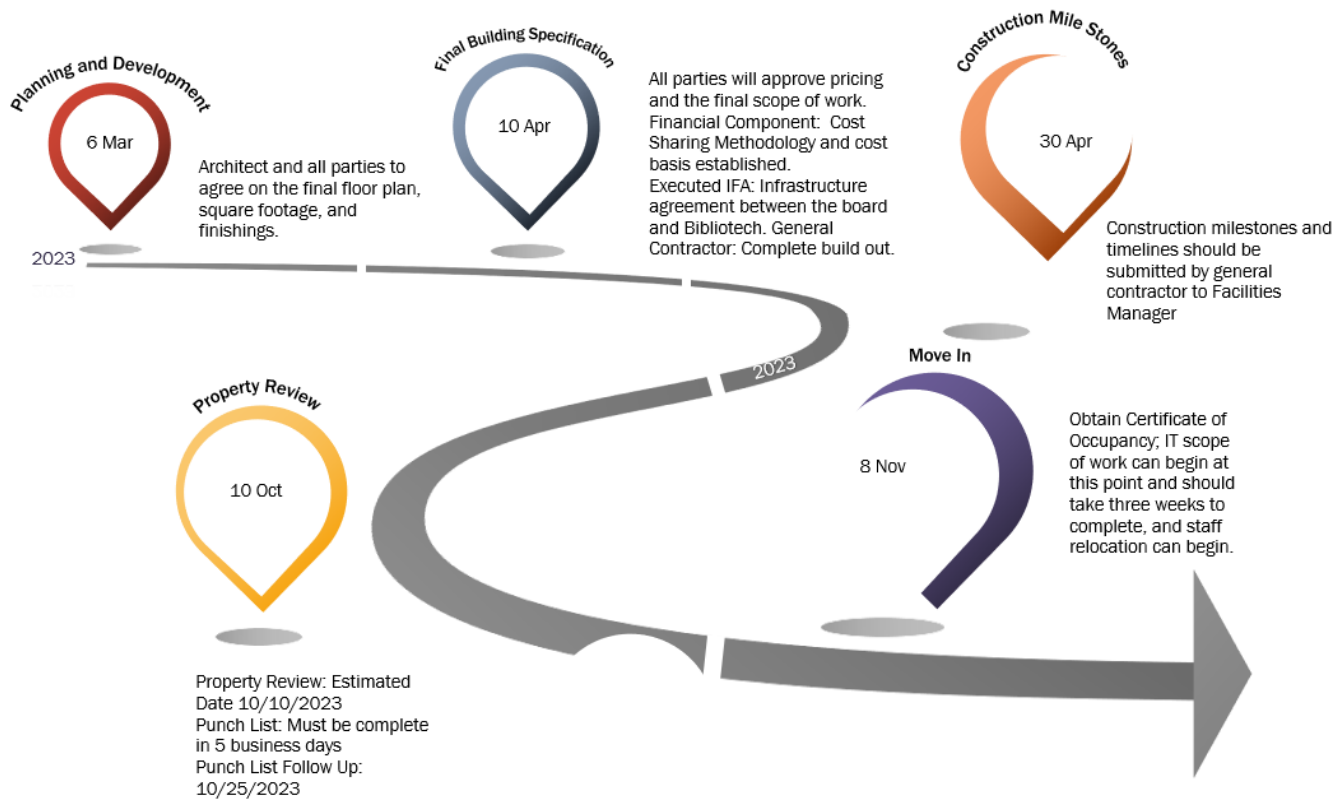
Fiscal Impact: The base rent for the Port San Antonio facility is \$24,791.67 monthly, increasing by 2.5% annually. Additionally, the FY23 budget included \$545,000 to support the furniture, equipment, upgraded technology, and moving expenditures for the Workforce Center. The current economic environment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

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

Recommendation: There is no further recommendation currently.

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

Timeline:



MEMORANDUM

To: Strategic Committee

From: Jeremy Taub, Director of Procurement and Contracts

Presented By: Jeremy Taub, Director of Procurement and Contracts

Date: March 17, 2023

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

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

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

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

This purchase has been granted 7100 approval by TWC.

Alternatives: None.

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

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

Attachments: None

MEMORANDUM

To: Strategic Committee

From: Giovanna Escalante-Vela, CFO

Presented by: Jeremy Taub, Director of Procurement and Contracts

Date: March 17, 2023

Subject: SMWVBE Update - Procurement Diversity Program

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

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

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

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

Alternatives: None.

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

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

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

Attachments: None



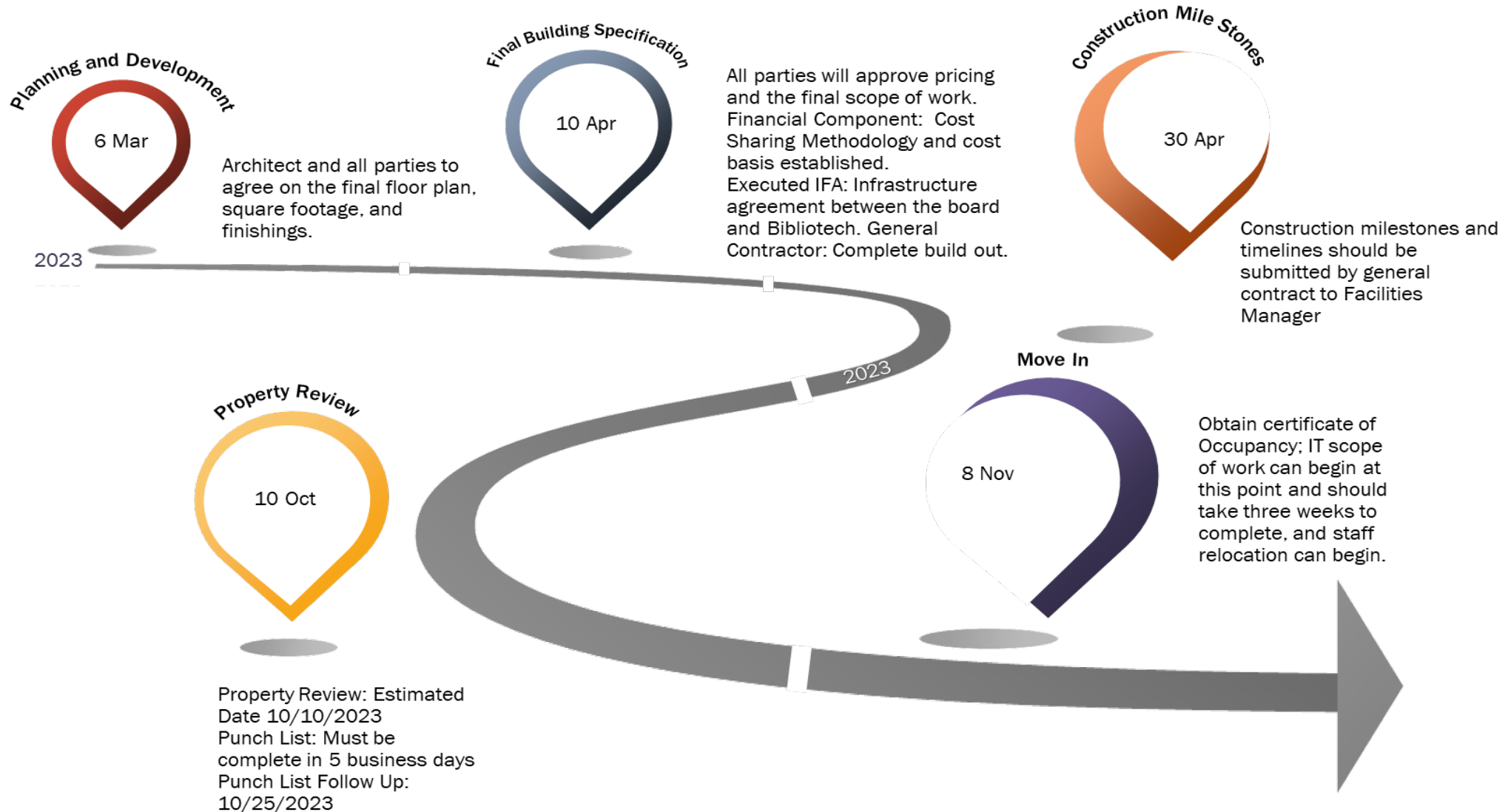
PROCUREMENT & FACILITY UPDATES

March 17, 2023

Jeremy Taub, Director Procurement and Contracts

Giovanna Escalante-Vela, CFO

PORT SAN ANTONIO - TIMELINE



FACILITY UPDATE – BOARD ROOM UPGRADE

Estimated Completion: March 17, 2023

Highlights:

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

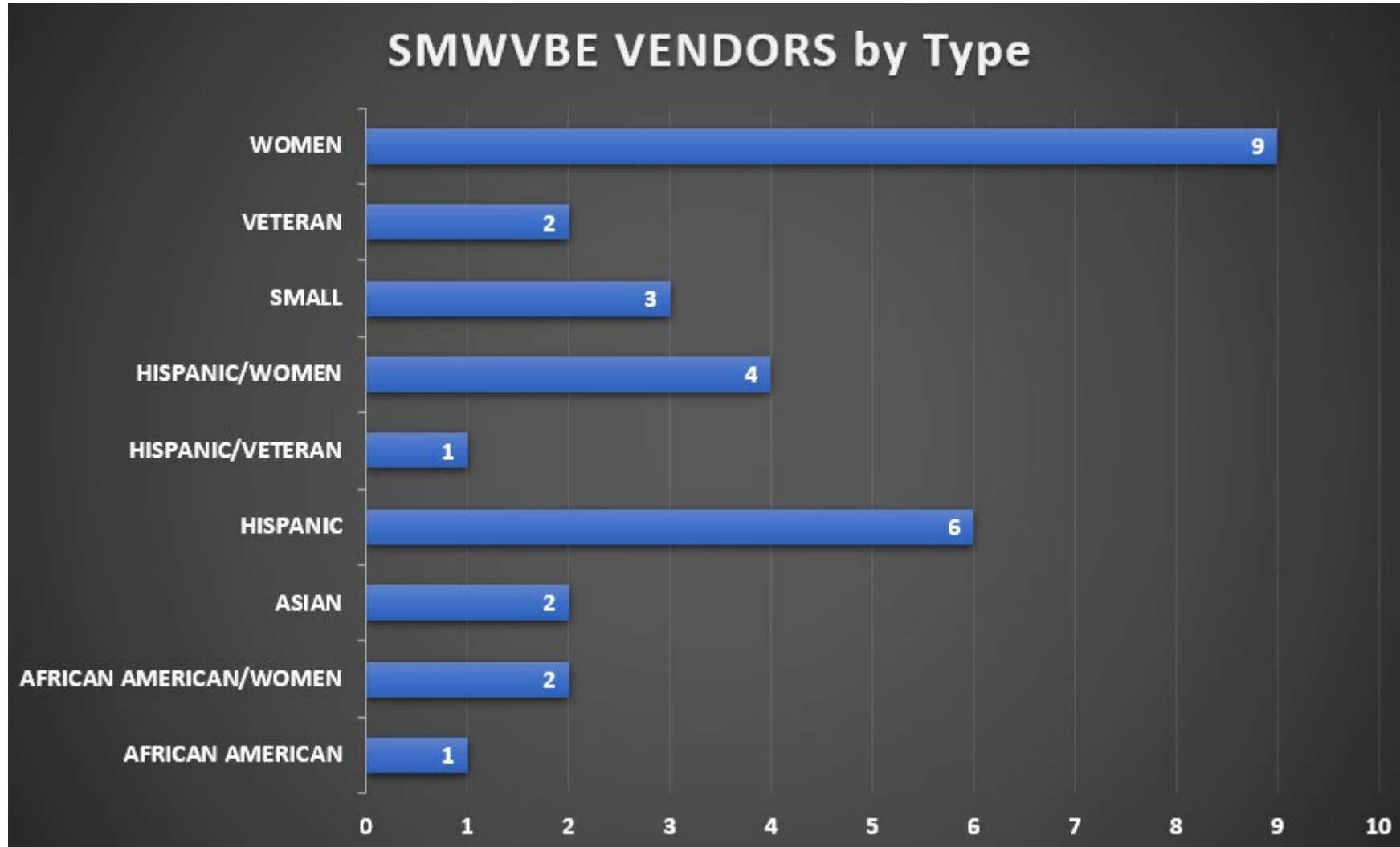


SMALL, MINORITY, WOMEN AND/OR VETERAN OWNED BUSINESS ENTERPRISES, DIVERSITY PROGRAM

Highlights:

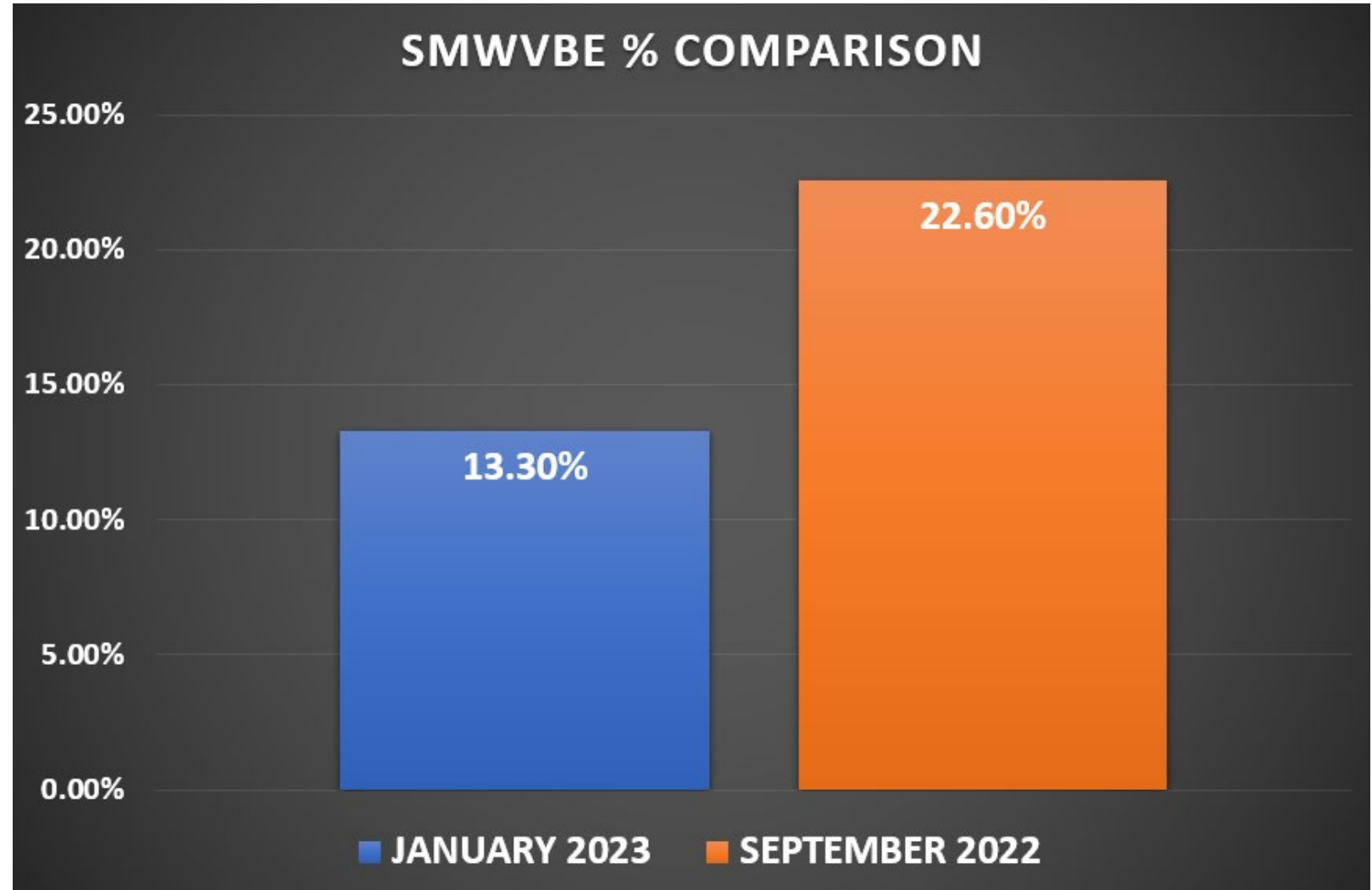
- Online vendor registration is used to collect vendors' SMWVBE/HUB (Historically Underutilized Business) status.
- Utilizing online search tools such as various local SMWVBE search directories to expand outreach:
 - The Maestro Entrepreneur Center
 - The South-Central Texas Regional Certification Agency (SCTRCA)
- Providing demographic information on the Child Care Providers received from the contractor (City of San Antonio).

SMWVBE – 30 TOTAL VENDORS BY CLASSIFICATION



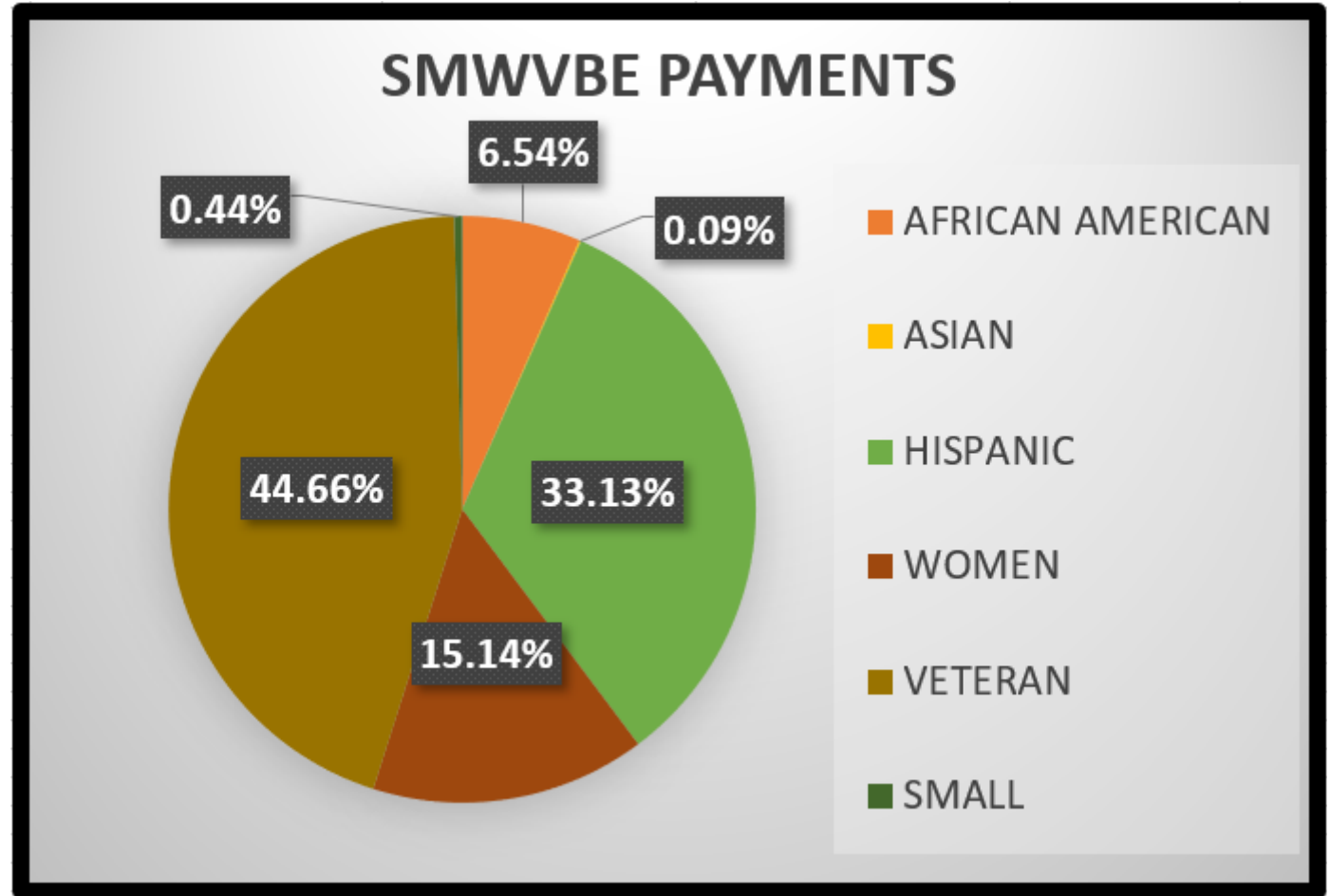
SMWVBE PERCENTAGE COMPARISON BY DATES

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



SMWVBE PERCENTAGE OF PAYMENTS

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



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

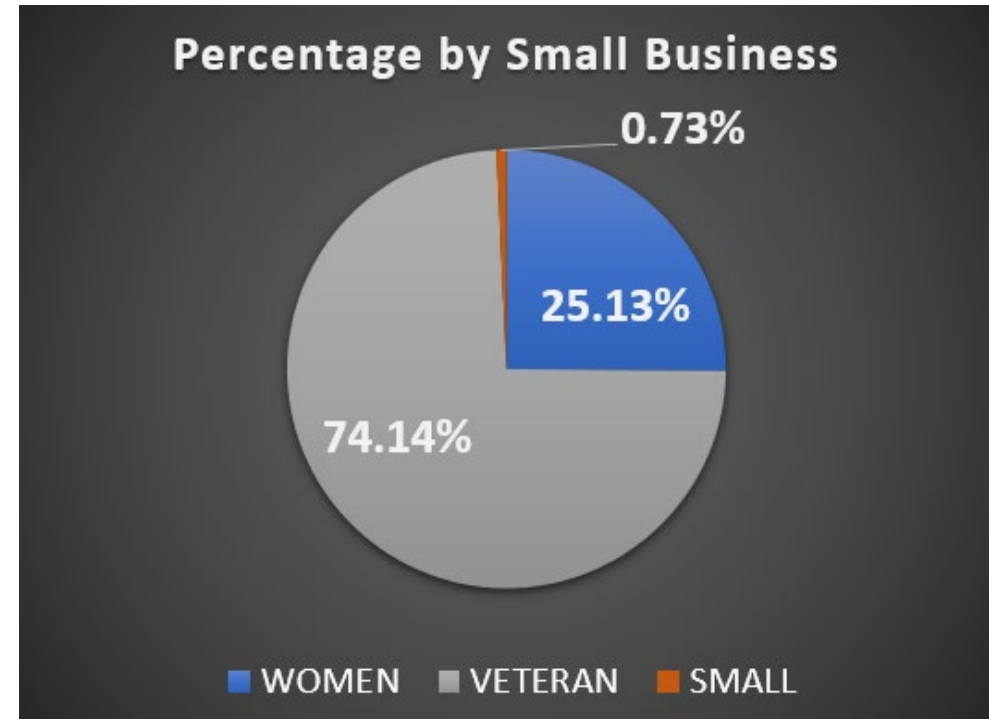
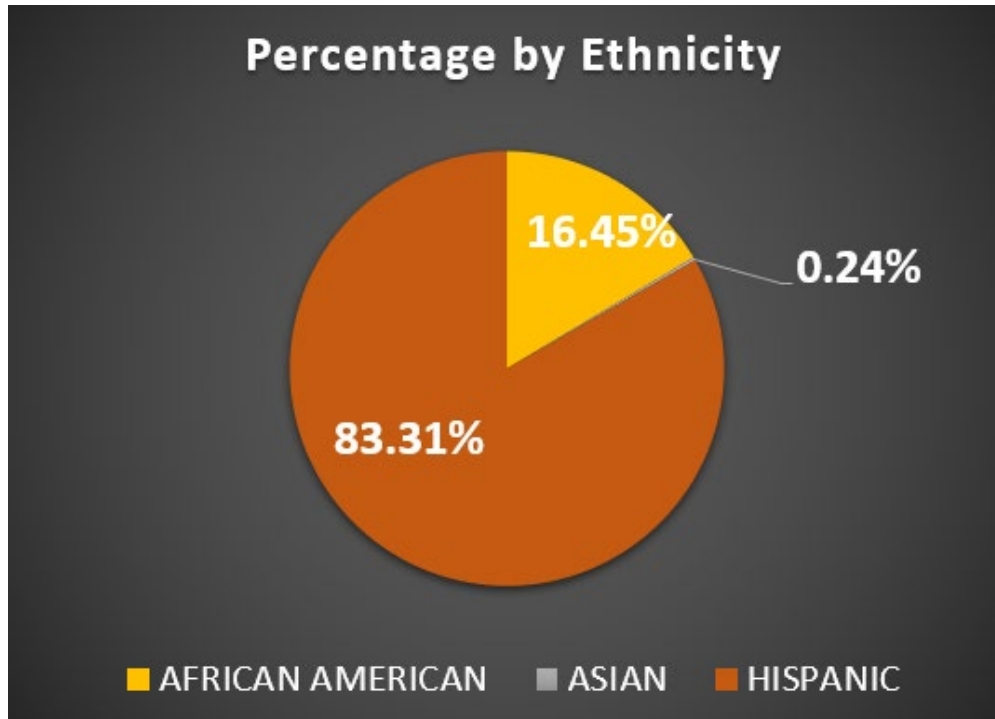
SMWVBE PERCENTAGE BY ETHNICITY & SMALL BUSINESS

Ethnicity

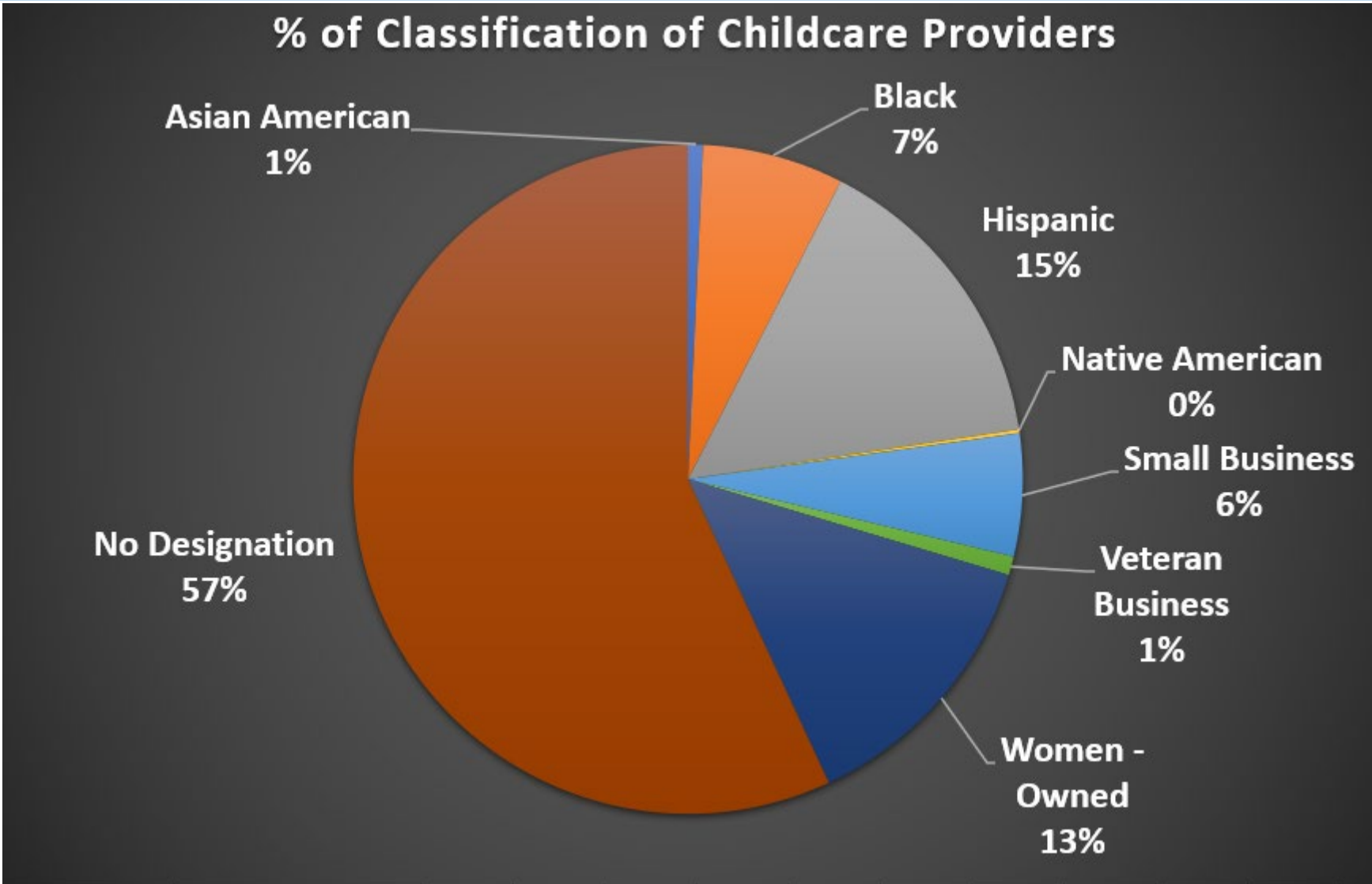
African American	16.45%
Asian	0.24%
Hispanic	83.31%
Total	100.00%

Small Business

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



SMWVBE CLASSIFICATION OF CHILD CARE PROVIDERS





Questions

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: March 17, 2023

Subject: Local Plan – 2-Year Modification

Summary:

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

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

Goals for this revision included:

- Updated Target Occupation & Industry Lists and Industry Clusters
- Updated Economic Analysis, Workforce Analysis, and Demographic Profiles
- Continued promotion of the Sector-Based Model
- Continued promotion of Career Pathways
- Incorporation of partner/public feedback and comments

Progress:

- WSA Board of Directors and Staff have successfully completed all the steps in the process (pending final edits, forms, and submission).

Highlights:

- The Board and Partners approved 72 Target Occupations. Based on Board and Partner feedback, final adjustments include:
 - Incorporating language that allows the Centers to fund occupations with similar occupational codes/characteristics (e.g., based on occupational, educational/skills crosswalks);

- Including lists of the Career Pathways in the Appendix.

Career Pathways:

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

Next Steps:

WSA Team is making the final adjustments and submit to TWC by March 31, 2023;

- TWC may request additional information, changes, or clarification and staff will work through the process as needed;
- The Governor Office’s approval of the Plan will document completion;
- The whole process may take approximately 2-3 months;
- Once approved, the process will continue with implementation, including:
 - Promotion and information;
 - Continued focus on sector-based model;
 - Continued career pathway development;
 - Using data, designing mechanisms to track and report status and outcomes (e.g., job seeker progress through the career pathways leading to self-sufficient/living wages and employer outcomes via the sector-based model).

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

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: March 17, 2023

Subject: Summary of WSA Board of Directors Retreat

Summary:

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

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

Data Walk Through:

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

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

Strategic Imperatives and Root Cause Analysis:

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

- Job Seekers not being job ready for employment and root causes including:
 - Systemic challenges such as overall state of education system.
 - Workforce ecosystem challenges such as lack of industry recognized credentials and lack of awareness of options and complexity of access to the system.
 - Personal challenges such as life priorities and mindset impacted by generational poverty.

- Increasing youth engagement and root causes including:
 - Systemic challenges such as quality of fundamental literacy and skill, career counseling, and oversaturation of media messages.
 - Workforce ecosystem challenges such as not understanding career pathways, the cost of education, and lack of employer engagement in providing opportunities for exposure in targeted sectors.
 - Personal challenges such as peer pressure, homelessness, justice involvement, cost of education, and lack of soft skills.

- Support staffing in childcare centers and root causes including:
 - Systemic challenges such as childcare centers not being economically solvent based on factors such as a State-wide undervaluation of childcare, and childcare professionals as a function of future workforce brain development.
 - Workforce ecosystem challenges such as a lack of diverse/braided subsidies to support a fully staffed childcare system, and the lack of stackable college/training and pathways. WSA data challenges such as critical analysis of partners, programs, and effectiveness.

- Two closely related Strategic Imperatives were combined. The first was to work with employers to increase wages and the second was to battle the phenomenon of the working poor or those working jobs that require subsidy through government programs root causes including:
 - Macroeconomic challenges such as real wage growth which is wage growth adjusted for inflation.
 - Personal challenges include residents lack of access to coaching, and services during the workday to overcome the confusion/administrative challenges of successfully accessing agency and/or partner services.

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

Committee Work Plans:

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

The Strategic Workplan for 2023 includes:

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

Next Steps:

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

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: March 17, 2023

Subject: Introduction of Draft WSA Tactical Construct

Summary: This item is to provide a Draft Tactical Construct (working title) developed by WSA staff based on the February 17-18, WSA Board of Directors Retreat. The goal of staff is to further develop and operationalize the WSA Sector Based model integrating local context, State programmatic requirements, and national best practices.

WSA staff have consolidated insights generated by the retreat activities and consolidated them into initial sector-based model “Tactical Construct.” The Construct is designed to further drive development of a common context among policy partners, service partners, and program implementation partners. The construct is also developed to serve as a basis to develop meaningful data products across all practice areas.

Key Questions and Requirements Summary: Given the Sector Based Model, how do we organize our work in a way that drives awareness of how the ecosystem works together? How do we do this in a way that supports awareness of upstream and downstream impacts of actions? Further, how do we do this in a manner that drives action and focuses resources under feasible time constraints? Requirements include providing enough clarity to be meaningful to each collection of actors in each practice area to drive action while providing enough awareness of the whole ecosystem to reinforce integration and partnership. How do we do this to express the year’s upcoming work in advancing the Strategic Imperatives and Committee Workplan input received during the February 17-18 Retreat?

Draft WSA Tactical Construct: The Draft Tactical Construct groups activities within the workforce ecosystem into practice areas with common terminology and concepts. The Practice Areas or “lenses” proposed are 1.) development of **Industry Sector** value, 2.) optimizing and coordinating **Partnerships**, 3.) optimizing and coordinating outreach and service to **People**, and 4.) application of a **Continuous Improvement** discipline applied to the construct itself.

Common Terminology: Common terminology across all practice areas will drive common context for action and includes:

Objectives and Key Results: For each practice areas WSA will seek consensus on no more than three annual objectives and key result categories realistically achievable by the end of the calendar year and who's compounded effect advance outcomes through annually adopted workplans.

Practice Area Scale: The units and segmentation we use for each lens (practice area) to understand and define related impacts of upstream and downstream activities or recognize a spectrum of impact within each practice area.

Inputs: Partners and associated resources that can serve as an opportunity for collaboration in meeting the OKR's of any Practice Area.

Outputs: Work that is driven by or coordinated with WSA seeking Outcomes.

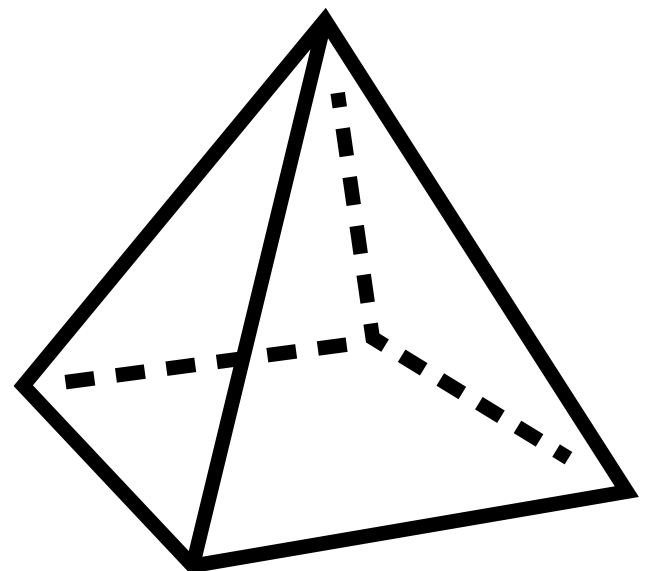
Outcomes: Ultimate measures of various degrees of success of any Practice Area.

Efficiency: Measures and analysis on rate throughput of dollars, candidates, or other input to secure desired outcomes.

Effectiveness: Degree to which inputs and outputs are having desired proportional effect on outcomes.

Tactical Framework Analogy: The practice areas four faces of a pyramid. All faces or practice areas combined are an expression of the ecosystem. They are four sides of the same object. Each face is a unique representation of a practice area with common terminology and methodology to express and drive activity.

While each practice area is related and supports the other, meaningful action is derived by focusing on the most pressing motivations of actors within each practice area and laying out meaningful, time constrained objectives and key results.



OKR's should drive engagement and enhance collaboration of each of the other practice areas and should reinforce critical analysis of on-going operations along the Practice Area Scale.

Practice Area Example: In the development of each of the defined areas WSA staff **began with outcomes** outlined in Table 1 that would drive engagement of the key actors in the Practice Area. Common Terminology (red labels) starts with Practice Area Scale which is “Time to Fulfillment” of industry demand. We then have *Inputs* which “Supply of Candidates”, Outputs which is “Coordinated Activity to Fulfill Demand” and Outcomes which is described as “Demand Sourcing” and “Fulfilled Demand.” From Table 1.

Practice Area Example #1: Industry Sectors

SAMPLE TABLE 1. FOR DISCUSSION: NOT ACTUAL METRICS OR PARTNERSHIPS

Time to Fulfillment	Input		Output			Outcome			
	Supply of Candidates		Coordinated Activity to Fulfill Demand			Demand Sourcing		Fulfilled Demand	
	Partner	Number of Candidates	Partner	Activity	Measure	Source	Measure	Demand Type Fulfilled	Measure
6 mo	CBO	25 AMT Certs	WSA/Eco Dev Partners	Industry Specific Job Fairs	5	Key Accounts	400 WIT Postings	Placements	40
		25 Welding Certs	WSA/Bexar County/ Chamber	General Job Fairs	5	Industry Collab	30 Welding Certs	Placements	20
			WSA/C2	WIT Manufacturing Job Orders	50	FAME	40 AMTS	Placements	30
	Alamo College	100 Certs	AC	Job Fairs	4	AC Job Fair	30 Positions	Placements	Total Dollars Saved Industry \$100,000
		50 Associates	AC	Incumbent Worker Training	200	AC Bus Svs	400 Incumbent Workers	Incumbent Worker	Total Dollars Saved Industry \$100,000
1 Yr	UTSA	100 BBA	UTSA/ Chamber	Job Fair	4				
		50 MSA	SA Works	Internships	20				
		30 Engineering							
Pipe line	Secondary / Post Secondary	150 Students in STEM Awareness Program	WSA/South Texas Business Partnership	ACE Race	150	TXFAME	150 Kids	Awareness	150 kids aware of programs

Example Objectives and Key Results: Constructed and measured quarterly based on the Table 1. OKR's are used to drive collaboration across partners and engage industry.

Example Manufacturing OKR's: Year 1

Objective A: Provide Human Resource Directors a value proposition to supply candidates and lower recruitment costs.

Key Result: Assess systems for aggregating demand and recommend innovations.

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

Objective B: Provide Human Resource Directors a value proposition to Train Incumbent Workers to lower training costs.

Key Result: Assess outreach systems for awareness of incumbent worker training demand in the region.

Key Result: Assess supply of incumbent worker supports systems and overall barriers.

Objective C: Provide Human Resource Directors a value proposition to adopt Apprenticeship programs to lower training costs and train potential candidates to fill full time permanent positions.

Key Result: Assess all partners offerings in terms of technical assistance to employers.

Key Result: Assess what conditions make Apprenticeships appropriate for employers.

Key Result: Co-develop a program to deploy Apprenticeship programs across the region.

Next Steps: With the feedback of the Committees WSA staff will continue to frame and build out the over Practice Areas of the Tactical Construct. The goal is to operationalize the desires of the WSA Board Committee and to help drive further collaboration across all actors as a means of deploying a focused yet far reaching Sector Based Strategy with clear objects and key results that can be measured over 5-year period.

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: March 17, 2023

Subject: Sector Based Model Update

Summary:

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

Labor Market Data:

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

Program Scorecard:

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

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

Employer Collaborative:

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

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

Workforce Academy:

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

Sector-Based Partnerships:

No new MOUs signed since the last Strategic Committee Meeting.

Aspen Institute Workforce Leadership Academy – Alamo (WLA):

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

Alternatives:

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

Fiscal Impact:

No additional fiscal impact currently.

Recommendation:

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

Next Steps:

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

Local Plan Progress Update

Adrian Perez, CIO

March 17, 2023





Summary

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



Local Plan - 2 Year Modification Summary

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

The process included the following goals

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



Progress & Highlights

Progress

The WSA Board of Directors and Staff have successfully completed all the steps in the process (pending final edits, forms, and submission).

Highlights

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



Career Pathways

Career Pathways:

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



Next Steps

- Make final adjustments to the plan, submit to TWC by April 15th and respond to any questions/requests that TWC may have.
- Wait for TWC's and the Governor's Office approval (we estimate June or July).
- Once approved, we will continue with its implementation:
 - With promotion and informational notices/materials,
 - Continue to focus on sector-based model,
 - Continue building career pathways,
 - Use data to track/report status and outcomes



Thank You!!



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






Figure 8. Statewide Plan Framework



Source(s): TIP Strategies, Inc.

Industry Sector Scorecard BCY23

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

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

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



Business Services Unit Scorecard

August 2022- March 2023

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



Upcoming Employer Collaborative



Construction Collaborative
Date: March 23, 2023

Time: 9:00 AM-12:00 PM

Location:
WSA-Datapoint Career Center

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



Future Collaboratives

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



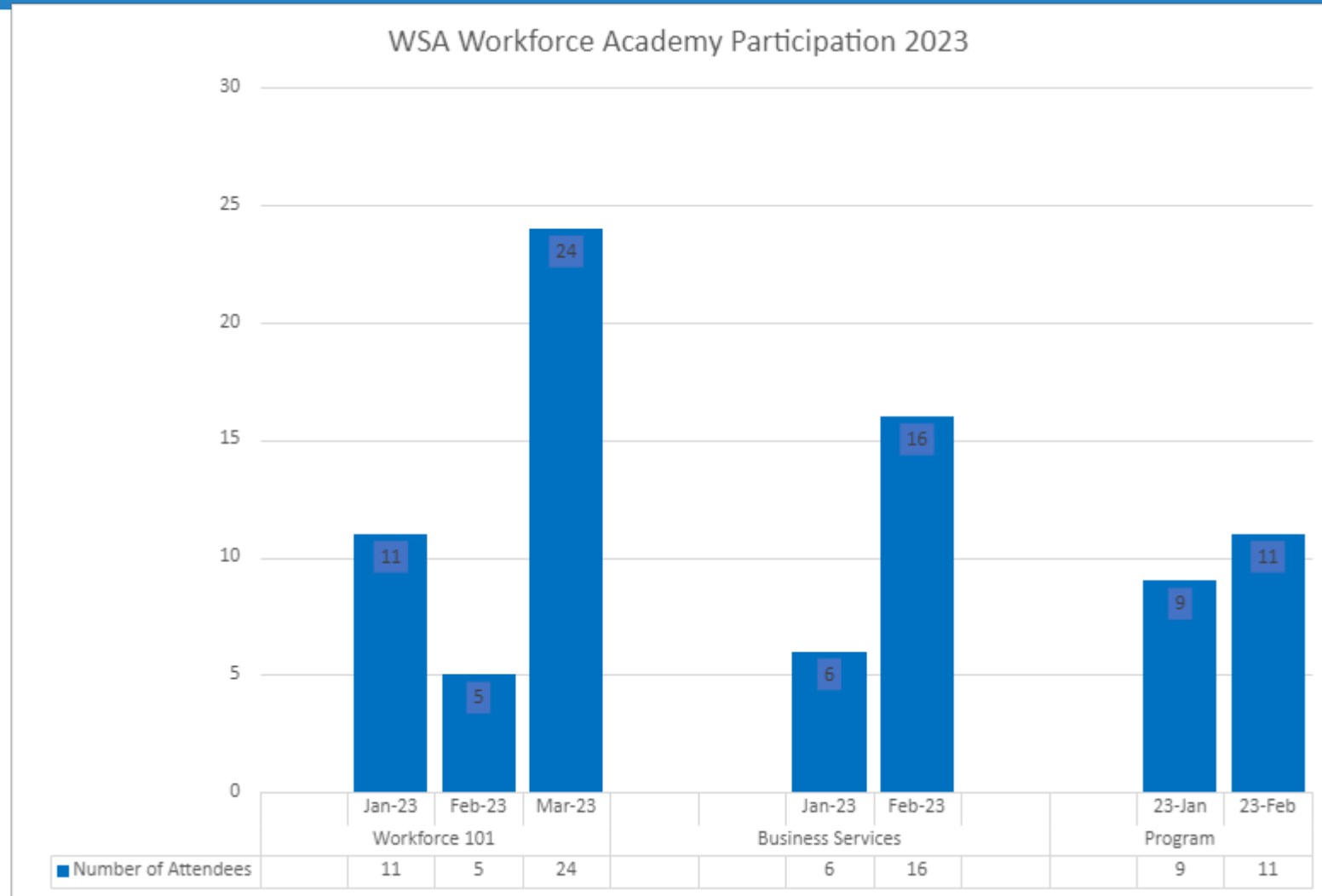
Future Collaboratives

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



Workforce Academy

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



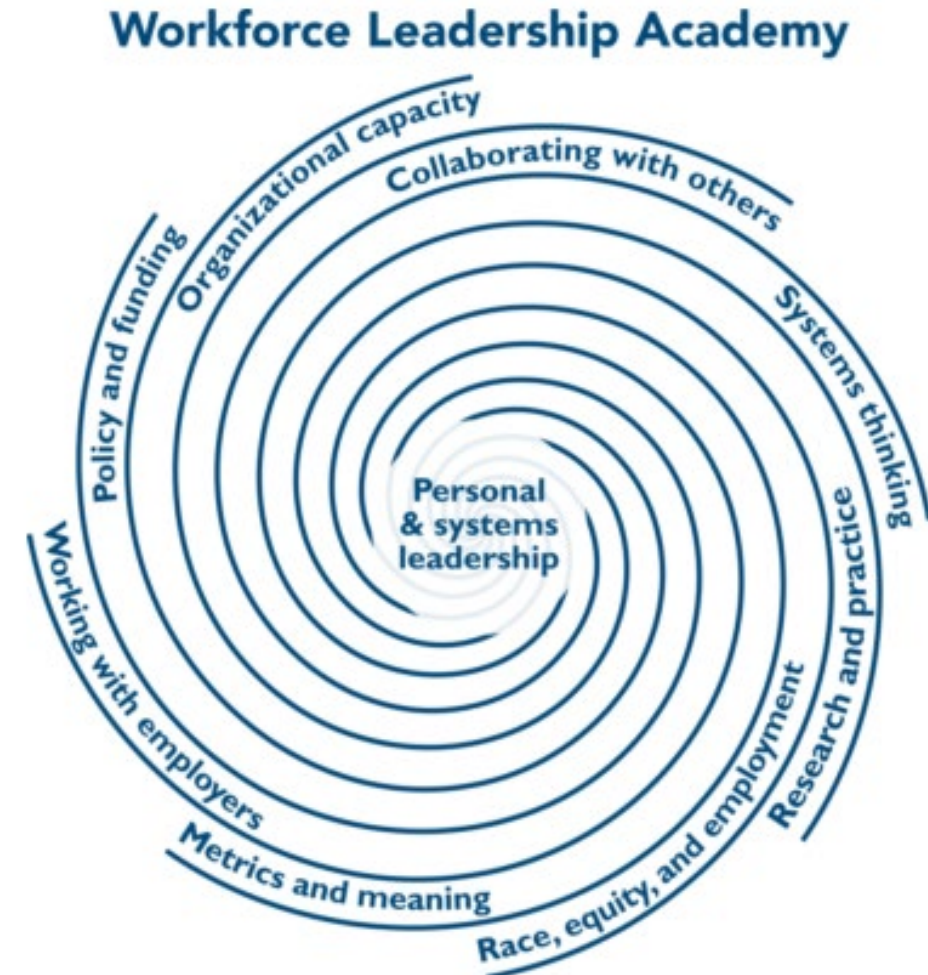
297 participants/ 500 goal for the year (130 graduates)



Workforce Leadership Academy

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

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



Partnerships in the Works

Dee Howard
Foundation

Kronkosky
Foundation

Texas State
Library

UP
Partnership

Rural
Libraries

SA Hope
Center

Rise
Recovery

American
Indians In
Texas

Children's
Shelter





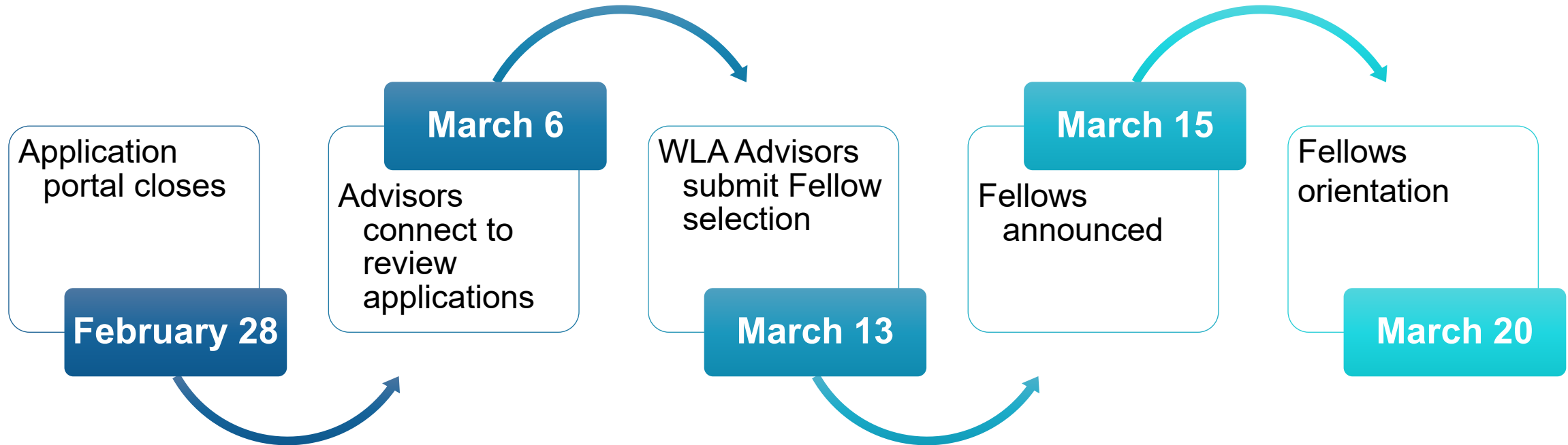
Questions?



SAN ANTONIO CHAMBER OF COMMERCE PARTNERSHIP



Fellow Application & Selection Schedule



Workforce Leadership Academy Timeline

- **Opening Retreat:** March 29-31st, 2023 at Tapatio Springs, Boerne, Texas
- **Five Academy & Collaborative Lab Sessions:**
 - Four Virtual:
 - April 10th & 12th
 - May 8th & 10th
 - July 24th & 26th
 - October 16th & 18th
 - One In-Person:
 - Sept 18th & 20th
- **Leadership 360 Assessment Workshop:** September 15th
- **Closing Retreat:** November 8-10th at Gruene River Hotel & Retreat, New Braunfels, Texas
- **In-Person Stakeholder Session - Collaborative Learning Lab presentations:** December 4th
- **Fellowship Graduation:** December 2023

