



STRATEGIC COMMITTEE MEETING

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

July 28, 2023

10:00 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.

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- I. CALL TO ORDER
Presenter: Eric Cooper, Committee Chair
- II. ROLL CALL AND QUORUM DETERMINATION
Presenter: Eric Cooper, Committee Chair
- III. DECLARATIONS OF CONFLICT OF INTEREST
Presenter: Eric Cooper, Committee Chair
- IV. PUBLIC COMMENT
Presenter: Eric Cooper, Committee Chair
- V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)
Presenter: Eric Cooper, Committee Chair
 - a. Meeting Minutes – May 19, 2023
- VI. PROCUREMENT UPDATE (DISCUSSION AND POSSIBLE ACTION)
Presenter: Jeremy Taub, Director of Procurement and Contracts
 - a. Procurement Diversity Update (SMWVBE)
 - b. Facility Updates
 - i. Port SA Update
 - ii. Walzem Update
- VII. LOCAL PLAN PROGRESS UPDATE (DISCUSSION AND POSSIBLE ACTION)
Presenter: Adrian Perez, CIO
 - a. Local Plan Update
 - b. Update to Develop an Operational Plan for the Interlocal/Partnership Agreement to Address Rural Judges’ Service Delivery Concerns
 - c. 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. Ready to Work Program
 - b. Update on Datapoint
- IX. CHAIR REPORT
Presenter: Eric Cooper, Committee Chair
- X. 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

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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.

XI. ADJOURNMENT

Presenter: Eric Cooper, Committee Chair



STRATEGIC COMMITTEE MEETING - MINUTES

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

May 19, 2023

10:00 AM

BOARD MEMBERS: Eric Cooper (Chair), Leslie Cantu, Anthony Magaro, Ben Peavy (10:02am), Lowell Keig, Angelique De Oliveira (10:01am), Mitchell Shane Denn

WSA STAFF: Adrian Lopez, Katherine Pipoly, Giovanna Escalante-Vela, Penny Benavidez, Jessica Villarreal, Jeremy Taub, Chuck Agwuegbo, Caroline Goddard, Linda Martinez, Rebecca Espino Balencia, Vanessa McHaney, Randy Davidson, Manuel Ugues, Gabriella Horbach, Brenda Garcia, Jason Rodriguez, Sylvia Perez, Angela Bush, Chakib Chehadi, Aaron Bieniek, Kristen Rodriguez

LEGAL COUNSEL: None.

GUEST: Greg Marshall with AIT's Fatherhood

AGENDA

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I. CALL TO ORDER

Presenter: Eric Cooper, Committee Chair

At 10:00am, Chair Cooper called the meeting to order.

II. ROLL CALL AND QUORUM DETERMINATION

Presenter: Eric Cooper, Committee Chair

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

III. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Eric Cooper, Committee Chair

None.

IV. PUBLIC COMMENT

Presenter: Eric Cooper, Committee Chair

None.

V. CONSENT AGENDA (DISCUSSION AND POSSIBLE ACTION)

Presenter: Eric Cooper, Committee Chair

a. Meeting Minutes – March 17, 2023

Upon motion by Mitchell Shane Denn and seconded by Leslie Cantu, the Committee unanimously approved the Consent Agenda item a. Meeting Minutes – March 17, 2023.

VI. PROCUREMENT UPDATE (DISCUSSION AND POSSIBLE ACTION)

Presenter: Jeremy Taub, Director of Procurement and Contracts

a. Procurement Diversity Update (SMWVBE)

— Outreach to current vendors has increased the number of SMWVBE classifications, which resulted in expenditures to be at 34.52% as of March 31, 2023.

— There are currently 24 SMWVBE vendors. 2 African American, 2 Asian, 1 Asian/Hispanic, 9 Hispanic, 3 small business, and 7 women owned.

— The estimated SMWVBE expenditures for FY23 is 50%.

— Total expenditures paid to SMWVBE vendors for this fiscal year is over \$1.2M

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so far. \$816,764.34 has been paid to ethnic owned businesses and \$398,765.81 has been paid to small, veteran, and women owned businesses.

- Ben Peavy commented that he doesn't think this is showing an accurate picture because one business can fit into multiple categories. CEO Adrian Lopez stated that during the Executive Committee meeting he will bring examples from other agencies and show how they are reporting out their SMWVBE numbers.
- Chair Cooper and Ben Peavy would like to get a fuller picture of the percentage of SMWVBE amounts versus the actual budget.
- There are 573 childcare providers, 325 have no designation and 248 identify as SMWVBE.
- Anthony Magaro asked why 325 of the providers have no designation. Jeremy Taub responded that the information for childcare providers comes from the City of San Antonio.

b. Facility Updates

i. Port SA Update

- Discussions are ongoing with Bexar County about having a Bibliotech at the Port. Hopefully an agreement can be reached within the next 30 days. Also, the square footage has been finalized.

ii. Walzem Update

- Lease expires December 31, 2023 with no available options to renew. Request for information released on March 24, 2023. Current square feet is 13,000 and needs determination is 19,000 square feet.
- The current fiscal impact is a monthly rent of \$25,122 which is \$301,467 annually.
- Next steps are to complete procurement process and conduct additional site visits.

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

Presenter: Adrian Perez, CIO

a. Local Plan Update

- WSA Board approved final updates to the plan on April 21.
- Presented and secured approval from Rural Judges on April 26, Bexar County on May 2, and City of San Antonio on May 4.
- WSA staff has submitted the final 2-Year Local Plan Update on May 12, 2023.
- TWC may request additional information, changes, or clarification and staff will work through the process as needed.
- The Governor's Office approval of the plan will document completion.
- The entire process takes approximately 2-3 months.
- Once approved, the process will continue with implementation, including outreach and information, continued focus on sector-based model, continued career pathway and development, and using data and designing mechanisms to track and report status and outcomes.

b. Sector Based Model Update

i. Sector Based Score Cards – Rebecca Espino Balencia, Director of Ready to

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Work

- The Industry Sector Scorecard BCY23 for Healthcare, Other, Information Tech, Construction & Trades, and Manufacturing shows 203 enrolled, 95 active, 108 completed, 81 successful completions, 75% success rate, 43 successful credentials, and 53% credential rate.
- Angelique De Oliveira asked if the Industry Sector Scorecard includes Ready to Work numbers. Brenda Garcia responded that these numbers do not include Ready to Work, but are specifically for the adult program initiatives and in the future they can add additional information for Ready to Work if necessary. Angelique De Oliveira stated that a combined scorecard would be helpful to see the overall impact of these programs in the community. She also stated that adding a column for Employment Rate would be a great data point.
- In Bexar County, 1,220 employers were serviced, 12,994 job orders, 19,175 openings, 43,000 applicants, 135 key accounts, 1,400 participants attended hiring events, 520 work sites, and 1,750 confirmed hires.
- In the rural area, 410 employers were serviced, 2,316 job orders, 3,445 openings, 6,000 applicants, 82 key accounts, 32 hiring events, an average of 215 participants per hiring event, 93 work sites, and 575 confirmed hires.
- Angelique De Oliveira asked for the Business Services Unit Scorecard to have the totals for both Bexar and the rural areas and a grand total at the bottom of the card.
- The Youth Industry Sector Scorecard BCY23 shows 22 youth enrolled with one completed and acquiring a credential.
- The Youth Business Services Unit Scorecard shows 69 youth participants placed in a work experience opportunity. The goal is 140 youth participants. There have been 5 hiring events in Bexar County and 3 in the rural areas.
- Ben Peavy asked what is the secret for the youth to have a lot of success in the rural areas. Gabriella Horbach responded that SERCO has been working with the youth in rural areas for 5 years and barely started working with the urban area in October 2022. Many relationships have developed in those 5 years.
- A Healthcare Collaborative was held on April 25, 2023 from 9am to 12pm at Datapoint Career Center. The purpose was to convene sector-based employers to explore and validate local labor market trends, including the current talent pipeline, training needs, resources, and solutions. The Healthcare Stakeholders had 52.941% rural representation and 47.059% urban representation. The employers biggest challenges in hiring are losing staff to high incentive bonuses, unqualified individuals, employees looking for long-term work, and completing hiring process after accepting an offer. The occupation with the greatest number of vacancies in their organizations are RNs, Patient Service Representatives, and Medical Assistants. Skills that are needed in their organizations but

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not taught at a high level by training providers are communication, professionalism, managing emotions during high stress, and people skills.

- ii. Strategic Partnership Manager Update – Caroline Goddard, Strategic Community Partnerships Manager
 - Partnerships in the works: Dee Howard Foundation + AHA Education, Haven for Hope, Texas State Library+ Texas State, UP Partnership, Rural Libraries, THRU Project, CIS, BCFS-Allies Peer Support, and Youth Center of Texas.
 - MOUs: Health & Human Services – Community Partner Program helps people apply for and manage their medical, nutritional, and cash assistance benefits using an online application website. BCFS, HHSC, and DFPS – To address the unique challenges facing youth and young adults currently or formerly in foster care who are transitioning to independent living and successful adulthood. CIS-SA – To support CIS’ mission of surrounding students with a community of support, empowering them to stay in school and achieve in life by enrolling students in the YES program.
 - Letters of Support: Texas A&M-San Antonio’s Educare Project to Congressman Cuellar – The center will include a workforce development hub with over 20 community agencies collaborating to directly connect the community to workforce development opportunities on a university campus. Culturingua – Application to Islamic Relief USA for the 2023 Domestic Grant Application and an application for the Main Street America San Antonio Main Street Corridor Pilot that will support community businesses and residents along the designated corridor location. COSA – Application to the National League of Cities’ Good Jobs, Great Cities Academy to enhance work-based learning opportunities to residents who need it the most. YWCA: Submitted a Letter of Support but YWCA did not submit their application for the grant. Cleft of the Rock: Explore partnering to bring workforce solutions support to far west San Antonio, as well as support for early childcare services. Npower Inc.: Application for \$350,000 Texas Talent Connection Grant for their Tech Fundamentals Program that create pathways to economic prosperity by launching digital careers for transitioning service members, veterans, reservists, their spouses, and young adults.
 - Workforce Academy: 295 participants, 159 graduates, with the goal being 500 for the year.
 - Workforce Leadership Academy: Opening retreat took place on March 29 – 31 at Tapatio Springs. Two sessions and collaborative labs took place on April 10 and 12 and May 8 and 10.

VIII. CEO REPORT

Presenter: Adrian Lopez, CEO

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- a. American Indians In Texas at the Spanish Colonial Missions
Presented by: Greg Marshall, AIT's Fatherhood
 - Conducts parenting classes and domestic violence classes. Refers many clients to WSA. Opened new offices to help disadvantaged communities. Office contains 7 doulas to help parents expecting babies, participated in 78 births, and given 525,000 diapers. Involved and engaged with Native American cultural arts and market, and opened the first Native American civic center.
- b. Partnership with Bexar County Public Works
 - WSA has enrolled 13 staff of Bexar County Public Works for CDL training.
- c. Ready to Work Program
 - 1,182 enrollees in training. Goal for this year is 1,318 by the end of June.
- d. TWC Annual Employer Awards Update
Presenter: Penny Benavidez, Director of Public and Government Relations
 - TWC provides an opportunity every year for local Boards to submit nominations for their annual employer awards. The due date for submissions is June 19. There are 5 categories to submit nominations in, which include Large Employer of the Year, Small Employer of the Year, Veteran Friendly, Hireability, and Local Employer of Excellence.

IX. CHAIR REPORT

Presenter: Eric Cooper, Committee Chair

X. EXECUTIVE SESSION:

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- c. Pending or Contemplated Litigation;
- d. Government Code §551.074 – Personnel Matters Involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and
- e. Government Code §551.089 – Discussions Regarding Security Devices or Audits.

None.

XI. ADJOURNMENT

Presenter: Eric Cooper, Committee Chair

Upon motion by Angelique De Oliveira and seconded by Lowell Keig, Chair Cooper adjourned the meeting at 11:27am.

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MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Jeremy Taub, Director of Procurement and Contracts

Date: July 28, 2023

Subject: Procurement Diversity Update (SMWVBE)

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

Update: Revisions to reporting have been made to compare expenditures between SMWVBE and non-SMWVBE vendors. Procurement and Contracts Management also contacted other agencies and boards for reporting alignment. A representative from the City of San Antonio's - Economic Development Department will be attending the committee meeting to provide an overview of the Small Business Economic Development Advocacy (SBEDA) program. The representative may address any registration and reporting questions related to childcare provider data.

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

Fiscal Impact: Workforce Solutions Alamo has an aspirational goal of 20% of expenditures to SMWVBE vendors. WSA's SMWVBE year-to-date percentage of Board corporate expenditure is 37.92% for the reporting period 10/01/2022 – 05/31/2023. In the board's previous fiscal year, which was for the period ending September 30, 2022, the expenditure rate was 22.6%. Efforts continue to identify the SMWVBE status of WSA's current vendors and register new vendors.

Recommendation: Continue utilizing SWMVBE 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 WSA's progress to achieve our stated aspirational goal of 20%.

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Jeremy Taub, Director of Procurement and Contracts

Date: July 28, 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 Spring 2024. The lease agreement provides for the rental of the 17,500 square foot space, repairs, and maintenance and includes a Tenant Improvement (TI) 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: The board is continuing to review options that include (i) conducting a Request for Information (RFI) for a sub-tenant for the shared location of the facility and costs at Port San Antonio; (ii) explore alternative materials to reduce build-out costs; (iii) re-negotiation of TI allowance to cover increased costs. Furthermore, the board submitted Form 7100 to TWC to request authorization to purchase the finish-out materials that will be depreciated by the end of the lease term and is expecting a response from TWC pending its review. Estimated timelines have been updated below.

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 cancelable 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 the Board of Directors approved. Additional partners are being considered aligning to the board's Local Plan aligning with its mission in providing resources to the development of the facility that will increase the utilization of resources in the community.

Next Steps: The board is preparing a lease to continue negotiations with third parties on the project's total cost, including monthly rental and common area costs.

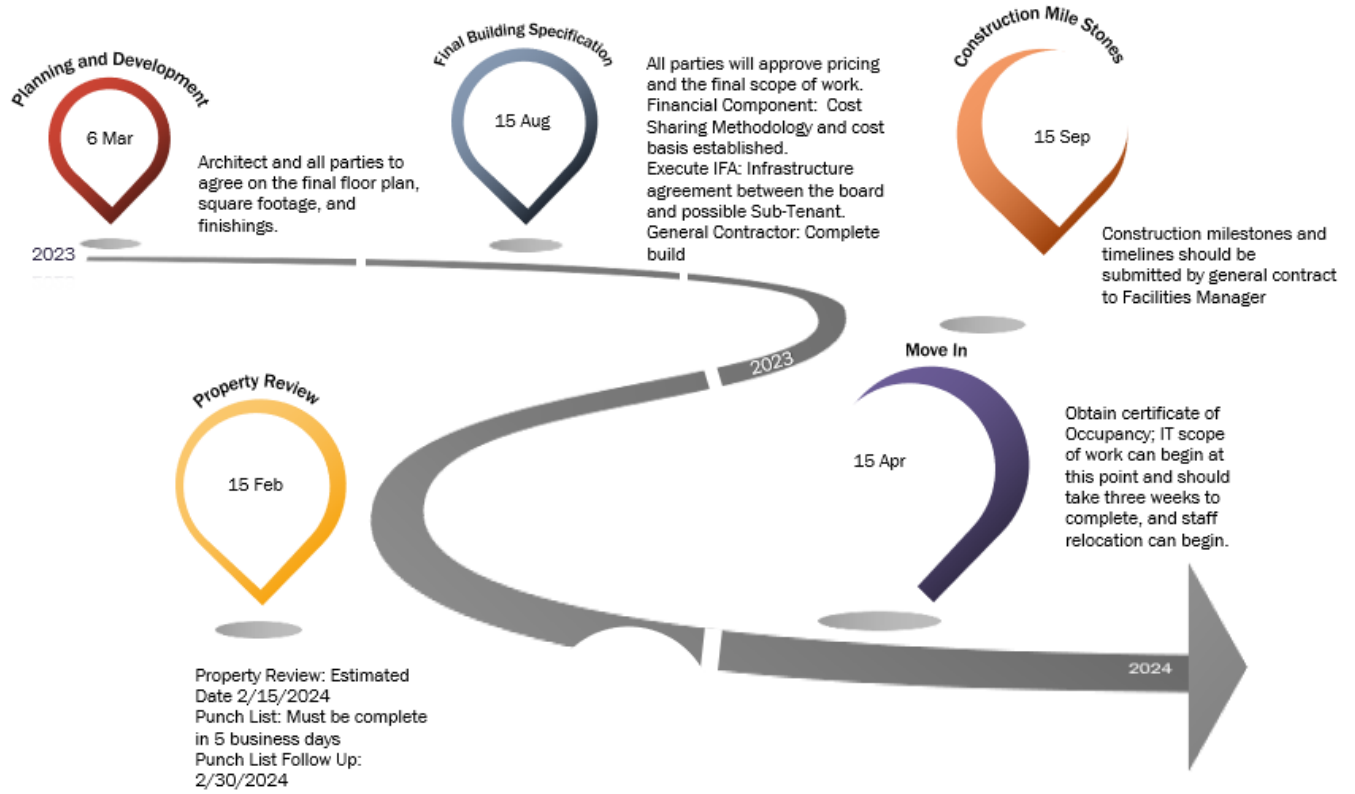
Alternatives: None.

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 Tennant Improve allowance of approximately \$900,000; partnering with a third party and approval of Form 7100 will help offset approximately \$600,000 of these costs.

Recommendation: There is no further recommendation currently.

Next Steps: Continue negotiations with the landlord and potential sub-tenant(s) to review the current specifications of the floor plan and cost structure to add an additional partner.

Timeline: Dates are tentative and subject to change.



MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Jeremy Taub, Director of Procurement and Contracts

Date: July 28, 2023

Subject: Facility Update: Walzem

Summary: *Discussion and Possible Action:* Workforce Solutions Alamo – Board of Directors awards a contract to R/E Business Center, LLC. for the Facility Lease at 11711 IH 35N, San Antonio, Texas. The estimated annual rent for the 23,880 square foot facility, including maintenance, taxes, and insurance, NNN is \$740,280 with annual rent escalation percentage not to exceed 5% and a Tenant Improvement (TI) allowance not to exceed \$1,520,000.

Background: In July 2008, the board executed a lease for its present facility, and there are no remaining options to renew. Additionally, our current location has 14,339 square feet, and with prospective Vocational Rehabilitation Services (VRS) integration of an additional 5,000+ square feet is needed to meet VRS minimum requirements with additional 2,000+ square feet to allow for potential expansion of service area for WSA contractor C2 GPS, Inc. The sub-tenant lease with VRS will contribute to the overall rent cost at the contracted rate.

On March 24, 2023, a Request for Information was released to potential lessors and realtors to conduct market research and solicit potentially available properties to administer workforce programs. Additionally, WSA's contracted Real Estate Broker, PCR Brokerage San Antonio, LLC. DBA Partners conducted a required Competitive Market Analysis (CMA) to determine prospective locations. Properties yielded from the market research and CMA analysis were evaluated by board staff against WSA's needs determination requirements. As a result of these efforts, the facility lease agreement with R/E Business Center, LLC. is recommended for award on a best-value basis.

Update: WSA is currently negotiating with the landlord to provide a complete build-out for VRS integration with a 12-month rent abatement for the additional 5,000 square feet to allow time for VR to co-locate. Per directive from TWC issued June 30, 2023, TWC seeks to delay all moves involving VRS field staff; where boards are procuring or planning to procure space for already-integrated Workforce Solutions (WS) offices, TWC requests that the board seek to extend the existing WF lease through at least early calendar 2025. However, TWC cannot require a board or subrecipient to extend a lease. Additionally, through discussions with current VRS Representatives, it is still the intent of VRS to relocate with WSA upon approval of the State Plan.

Analysis: The current lease will expire December 31, 2023, and no options remain. In accordance with TWCs – Financial Manual for Grants Contracting, FMGC §J.6.1, and Uniform Guidance, UG, the initial step in the planning process requires a review of existing facilities that meet our current requirements. WSA's business needs include but are not limited to general location (customer populations, local businesses, area crime statistics), access to public transportation, current parking, space required, access to ground floor, ability to build out, and compliance with Americans with Disabilities Act (ADA).

Alternatives: If the board does not approve this recommendation, option is to negotiate interim lease with current landlord until the build out is completed, and/or continue to search available properties to meet needs/requirements.

Fiscal Impact: The estimated base rent for the facility is \$49,083 monthly, and annual estimated amount of \$589,000 for 19,000 square feet, with annual rent escalation % to be specified in lease, and a Tenant Improvement allowance not to exceed \$1,520,000. The actual amount paid will be finalized during negotiations and specified in the lease.

Recommendation: Upon award, finalize negotiations with the landlord to secure a lease at the selected location. The actual term of the lease will be specified in the agreement but shall not exceed twenty years inclusive of all renewals.

Next Steps: Board staff will negotiate and execute the lease agreement and coordinate with the landlord on all build-out and move-in logistics and timelines.

<i>Site Visits:</i>	May 19, 2023
<i>Recommendation for Approval:</i>	July 28, 2023
<i>Negotiate/Execute Lease:</i>	August 15, 2023
<i>Build-out by:</i>	December, 2023
<i>Move-In by:</i>	January 1, 2024



PROCUREMENT & FACILITY UPDATES

July 28, 2023

Jeremy Taub, Director of Procurement and Contracts
Giovanna Escalante-Vela, CFO



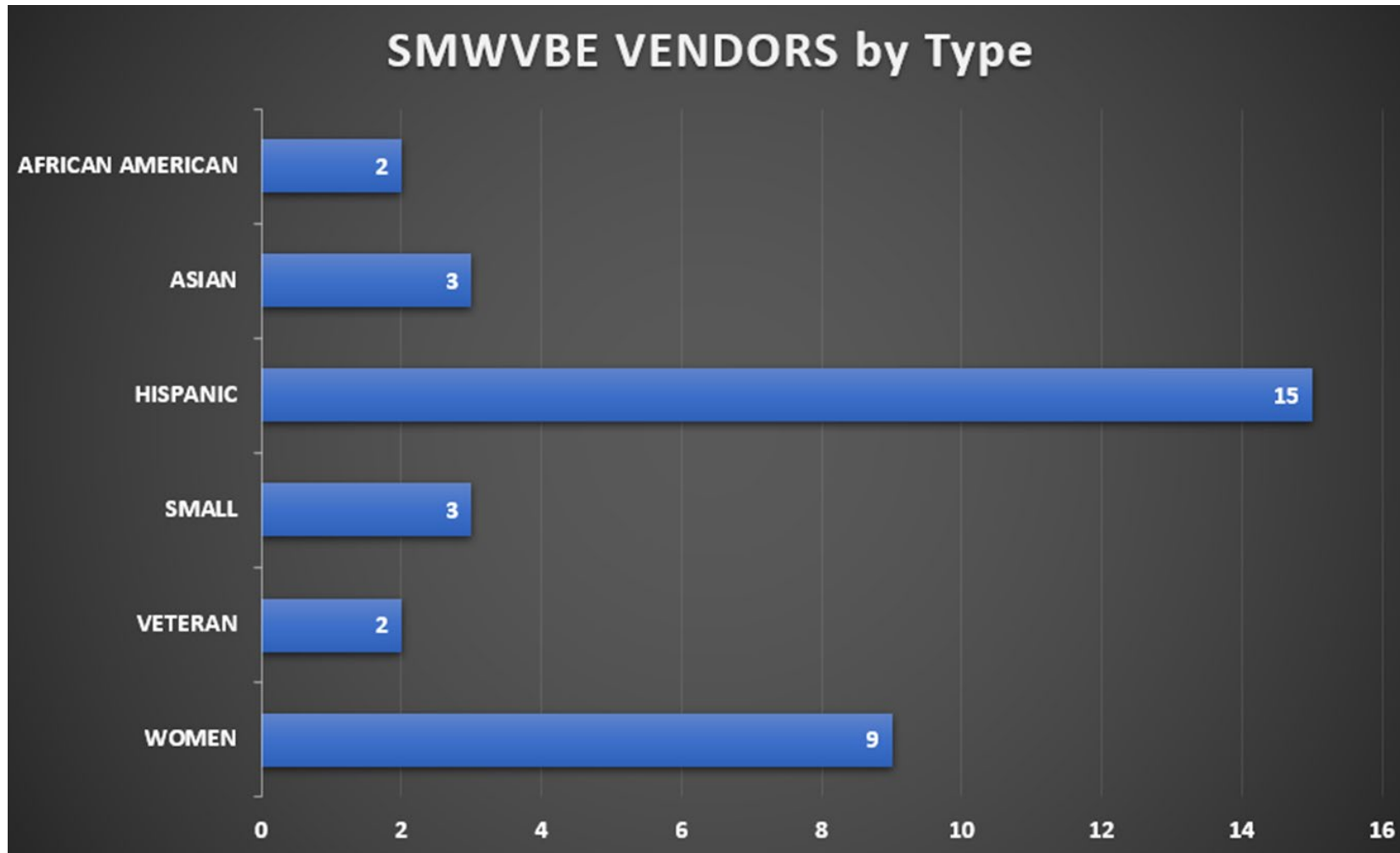
SMALL, MINORITY, WOMEN AND/OR VETERAN OWNED BUSINESS ENTERPRISES, DIVERSITY PROGRAM

Successful Highlights:

- Outreach to current vendors has increased the # of SMWVBE classifications, which resulted in expenditures to be at 37.92%.
- Utilizing online search tools such as The Maestro Entrepreneur Center, The South-Central Texas Regional Certification Agency (SCTRCA), and other local SMWVBE search directories to expand outreach.
- Providing demographic information on the Child Care Providers received from the contractor (City of San Antonio).

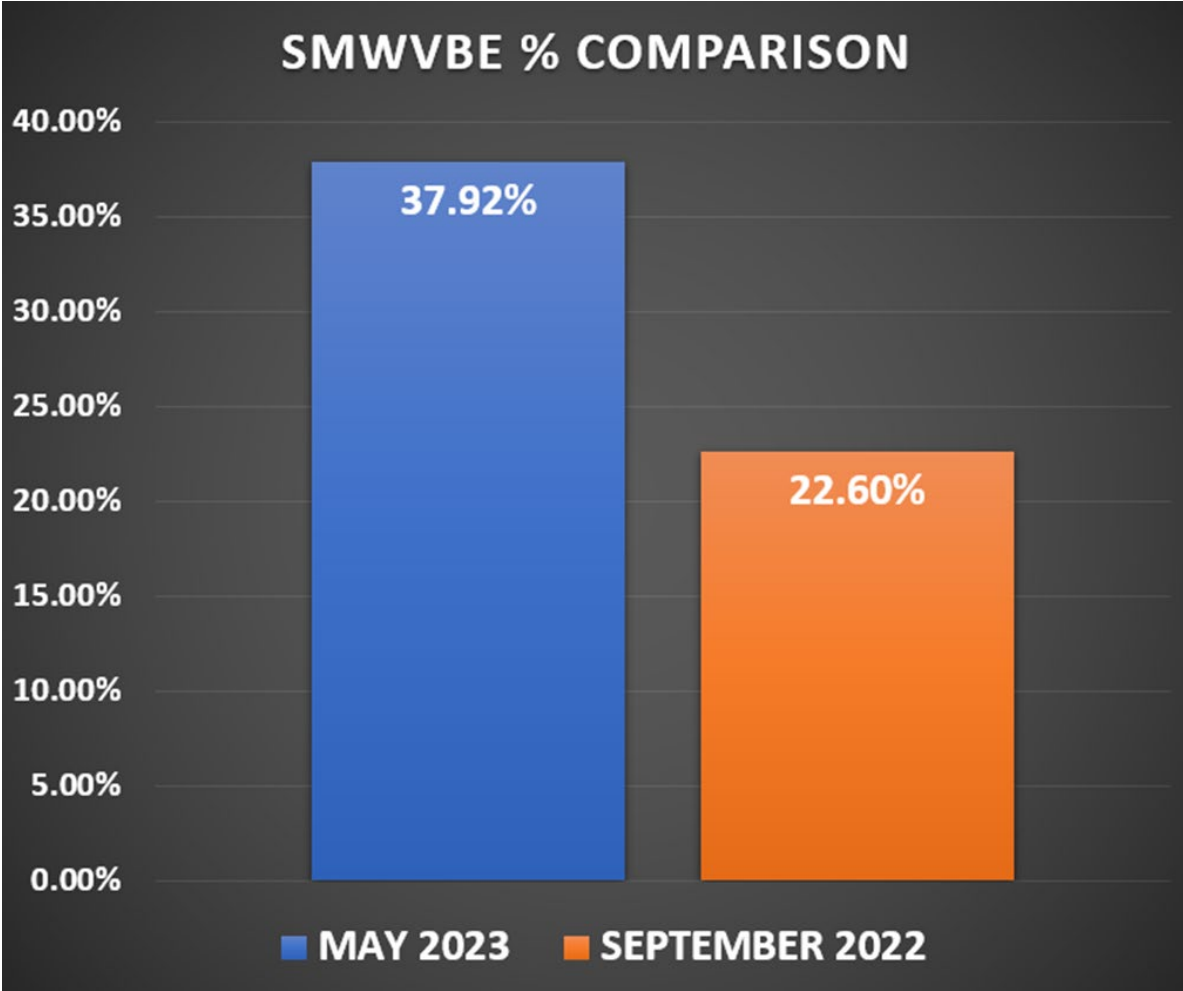


SMWVBE - 34 TOTAL VENDORS BY CLASSIFICATION



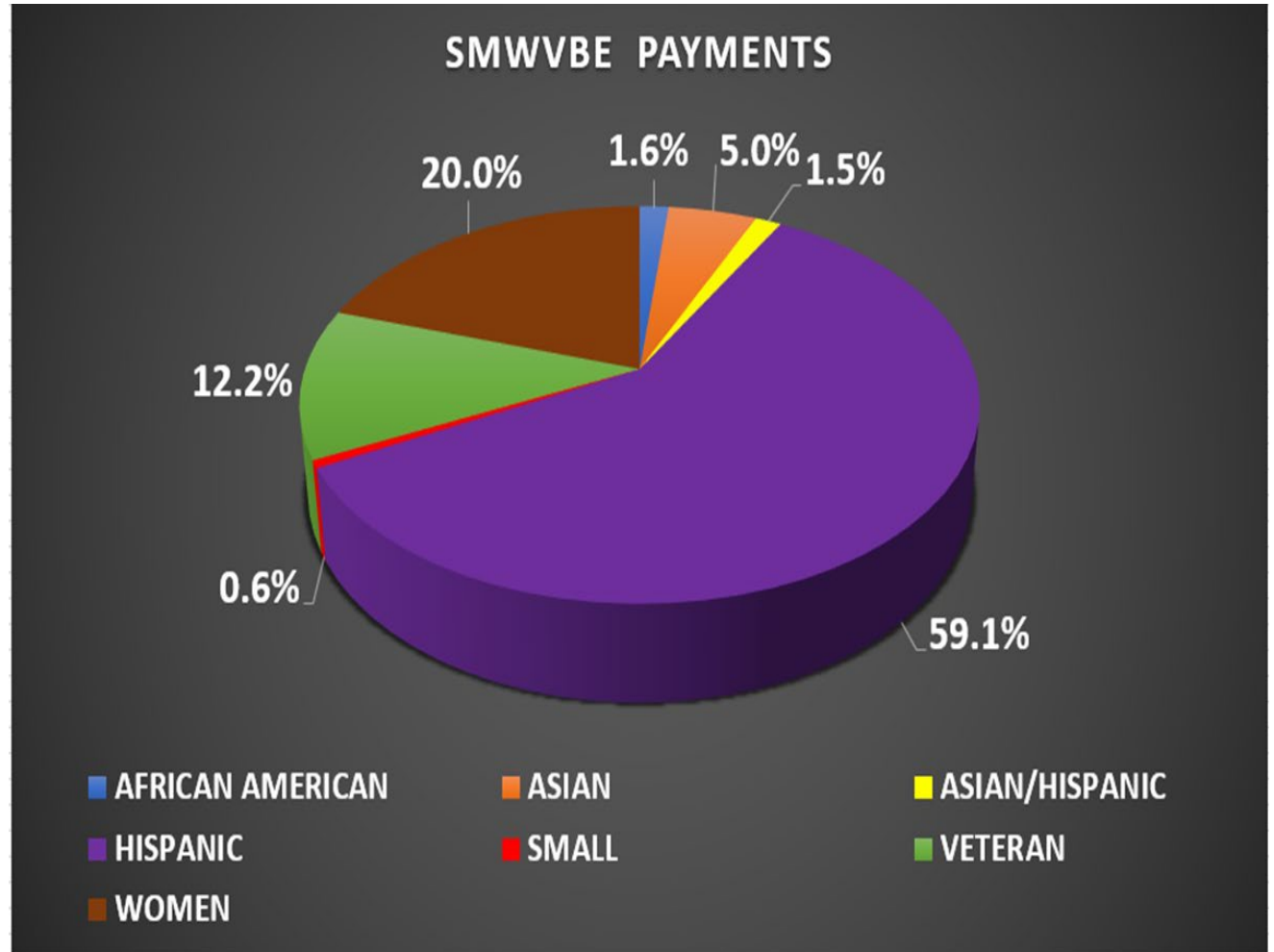
SMWVBE PERCENTAGE COMPARISON BY DATES

- As of May 31, 2023, WSA is at 37.92% 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	\$ 79,430.02
ASIAN	128,532.70
HISPANIC	1,107,711.91
SMALL	52,472.46
VETERAN	153,085.27
WOMEN	284,047.65
TOTAL SMWVBE PAYMENTS	\$ 1,805,280.01
TOTAL NON-DESIGNATION	\$ 2,955,355.00
TOTAL CORPORATE EXPENDITUES	\$ 4,760,635.01



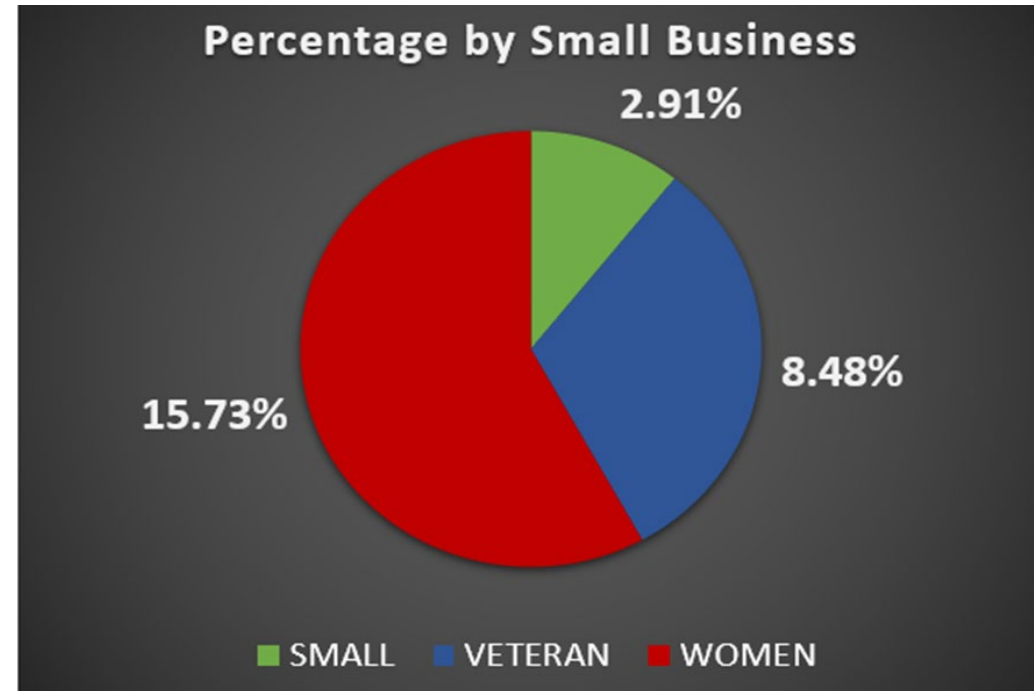
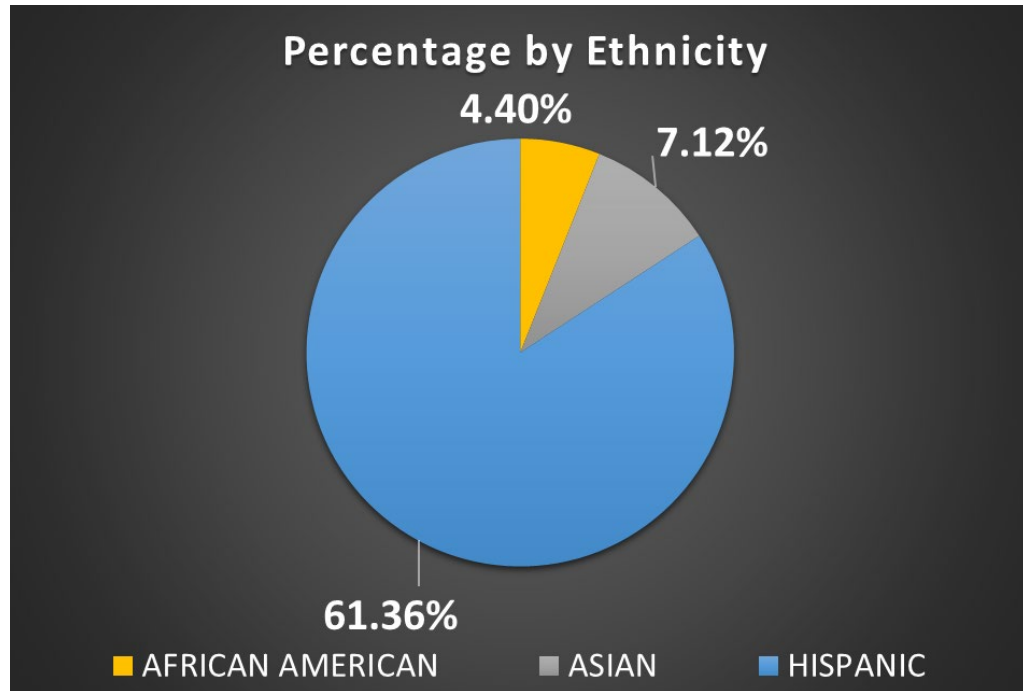
Current Board and Facility SMWVBE expenditures are at 37.92%, which exceeds WSA's aspirational goal of 20%.



SMWVBE PERCENTAGE BY ETHNICITY & SMALL BUSINESS

Ethnicity		
AFRICAN	4.40%	79,430.02
ASIAN	7.12%	128,532.70
HISPANIC	61.36%	1,107,711.91
TOTAL	72.88%	1,315,674.63

Small Business		
SMALL	2.91%	52,472.46
VETERAN	8.48%	153,085.27
WOMEN	15.73%	284,047.65
TOTAL	27.12%	489,605.38



SMWVBE CLASSIFICATION OF CHILD CARE PROVIDERS

of Providers by Classification

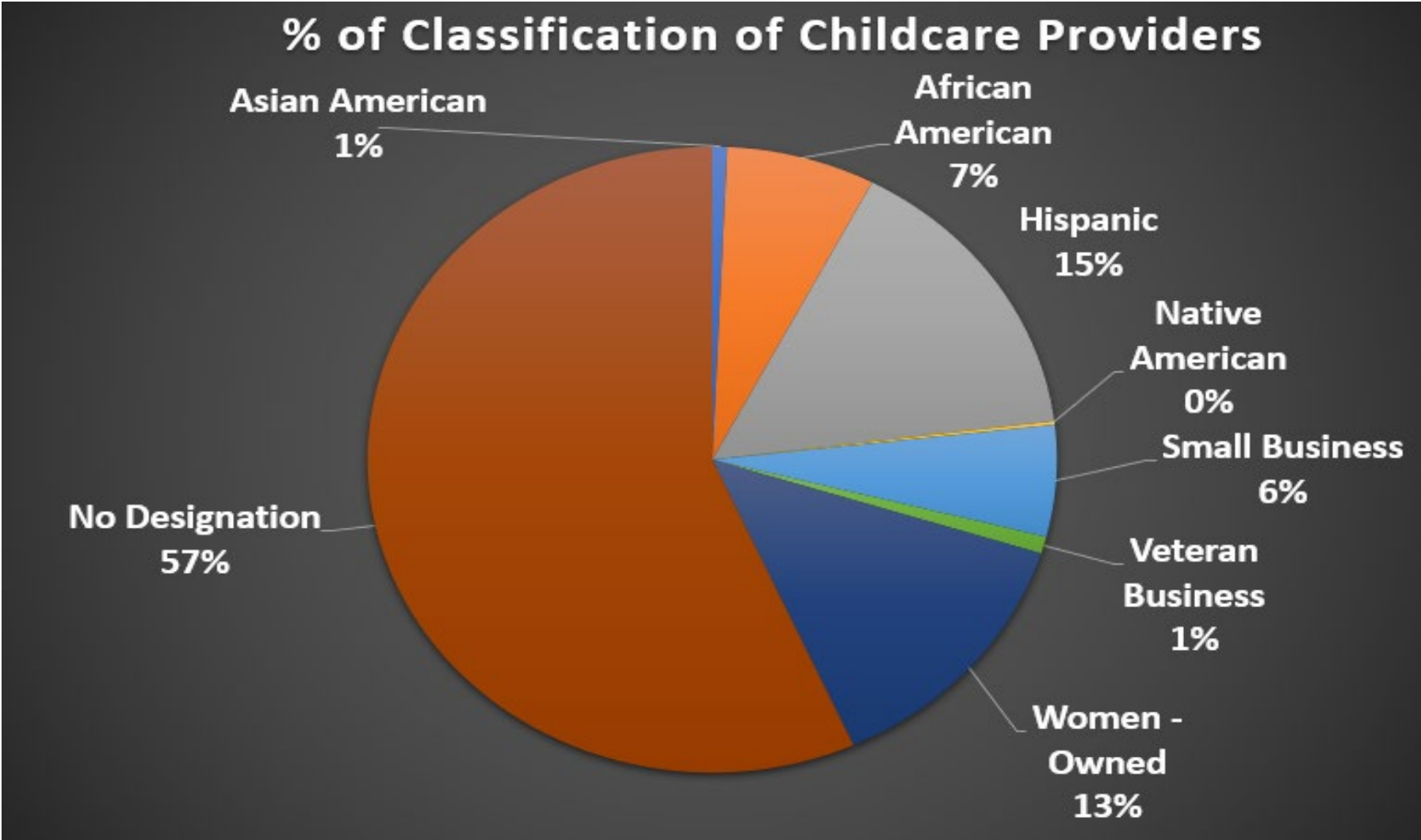
African American	40
Asian American	4
Hispanic	88
Native American	1
Small Business	33
Veteran Business	5
Women - Owned	79
No-Designation	336
Total	586

% of Expenditures by Classification

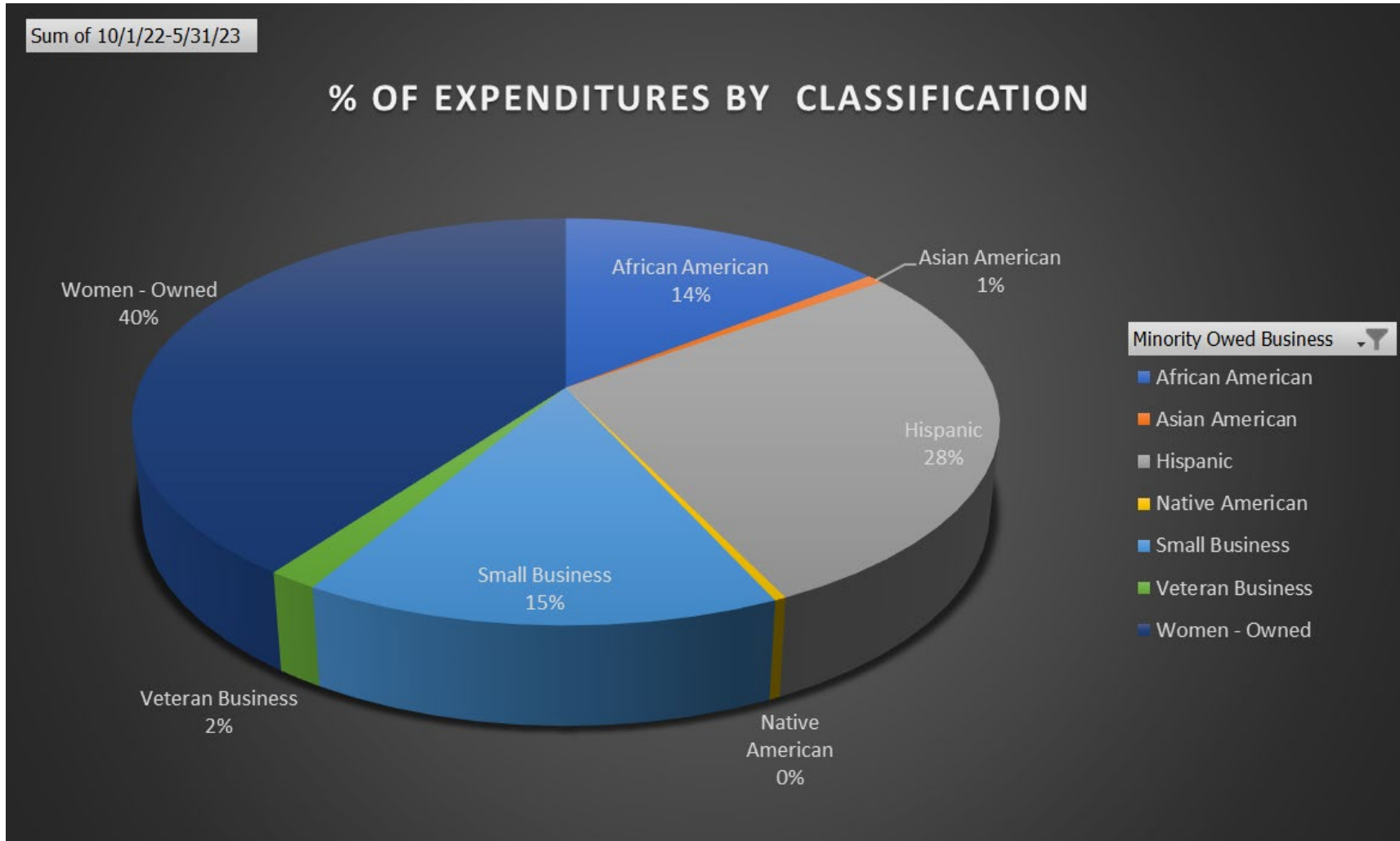
African American	14.30%	\$ 5,393,965.34
Asian American	0.73%	\$ 277,070.46
Hispanic	27.79%	\$ 10,479,975.18
Native American	0.38%	\$ 141,683.69
Small Business	15.23%	\$ 5,742,314.85
Veteran Business	1.61%	\$ 606,018.13
Women - Owned	39.96%	\$ 15,067,178.17
Grand Total	100.00%	\$ 37,708,205.82



SMWVBE CLASSIFICATION OF CHILD CARE PROVIDERS



% OF EXPENDITURES BY SMWVBE CLASSIFICATION OF CHILD CARE PROVIDERS



Facility Update - Port San Antonio

Construction Update:

- The board is revising the floor plan to include possible sub-tenant in the facility's final cost.
- Alternative Materials - Architectural walls to cut down on construction costs and still maintain privacy.
- TWC Equipment Contribution – Form 7100 approved \$251,642.

Fiscal:

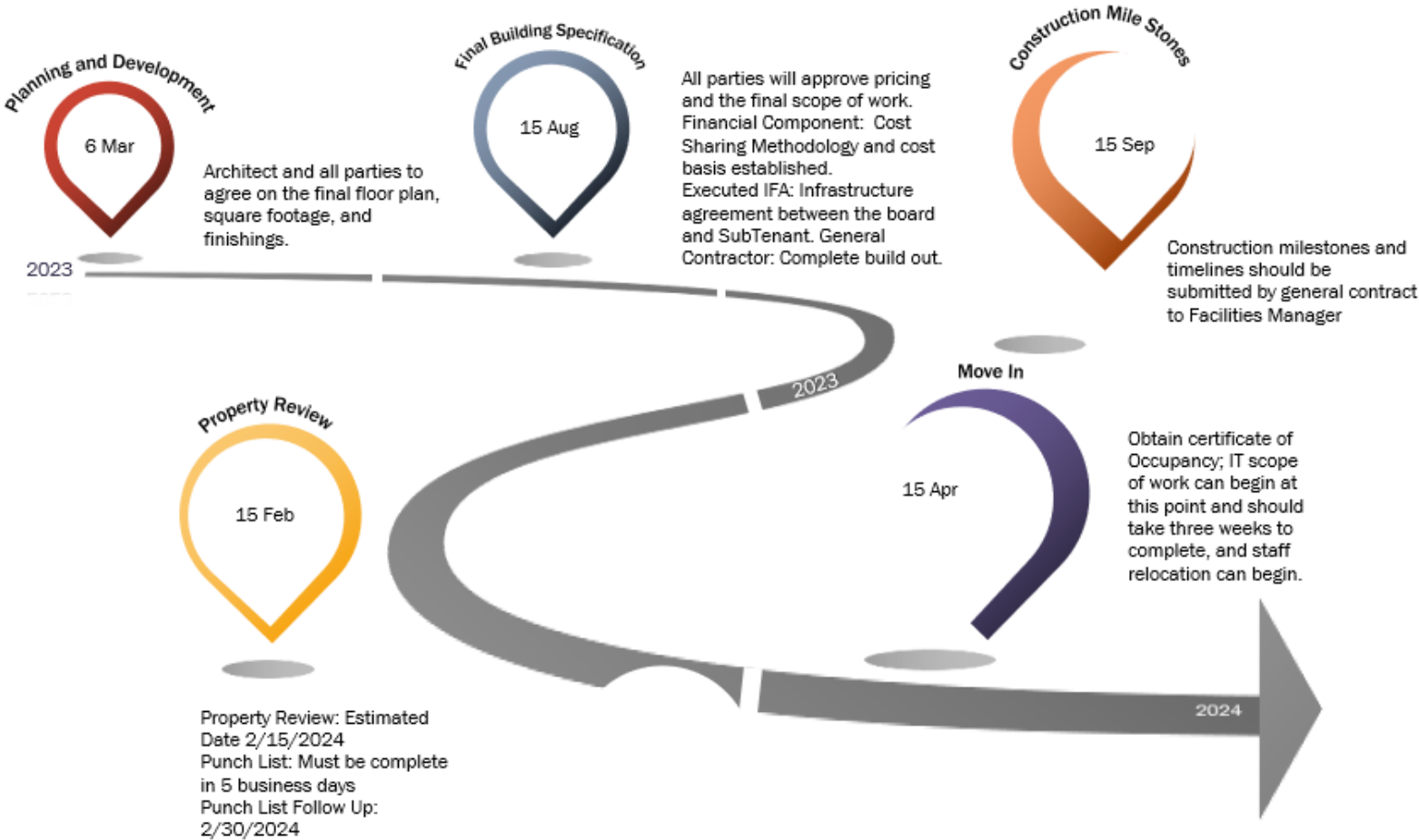
- TI Allowance - \$1,575,000
- Monthly Rent - \$24,792 and 2.5% annual escalation

Estimated Timeline:

- Begin construction: Late 2023
- Move-In: Spring 2024



Port San Antonio - Timeline



Facility Update - Walzem

SUMMARY:

Lease Expires 31 December; no available options to renew.

- Conducted New Lease Procurement
- Current Square Foot 14,339
- Needs Determination 23,880 SF
- Challenges: Layout of the space (2 floors) and inclusion of VR, Limited Parking for staff and clients

• FISCAL IMPACT:

- Current Monthly Rent \$25,122
- Current Annual Rent \$301,464
- Projected Monthly \$41,790
- Projected Annually \$501,480
- Current Annual Escalation 3%

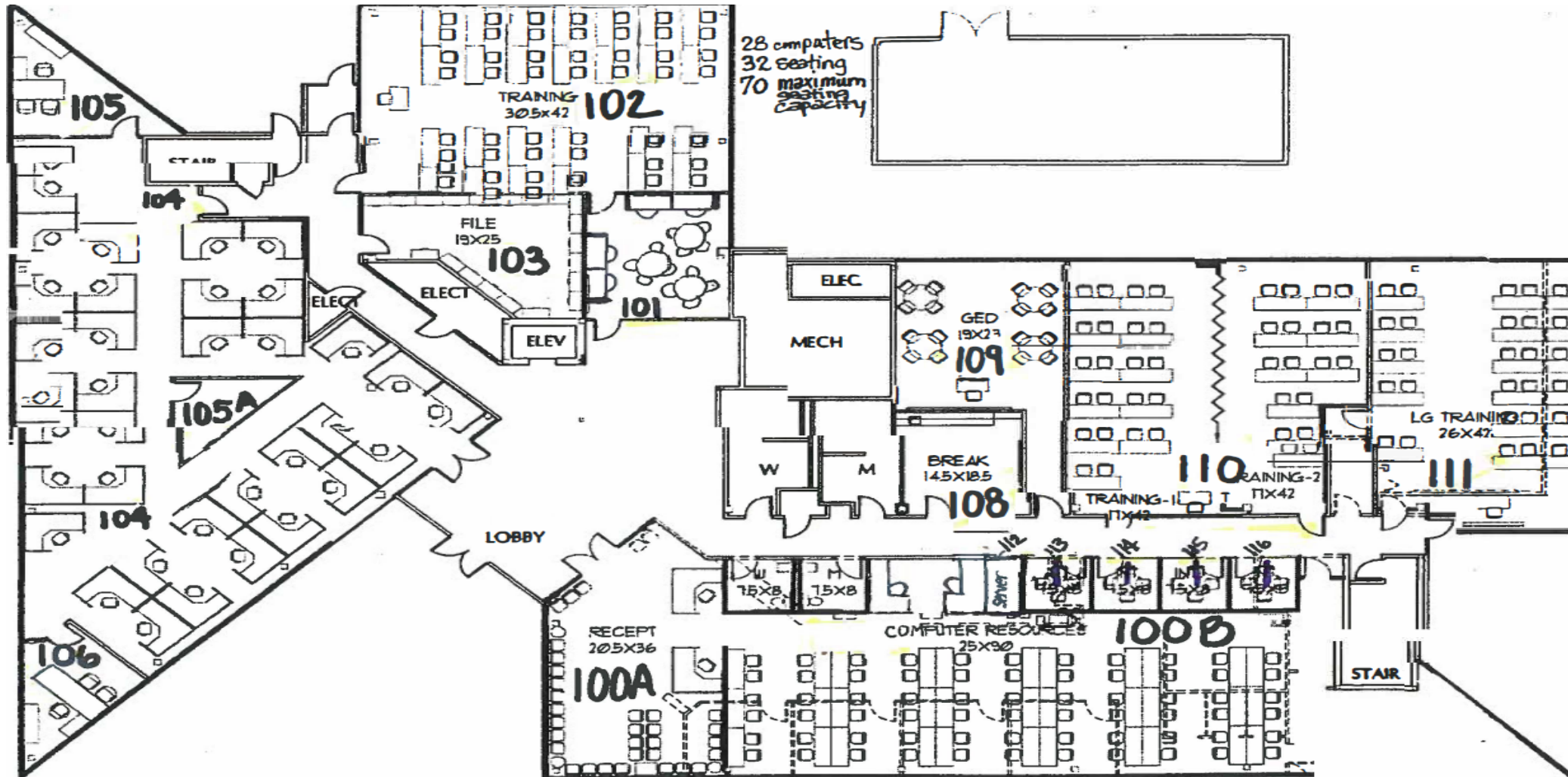
• RECOMMENDATION: NONE

- **NEXT STEPS:** Issue landlord notice of non-renewal 90-days prior



4615 Walzem Road

Current Floorplan - Walzem Existing



Facility Update - O'Connor

- **SUMMARY:**

- Square foot required 23,880 SF
- Current SF @ Walzem is 14,339 SF
- With prospective Vocational Rehabilitation (VRS) integration an additional 7,000+ SF needed to meet minimum VR requirements and C2 growth
- Space comes with storage for the WOW Bus
- Designated employee and client parking
- Dedicated VIA Link Stop

- **FISCAL IMPACT:**

- Annual Rent – \$740,280
- Monthly Rent - \$61,690
- TI allowance – Maximum \$80 SF not to exceed
- VRS will contribute to overall cost of build-out and future rent
- Rent escalation to be determined upon execution not to exceed 5%

- **Term:** Initial term 10 years with two 5-year options to renew

- **NEXT STEPS:**

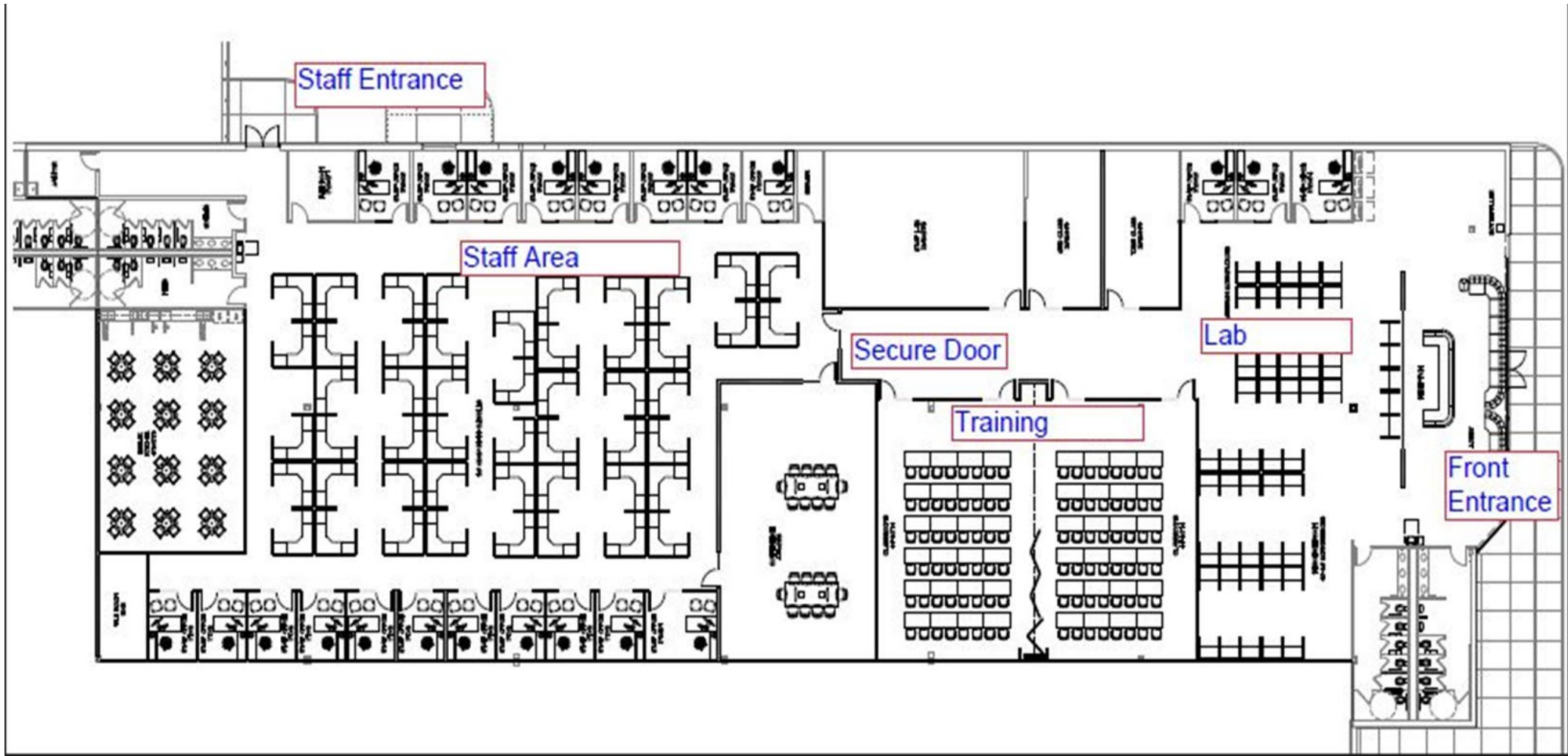
Finalize negotiations and execute lease. Further construction updates to be provided.



11711 IH 35



Floorplan - O'Connor





Questions



MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: July 28, 2023

Subject: Local Plan Update

Summary:

The 2021-2024 Local Plan Modification was approved by the Governor's Office as of July 6, 2023.

Background:

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
- Integrate all stakeholder feedback.
- Include Accommodations and Food Services as a Targeted In-Demand Industry Sector

Progress:

- The Governor's Office has approved the Local Plan – 2-year Modification.

Next Steps:

- The process will continue with implementation, including:
 - Outreach 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: July 28, 2023

Subject: Update to Develop an Operational Plan for the Interlocal/Partnership Agreement to Address Rural Judges' Service Delivery Concerns

Summary: WSA is working with the Partners to define operational standards to ensure the Interlocal/Partnership Agreement is translated into Standard Operating Procedures related to communication, budget management, and performance design/monitoring in order to enhance and maintain rural service delivery in response to concerns raised by the Area Judges and in the interest of addressing the concerns in perpetuity.

Analysis:

On March 22, 2023, Area Judges Meeting Agenda Item #6 "Discussion and possible action regarding the failure of WSA to perform as agreed with the terms of the Partnership and Interlocal Agreements" authorized appointed liaison, Diane Rath, to inquire about division of the Workforce Development Area to separate from Bexar County and the City of San Antonio creating separate Urban and Rural Workforce Development Areas.

Concerns outlined during that meeting and leading to the action include (summarized and not exhaustive):

- Potential legal liability to the Chief Elected Officials given un-answered requests for budget reports (specific numbers) pertaining to County-by-County expenditures as well as operational integrity as described Procurement procedures and the need to cancel a procurement for the regional workforce bus.
- Not receiving a copy of the final version of the Local Plan update when being asked to approve the Two-Year Update.
- Concerns that not all Co6 members understand the importance of the role given other Co6 members' attendance issues due to other obligations.
- Allocation of resources associated with a historic 80%/20% split.

- The need for a workforce center in Bandera County.
- Contract amounts that can be approved without needing Board approval and Board review of contracts.
- Provision of monitoring reports and other legal actions documents to the Committee of Six in addition to briefings that are provided.
- The history of AADC and how/why it was disbanded specifically that COSA has the largest single contract with WSA. Including the determination that there exists a conflict of interest with AADC, but the same standard isn't being followed with COSA.

On Wednesday, April 26, 2023, Areas Judges Meeting Agenda #5 “Discussion and possible action on the information gathered by AACOG’s Executive Director regarding feasibility of dividing the WSA region into two regions: rural and urban.” They were informed that TWC has denied a request for separation. Comments and concerns expressed at this meeting include (summarized and not exhaustive):

- Nobody wants workforce to fail, however, WSA needs to follow the interlocal and partnership agreements.
- They are concerned about outreach in the rural communities.
- The area judges don't exist as an official entity. They are just an association of judges coming together to collaborate. They want a 14-member body (1 COSA, 1 Bexar County, 12 area judges) and for the Committee of Six structure to be amended.
- The idea of an 80/20 split may not be accurate and funding allocations should be based on population.
- The Interlocal allows for an entity to pull out of the agreement.
- Direction focused on working through clarification and adherence to the Interlocal and Partnership agreement through a workshop with Partner and WSA staff.
- Additionally, extension of an invitation to the Committee of Six to engage in a workshop to advance discussion regarding potential amendment of the Partnership Agreement and future consultation with TWC attorneys regarding governance.

The Area Judges, through their Liaison, have also communicated the attached issues and requested a Committee of Six work session to discuss these matters as well as the topic of governance as it pertains to the use of the Committee of Six as the body providing oversight.

In response to concerns raised by Area Judges WSA staff and the Partners engaged in two work sessions on May 22 & 25, 2023, to discuss how each of these items could be addressed through and Interlocal/Partnership Operational Agreement that specified mutually agreeable operational standards that could be enhanced to work through these issues.

WSA staff developed recommendations to demonstrate responsiveness to each of the attached points provided by the Area Judges Liaison at the May 22nd work session. WSA staff has briefed representatives from the Texas Workforce Commission, WSA Board Program Managers, Quality Assurance, MIS Division, Fiscal staff, as well as the Adult, Youth, and Childcare contractor on

recommendations. On Monday, July 17, 2023, WSA staff briefed Partner staff on the following recommendations corresponding to the document provided on May 22nd which included:

- 1.) Adoption of an Operational Agreement to address any items in Interlocal and Partnership Agreement that do not explicitly indicate when, how, and to what degree in relation to Board responsibility. The Agreement will be updated annually to ensure consistency of interpretation across turnover in Partner and Agency staff. This will set out clear expectations for WSA Board of Directors to hold WSA staff accountable to conformity to laws and agreements.
- 2.) Development of the County Allocation and Service Delivery (CASD) Report to enhance transparency regarding how dollars are coming in and out in relation to the full spectrum of service delivery in each county. Additionally, Local Workforce Councils will be established in each county to enhance co-planning of outreach and partnerships. The result will be local wisdom injected into annual outreach plans, special initiatives, and clear communication of full spectrum of service being provided in each county and associated cost.
- 3.) WSA staff is in negotiation with contractors to propose an annual budget with direct services segmented by rural and urban that will require amendment for movement of dollars between the two. The budget will be based on specific fund allocations derived by State of Texas allocations rather than the average of an 80% Urban and 20% Rural split. Additionally, WSA staff will pursue phased enhancements to the accounting systems, piloting of allocation practices, and development of protocols to support a county-by-county and fund-by-fund cost allocation related to individuals served and to include encumbrances. This work will form the basis for the quarterly CASD report initially and then evolve with input from Partners in relation to the cost-benefit of such changes relative to the advice of TWC. WSA will continue to work with TWC to secure opinions on whether further segmentation of the agency budget and disaggregation of performance measures integrated into each contractor agreement represents additional exposure for findings that may impact the overall regional competitiveness to secure additional program dollars or compliance.

Items 4-6 of the document are currently being negotiated with the Adult, Youth and Childcare Contractors.

TWC advised caution and indicated that material changes in service approach could warrant an update to the Local Plan and potentially create additional exposure in performance findings as this practice is uncommon across the state. WSA staff is characterizing these modifications as a pilot in FY 2024 that will result in finalizing of the scope to update systems and contracts that will be implemented and tested in FY 2025 and added to the 2026-2030 Local Plan submission. WSA staff are scheduling additional briefing with TWC Performance, legal, and other staff to ensure visibility and compliance with all State and Federal regulations in the implementation of the points provided on May 22nd and recommendations made by the Area Judges Liaison in the Partner work sessions.

In addition to the Partner work sessions, WSA staff has acted immediately to enhance services with the following actions:

- Arranged for a full-time representative to be available in Bandera, Monday through Friday, 8am-5pm, a representative available in McMullen, Tuesday, Wednesday, and Thursday, 8am-5pm.
- SA Early Childhood Team has invested an additional \$927K in strengthening local early childhood operations by providing \$526K in back-to-school stipends to teachers and \$901K in teacher bonuses.
- Additionally, WSA will invest approximately \$6M in additional childcare services through reallocating childcare reserve funding and receiving additional state funding.

Alternatives: If a consensus solution that addresses each of the items outlined cannot be derived through the Partners work sessions the Area Judges have, through their Liaison, communicated options such as entering into mediation as is provided for in the Interlocal and Partnership Agreement, and/or withholding approval of the WSA annual Budget.

Fiscal Impact: WSA staff is evaluating the impact on performance dollars if the expectation of expenditure of service dollars emphasizes expenditures on a county-by-county and program-by-program basis.

Recommendation: WSA Staff requests approval from the WSA Board with pursuit of this strategy.

Next Steps: A draft of the Operational Plan will be shared with the Committee of Six shortly after the July 26, 2023, meeting. A final Operational Plan will be provided at the August 23, 2023, meeting. If there is additional feedback the Area Judges meeting is to be held on September 27, 2023, and represents the last opportunity for the Area Judges to impact the overall budget of WSA.

1. Conform to federal and state law and to the Interlocal and Partnership agreements. If any doubt as to intent, ask the Co6.
2. Ensure Services that conform to the allocations budgeted are delivered in each county.
3. Report quarterly on Allocation/Expenditure/# served. If there is a variance of more than 10%, include a variance explanation. Update the allocation per county as additional funds/grants are received.
4. Have a workforce center in each county (except McMullen) with the ability to do outreach and intake for all programs. Evaluate the need for additional services offered in each county regularly.
Bandera is larger than Frio and Karnes and has minimal staff only present Monday 9-4. Confirm Staff is present when scheduled in area centers. Using the combined allocation percentage, Bandera is .58%, Fredericksburg and Kenedy .65%, Kenedy and Fredericksburg have centers opened full time Mon-Fri.
5. Ensure each center has the capacity to do childcare outreach, explain the program, and submit forms. Maintain waiting lists in all counties if funding is not available for enrollment.
6. Ensure the contractors' contract conforms to the Partnership agreement.

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Adrian Perez, CIO

Date: July 28, 2023

Subject: Sector-Based Model Update: Labor Market Data, Program Scorecard, Workforce Academy

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 Board of Directors.

Labor Market Data: Workforce Solutions Alamo (WSA) reports that the May unemployment rate for the eight-county San Antonio-New Braunfels metropolitan statistical area (MSA) is 3.8 percent, higher than the 3.4 rate in April. Since May of 2022, the MSA unemployment rate increased .04 percentage points from a rate of 3.4 percent. The May 2023 unemployment rate for the San Antonio-New Braunfels metropolitan statistical area (MSA) is lower than the state’s not seasonally adjusted (actual) rate of 4.1 percent.

Program Scorecard: Includes the 6 sectors industries; Aerospace, Manufacturing, Healthcare, IT/Cybersecurity, Education, and Construction & Trades. 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 hosted a Manufacturing Collaborative on July 20, 2023, at our South Flores Career Center. The Healthcare Collaborative will also be hosting a special session to address challenges identified in previous meetings.

The goal of the collaboratives is to learn about critical needs employers are facing, including finding qualified individuals, average time to fill the roll, and losing talent to national employers paying a higher wage. Seventeen urban and rural employers participated in this session.

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. A total of 445 people have attended Academy sessions, and the goal for the calendar year is 500 Academy participants. Of those, 216 have completed all sessions and graduated. WSA will host a graduation ceremony and networking opportunity in August. WF Academies has been extended to partner counselors to strengthen service delivery and access to workforce services with partner organizations with a concentration on recruiting Rural Ambassadors.

Community Conversations: The WSA team will be hosting a 3-party local community conversation series in our rural counties titled “The Power of Partnership” to bring together individuals, organizations, and stakeholders from various sectors to discuss and explore workforce challenges and opportunities in our region. Community engagement and collaboration are crucial in creating effective solutions to address the economic and workforce needs of our region, and this will allow staff to hear the unique perspectives and expertise in our communities.

Alternatives: Alternative data sources are 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.

Local Plan Update

Adrian Perez, CIO

July 28, 2023





Summary

This item serves to inform the Board that the 2-year update to the Local Plan has been approved – 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.

The process included the following goals

- Update Target Occupation & Industry Lists, and Industry Clusters
- Update Economic & Workforce Analysis, and Demographic Profiles
- Incorporate partner/public feedback into the process

Progress

- 2-Year Local Plan Update was approved by WSA Board, Rural Judges, Bexar County and City of San Antonio and submitted final on Friday, May 12, 2023.
- **2-Year Local Plan Update Approved as of July 3, 2023.**



Thank You!!



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



Questions?





Workforce Solutions Alamo

Interlocal/Partnership Agreement

Operational Plan Update

July 28, 2023



Summary

- In response to concerns raised by the Area Judges and in the interest of addressing the concerns in perpetuity
- WSA/Partners working to define operational standards to ensure the Interlocal/Partnership Agreement is translated into Standard Operating Procedures
- Focused on communication, budget management, and performance design/monitoring
- WSA staff is requesting Board approval of overall strategy



Background

- At the March 22, 2023, meeting of the Area Judges, action was taken to request guidance from TWC regarding bifurcation of Workforce Development Area into Urban and Rural.
- Summarized concerns expressed included:
 - **Service:** Rural service provision and lack of a career center and childcare outreach in Banderita County.
 - **Communication:** Provision of information, operational integrity of WSA, and potential exposure for disallowed costs created by lack of transparency and level of engagement with rural leadership.
 - **Governance:** Governance structure of the Committee of Six and whether different modes of governance should be explored.



Background Continued

- At the April 26, 2023, meeting of the Area Judges, informed that TWC would not support bifurcation of Workforce Development Area into Urban and Rural.
- Summarized concerns expressed included:
 - Service, communication, and governance
 - Potential need for a new governance model
- Recommended action:
 - Work session between Partner Staff and WSA, and a work session for the Committee of Six to discuss issues.



Previous Action

WSA Staff and the Partners engaged in two work sessions:

May 22, 2023: WSA Staff, Partners and WSA Board Chair met.

Partners reviewed Interlocal and Partnership agreement to summarize Partners preferences.

Rural Judges Liaison shared the following summary of issues Area Judges would like addressed:

1. Conform to federal and state law and Interlocal and Partnership agreement.
2. Ensure services conform to budget allocations are delivered in each county.
3. Report quarterly on allocation/expenditure/number served.
 - a) If there is a variance of more than 10% include a variance explanation.
 - b) Update the allocation per county as additional funds are granted.
4. Workforce center in each county, except McMullen, to do outreach and intake for all programs. Evaluate the need for additional services offered in each county and confirm staff presence.
5. Ensure each center has the capacity to perform childcare outreach and maintain a waiting list in all counties if funding is not available.
6. Ensure contractors' contract conforms to the Partnership Agreement

May 25, 2023: Worked together to begin drafting an Interlocal/Partnership Operational Agreement that specified mutually agreeable operational standards to address these concerns.



Initial Response

In addition to the Partner Work sessions, WSA staff has acted immediately to enhance services with the following actions:

- Moved to authorize a full-time representative to be available in Bandera, Monday through Friday, 8am-5pm, a representative available in McMullen, Tuesday, Wednesday, and Thursday, 8am-5pm.
- Seeking approval from TWC Temporary Assistance for Needy Families (TANF) budget shifted to support outreach operations to engage and serve more individuals qualifying for TANF.
- Have executed Community Conversations on Childcare in each of the Rural Communities – resulting in Kerr EDC for matching childcare funds.



Current Action

WSA Staff, having secured a format to address the issues and after being provided requests in writing, conferred with the following entities:

Adult, Youth and Childcare Contractors (July 5th and 6th)

- Made aware of the requested additions to the upcoming contractor agreements.

Texas Workforce Commissions (July 17th):

- Suggested caution as it pertains creating additional requirements not required by the agreements with TWC.
 - Ex: If there are disruptions such as the pandemic in the future the additional requirements limit flexibility.
- Working on legal opinion regarding DOL requirements on priority of services.
 - Ex: Veteran requires service but is waitlisted while a budget amendment is completed.
- Additional meetings being scheduled with Childcare and Monitoring units within TWC.
 - TWC also indicated they would like HHS to opine on impact to Childcare dollars.

Partner Staff (July 17th)

- Briefed on the following recommendations:

1.) Conform to federal and state law and interlocal and partnership agreements. If any doubt, ask the COS.

Action: Development of Interlocal/Partnership Agreements Operational Plan.

Purpose: For those items in Interlocal and Partnership Agreement that do not explicitly indicate, when, how, and to what degree, the Operational Plan will be updated annually to ensure consistency of interpretation across turnover in Partner and Agency staff.

Result: Clear expectations for Board to hold WSA staff to regarding conformity to laws and agreements. Following actions to be documented in the plan.



2.) Ensure Services that conform to the allocations budgeted are delivered in each county.

Action: Development of the County Allocation and Service Delivery Report (CASD). Staff working through specific formulas on allocation fund by fund according to TAC 800 and using CFDA numbers as a last resort. Seeking clarity from TWC on any assumptions.

Develop County Workforce Councils to implement and seek guidance on development of Local Plan coming up on the next 4-year renewal.

Purpose: Enhance transparency regarding how dollars are coming in and out in relation to service delivery and co-planning outreach and partnerships.

Result: Fund by Fund County by County allocation driven by State and Federal formulas and Local wisdom injected into Local Plan and annual outreach plans and special initiatives and *clear communication of full spectrum of service being provided in each county and associated cost.*



3.) Report Quarterly on Allocation/Expenditure/Number Served. If there is a variance of more than 10% include a variance explanation. Update allocations by county as additional funds/grants are received.

Actions: County Allocation and Service Delivery (CASD) Report will illustrate 1.) allocation 2.) expenditures 3.) any new allocations 4.) detailed quarterly numbers served and outreach activity per program

Report to each Commissioners Court quarterly.

Propose Urban and Rural budgets based on Allocation factors which will be reported to WSA Board on a county-by-county basis for development of the CASD. Reallocation of funds between Urban and Rural accomplished through budget amendment. SOP's will be added to Operational Plan noting this as a requirement.

Result: Transparency of allocations including additional funding, expenditure, and service delivery and variances. Quarterly tracking of Service Delivery costs and number served by county.



4.) Have a workforce center in each county (except McMullen) with the ability to do outreach and intake for all programs. Evaluate the need for additional services offered in each county regularly.

Action: Include center or staff representation requirement into the Adult and Youth Contracts. Notice of changes in staffing require a backup plan and communications plan to ensure clients are made aware of where than can secure service. Signage and hours posted.

Include an annual evaluation of service level as it pertains to need in the Operational Agreement.

Result: Evaluate staff presence in each County and adopt an evaluation methodology as new SOP.



5.) Ensure each center has the capacity to do childcare outreach, explain the program, and submit forms. Maintain waiting lists in all counties if funding not available for enrollment.

Action: Including center or staff representation requirement into the Childcare contract and require reporting on wait list numbers. Include in the Operational Plan the requirement to include this in the contractor agreement and reporting of the waitlist on the CASD.

Result: Increase in staff presence in each county through contractual obligation and quarterly reporting on waitlist development.

Potential Impacts: Increase childcare contractor admin expense, less money for childcare.



6.) Ensure the contractors' contract conforms to the Partnership agreement.

Action: Requirements associated with resource allocation and service provision will be integrated in Profit Matrix, Budget, and Participant Service Plan.

Partners are requested to highlight any issues that need to be integrated and will be adopted into Operational Agreement for inclusion in current or future contracts as appropriate.

Result: All requests highlighted by the Partners, are being negotiated for integration into contractor agreements.



Next Steps

- A draft of the Operational Plan will be shared with the Committee of Six shortly after briefing the Partners and consensus view that a draft is ready for distribution.
- Feedback finalized for the August 23, 2023, Committee of Six meeting.
- Final feedback may be provided regarding recommendations through the Area Judges meeting on September 27, 2023, when the body considers approval of the WSA annual budget.
- WSA is committed to an iterative process that results in new systems, processes, and operational standards for the board and contractors that limit additional exposure while meeting the needs of the Area Judges.



Alternatives

If Partners work sessions and recommendations do not derive consensus solutions, Area Judges, through their Liaison, have communicated options such as:

- Mediation as is provided for in the Interlocal and Partnership Agreement, and/or;
- Withholding approval of the WSA annual budget.



Recommendation

- WSA Board staff will continue to work with TWC to assess impacts to updates to budget and performance procedures.
- WSA Board staff will continue to integrate recommendations with Adult, Youth and Childcare Contractors.
- WSA Board staff will bring Iterative Operational Plan and budget amendments and other recommendations in coordination with Partners staff and Committee of Six.








Questions







Adult Industry Sector Scorecard BCY23

Does not include Ready to Work.

Industry Sector Scorecard - BCY23									
Industry	Enrolled	Active	Completions	Successful Completions	Success Rate	Successful Credential	Credential Rate	Successful Employment	Employment Rate
 Healthcare	94	39	55	37	67%	22	40%	25	68%
 Other	18	7	11	8	73%	2	18%	4	50%
 Information Tech	43	11	32	30	94%	8	25%	7	23%
 Construction & Trades	68	13	55	44	80%	37	67%	26	59%
 Manufacturing	2	0	2	2	100%	0	0%	1	50%
Grand Total	225	70	155	121	78%	69	45%	63	52%

* Information is YTD and reported live monthly; therefore, data consistently changes as enrollments in sector base trainings increase and decrease, and credentials obtained month to month

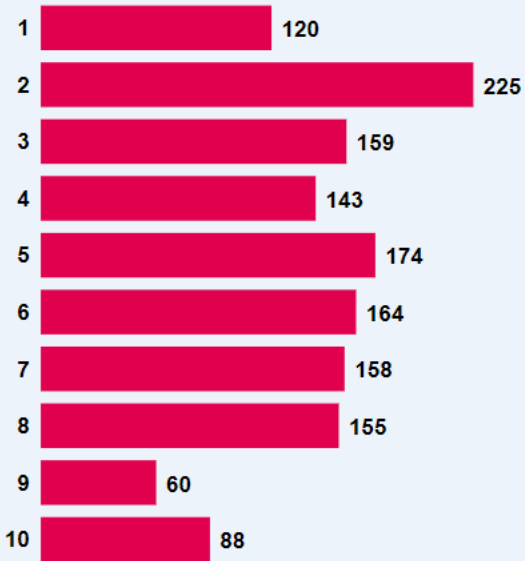
Youth Industry Sector Scorecard BCY23

Industry Sector Scorecard BCY23										
Industry	Enrolled	Active	Completions	Successful Completions	Success Rate	Successful Credential	Credential Rate	Successful Employment	Employment Rate	
Healthcare		16	15	1	1	100%	1	100%	1	100%
Transportation		3	0	3	3	100%	3	100%	3	100%
Information Tech		3	3							
Construction & Trades		9	9							
Other:										
Grand Total	31	17	4	4		4		4		

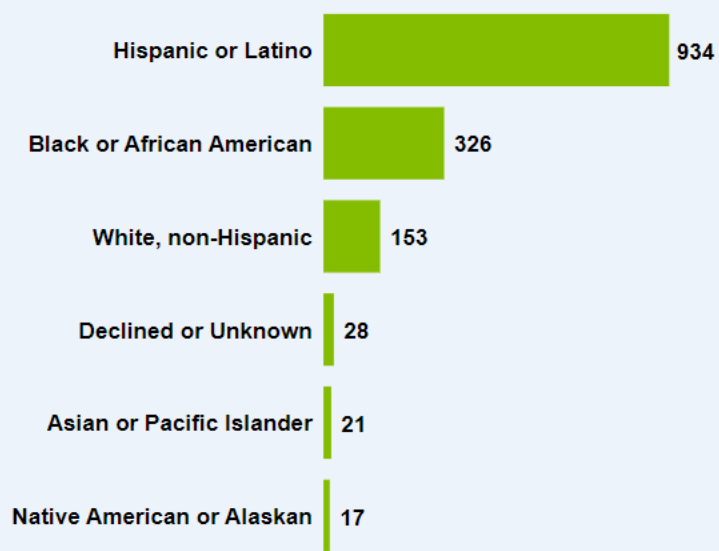
* Goal is to enroll 40 youth into program.

Ready to Work: Enrolled in Training: 1479

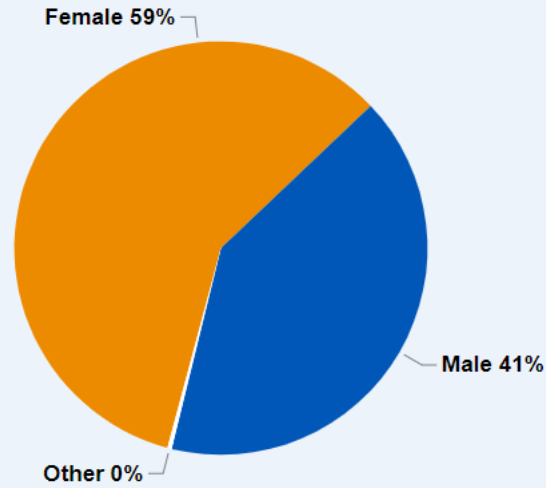
City Council District



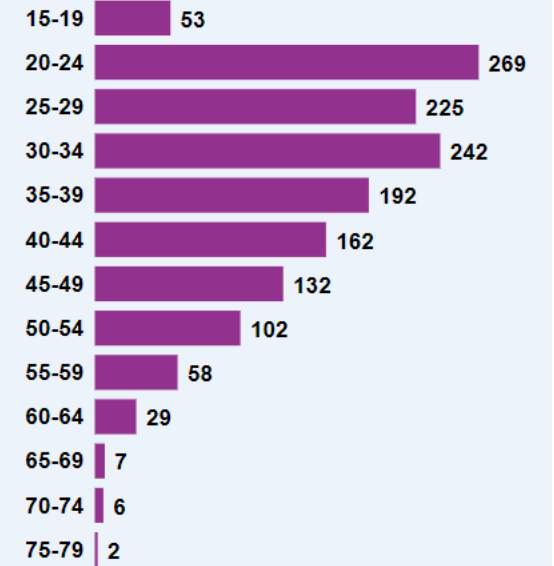
Race & Ethnicity



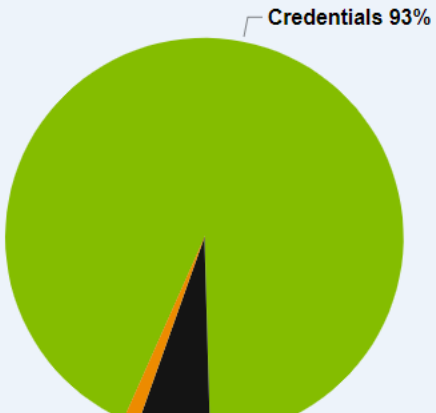
Gender



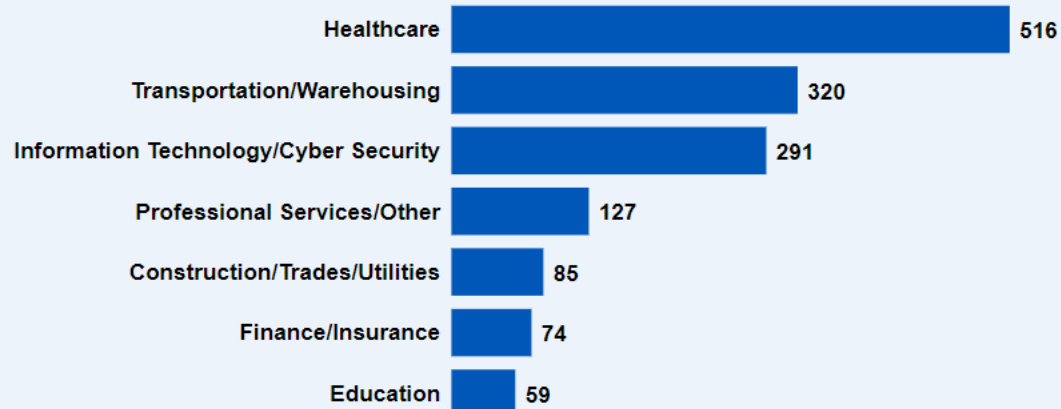
Age



Type of Credential



Enrollment by Target Industry



Successfully Completed Training

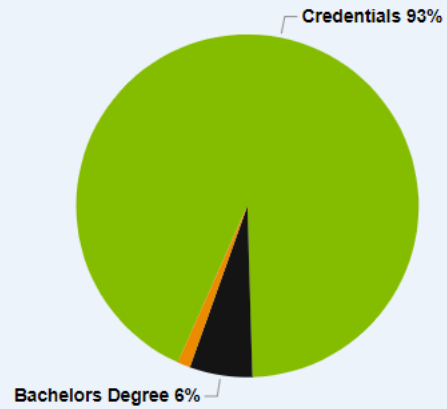
154

Training Retention Rate

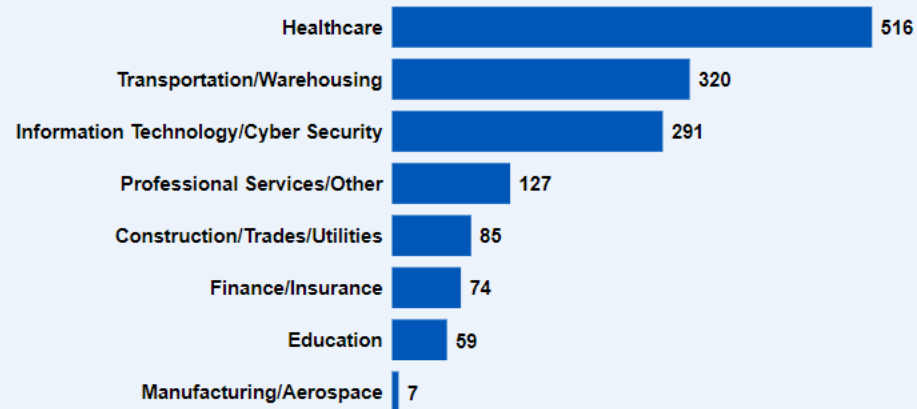
94%

Successful Training Completion Rate

Type of Credential



Enrollment by Target Industry

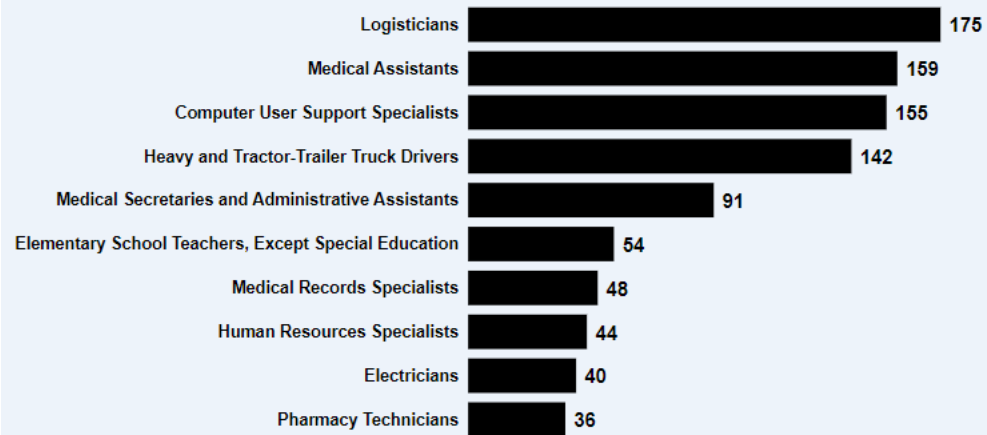


Successfully Completed Training
154

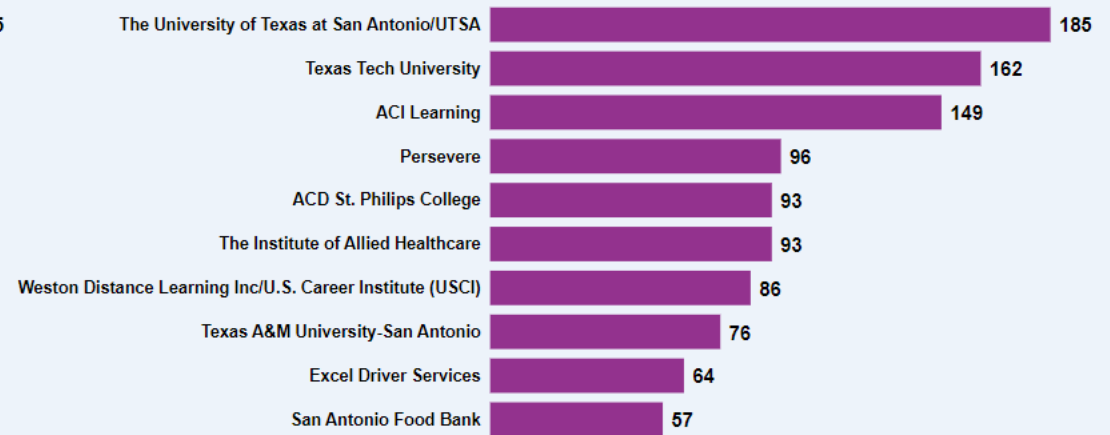
Training Retention Rate
94%

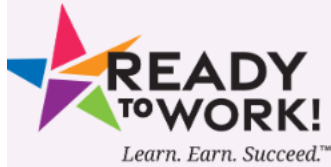
Successful Training Completion Rate
64%

Top 10 Training Occupations by Enrollment



Top 10 Training Providers by Enrollment





WORKFORCE DEVELOPMENT

Placed in Quality Jobs: 75

This page displays data about Ready to Work (RTW) participants that have been placed in quality jobs. RTW defines a quality job as one that offers an hourly wage of at least \$15 and an annual salary of at least \$31,200, plus benefits.

RTW coaches assist participants with interview skills, resume preparation and online profiles. Employers share critical needs, engage in employer roundtables and collaboratives to enhance training pipelines, offer work-based learning opportunities like internships and apprenticeships, and hire RTW participants upon completion of training programs.

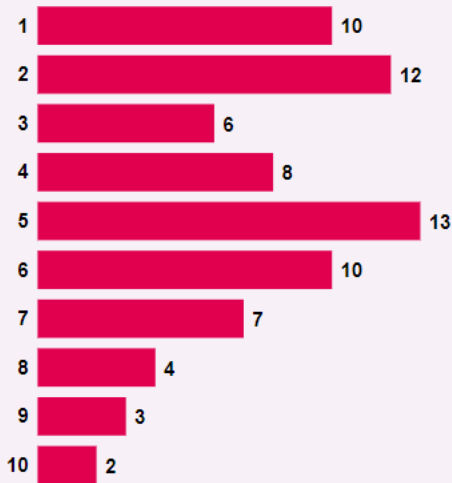
Program Overview
Applicants Interviewed
Enrolled in Training
Placed in Quality Job

Filter data Clear all filters

Press Ctrl to select multiple values

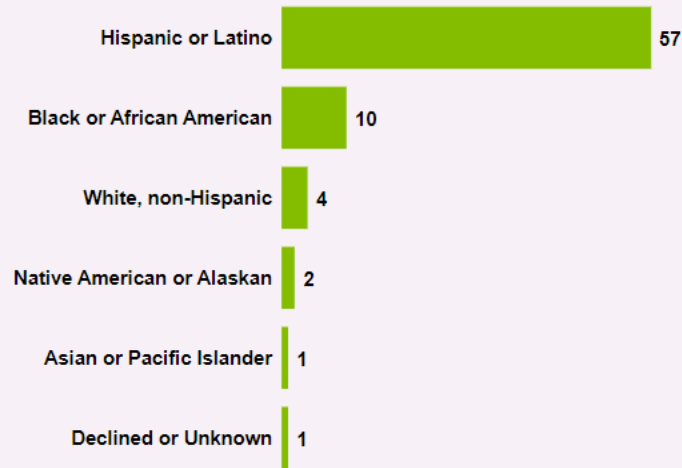
City Council District	Partner Agency
All <input type="text"/>	Workforce Solutions Alamo <input type="text"/>
Race & Ethnicity	Industry
All <input type="text"/>	All <input type="text"/>
Gender	Age Range
All <input type="text"/>	<input type="text" value="17"/> <input type="text" value="84"/>

City Council District

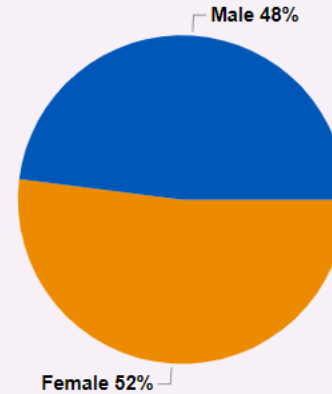


Top Employers of RTW Graduates by Number of Hires

Race & Ethnicity

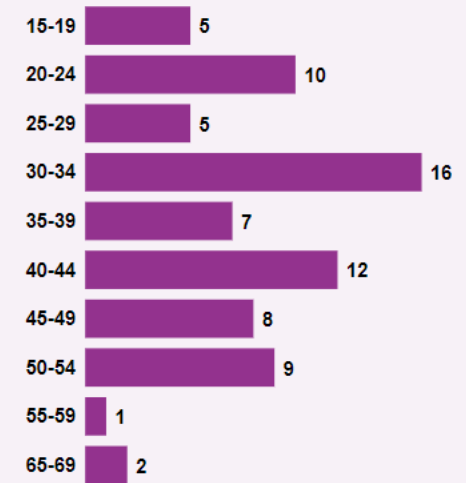


Gender



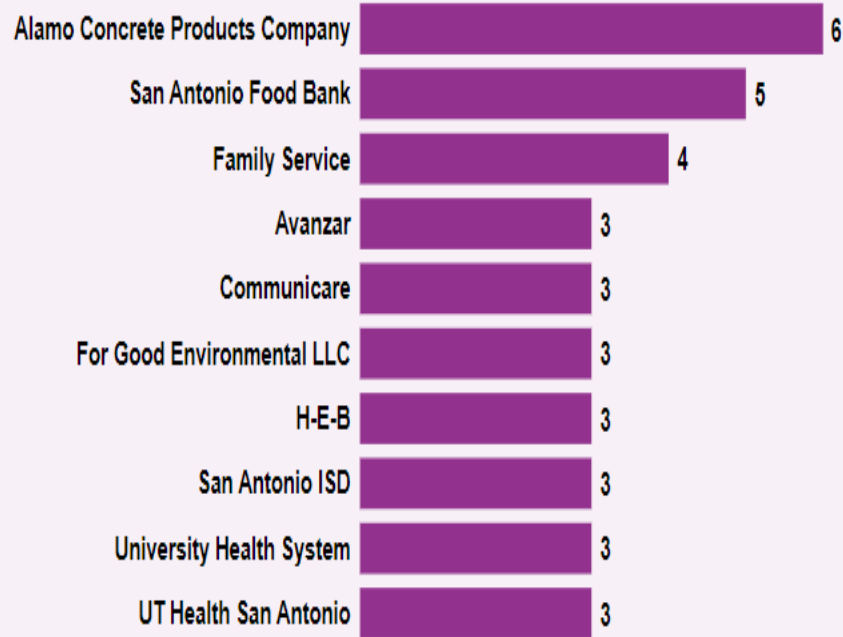
Top Occupations Hired

Age

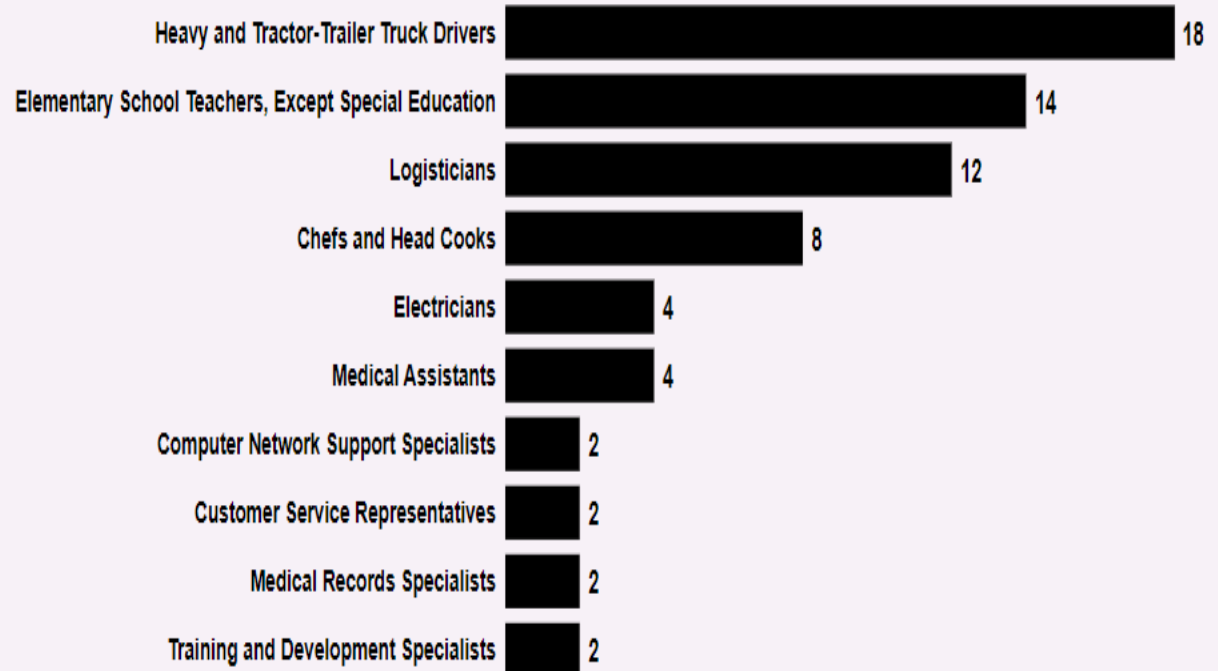


Top Employers of RTW Graduates by Number of Hires

Not responsive to data filters







Top Occupations Hired



Employers Hiring RTW Graduates	Median Hourly Wage in New Job	Median Hourly Wage Increase from Intake	Median Annual Salary in New Job	Median Individual Income at Intake	% Placed in Quality Job within 6 months
60	\$17.00	\$16.00	\$35,568	\$9,819	73%

The City of San Antonio is sharing this data publicly in line with the program's guiding principle of transparency. This data is current as of **7/16/2023** and is subject to change on a daily basis. Hundreds of Ready to Work coaches manually input and update information in a central case management data platform as they work every day with program applicants and participants. Contact 210-207-JOBS (5627) or RTWHelp@sanantonio.gov with any questions or comments.

Overall Impact

Industry Sector Scorecard				
Industry	Enrolled	Successful Completions	Placement	Employment Rate
Healthcare	626		57	
				
Transportation/Warehousing	323		3	
				
Information Tech	337		9	
				
Construction & Trades	162		30	
				
Other:	287		43	
Grand Total	1735	279	142	50.89%

*Ready to Work Timeframe:
06/01/2022 – 07/16/2023

This include all Alamo Consortium Partners.

*Adult and Youth Oct 2022 to June 2023

Adult October 2022- June 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	29	166	391	245	5	7	1228	3	3,395
	Manufacturing	161	1,501	2,065	6,462	20	10	1652	62	
	Healthcare	211	3,123	3,781	12,278	57	13	1841	79	
	IT/Cybersecurity	35	816	1,331	3,084	12	8	1643	23	
	Construction	116	965	3,081	3,417	17	10	1706	30	
	Oil & Gas/Warehousing & Transportation	74	1,093	3,658	4,768	11	9	1691	10	
	Education	44	621	752	2,370	13	9	1693	52	
	Other	986	12,682	17,980	48,410		13	2710	256	
Rural	Aerospace	6	11	11	8	—	3	135	4	1,273
	Manufacturing	69	727	983	2,111	7	13	801	13	
	Healthcare	73	914	1103	1436	13	9	522	27	
	IT/Cybersecurity	12	125	126	108	6	8	493	3	
	Construction	65	263	417	905	8	10	641	2	
	Oil & Gas/Warehousing & Transportation	48	198	255	520	43	11	618	6	
	Education	10	100	151	234	5	9	579	10	
	Other	341	1,784	3,354	6,413		9	522	47	

Youth October 2022- June 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	1	0	3	0	1	0	0	1	7
	Manufacturing	5	0	66	0	5	0	0	5	
	Healthcare	12	0	35	0	12	1	40	12	
	IT/Cybersecurity	3	0	9	0	0	0	0	3	
	Construction	3	0	20	0	3	3	150	3	
	Oil & Gas/Warehousing & Transportation	1	0	1	0	1	1	150	1	
	Education	4	0	6	0	4	0	0	4	
	Other	19	0	100	0	19	0	0	19	
Rural	Aerospace	0	0	0	0	0	0	0	0	13
	Manufacturing	6	0	11	0	6	1	20	6	
	Healthcare	25	0	55	0	25	0	0	25	
	IT/Cybersecurity	3	0	6	0	3	0	0	3	
	Construction	4	0	10	0	4	0	0	4	
	Oil & Gas/Warehousing & Transportation	7	0	20	0	7	0	0	7	
	Education	8	0	25	0	8	0	0	8	
	Other	33	0	82	0	33	2	25	33	

County	Sector Based Model Industries	Employers	Job Orders	Openings	Applicants	Key Accounts	Hiring Events	Number Hiring Event Participants	Training Worksites	Confirmed Hires
Rural and Urban Total Impact	Aerospace	36	177	405	253	6	10	1363	8	4688
	Manufacturing	241	2228	3125	8573	38	24	2473	86	
	Healthcare	321	4037	4974	13714	107	23	2403	143	
	IT/Cybersecurity	53	941	1472	3192	21	16	2136	32	
	Construction	188	1228	3528	4322	32	23	2497	39	
	Oil & Gas/Warehousing & Transportation	130	1291	3934	5288	62	20	2459	24	
	Education	66	721	934	2604	26	18	2272	74	
	Other	1379	14466	21516	54823		24	3257	355	
		2414	25089	39888	84769	292	158	18860	761	

Adult and Youth data combined. Total impact within Urban and Rural.

Partnerships In the Works

JBSA + Bexar
County- RWY

80/20
Foundation

YWCA- Wage
Equity

UP Partnership-
Practitioner
Conference

Rural Libraries

AEL
Consortium

COSA-
JobsFest

Cyber
Education

Documation

Letters of Support

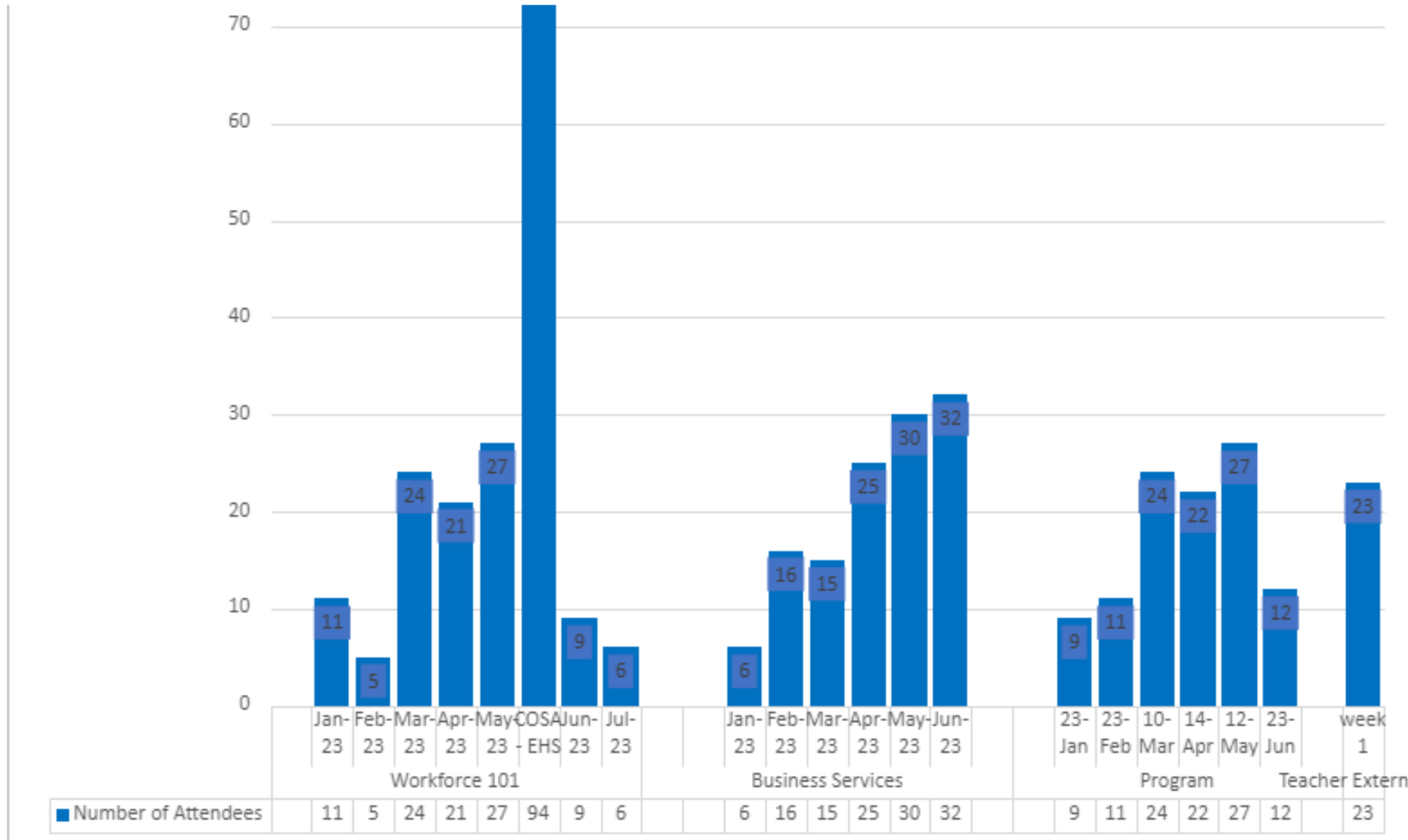
- **Bluebonnet Technologies LLC:** Bluebonnet is actively working to meet the needs of pharmaceutical and medical needs of Texas through this growing industry by maximizing job placements for local residents within the Alamo region.

MOUs

- **Office of the Attorney General of Texas (the OAG):** to continue and strengthen the partnership to implement the Non-Custodial Parent program.

Workforce Academy

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



445 participants/ 500 goal for the year (216- 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.

- Bridges Out of Poverty Training (YWCA, Haven for Hope, Strategic Links, Family Service, WSA)
- Fair Chance Initiative (Easy Expunctions, Bexar County Probation, SAWorks, WSA)



Community Conversations

Comal	8/9/2023 8:30- 10:30	10/4/23 9:30- 11:30	1/17/24 9:30- 11:30
Guadalupe	8/9/23 2:00- 4:00	10/4/23 1:30- 3:30	1/17/24 1:30- 3:30
Gillespie	9/1/23 9:30- 11:30	10/10/23 9:30- 11:30	1/24/24 9:30- 11:30
Kerr	9/1/23 1:30- 3:30	10/10/23 1:30- 3:30	1/24/24 1:30- 3:30
Atascosa	8/24/23 1:30- 3:30	10/19/23 1:30- 3:30	1/31/24 1:30- 3:30
McMullen	8/24/23 9:30- 11:30	10/19/23 9:30- 11:30	1/31/24 9:30- 11:30
Bandera	8/28/23 9:30- 11:30	10/24/23 9:30- 11:30	1/9/24 9:30- 11:30
Kendall	8/28/23 1:30- 3:30	10/24/23 1:30- 3:30	1/9/24 1:30- 3:30
Medina	9/5/23 9:30- 11:30	10/31/23 9:30- 11:30	2/14/24 9:30- 11:30
Frio	9/5/23 1:30- 3:30	10/31/23 1:30- 3:30	2/14/24 1:30- 3:30
Wilson	9/21/23 9:30- 11:30	11/8/23 9:30- 11:30	2/21/24 9:30- 11:30
Karnes	9/21/23 1:30- 3:30	11/8/23 1:30- 3:30	2/21/24 1:30- 3:30



Partnership Highlight

Texas State Library Archives & Texas State University



MBA Field Project Spring 2023

- **Maria Freed, Workforce Development Consultant, TSLAC**

Purpose

Connect libraries w/ Workforce Solutions Offices



Expand reach to job seekers, entrepreneurs, and small-business owners



Support the economic prosperity of Texans



Value to WSA

WSA

- Has the knowledge, the expertise, the tools, the contacts, etc.

TSLAC

- Ally
- Promoter
- Connector

ALAMO-REGION LIBRARIES

- Space/Facilities
- ≈ 70 locations
- Money (TSLAC, local, etc.)
- Advertising
- Computers/laptops, wi-fi/internet
- People
- Can set WSA in front of more customers



Errors/Understandings



One-size-fits-all



Shotgun approach



No differentiation

MBA Field Project

Texas State University Group

- Several professors
- Team of MBA and Ph.D. students w/ concentrations/experience in:
 - Supply chain management and resilience
 - process improvement methodologies
 - Marketing
 - Commercialization



Alamo Region Libraries

Workforce Solutions Alamo

Strengths

- Community outreach programs
- Centralized presence in individual counties

- Many training opportunities for business and career development
- Effective range around Texas

Weaknesses

- Reputation revolves around book rental service
- No commonality between each location

- Services in each location are unique
- Value is unclear when collaborating organizations

Opportunities

- Commercial space available for new programs
- Different training options to provide new services

- Increase awareness and usage with collaboration
- Increase available training rewards with more usage

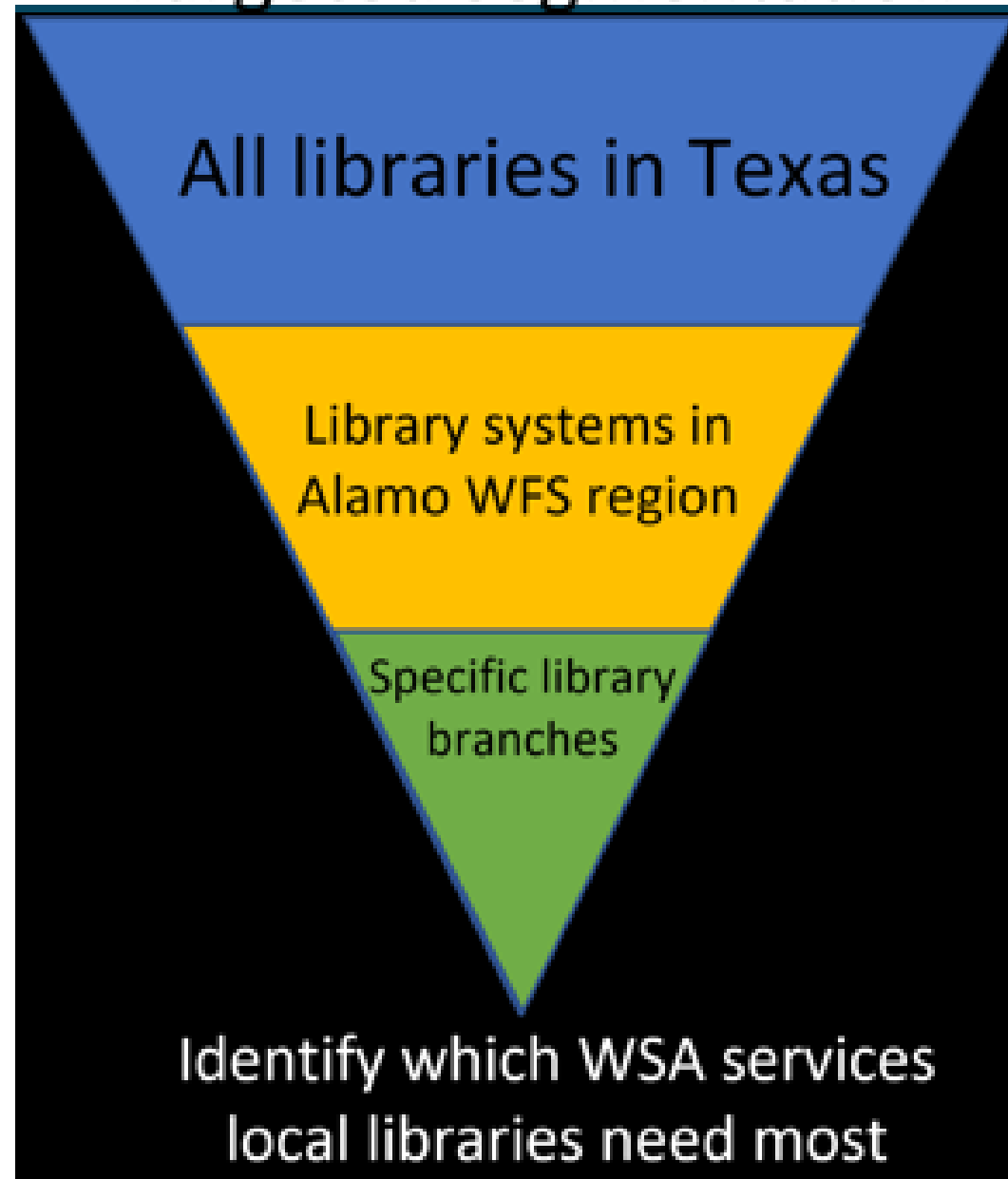
Threats

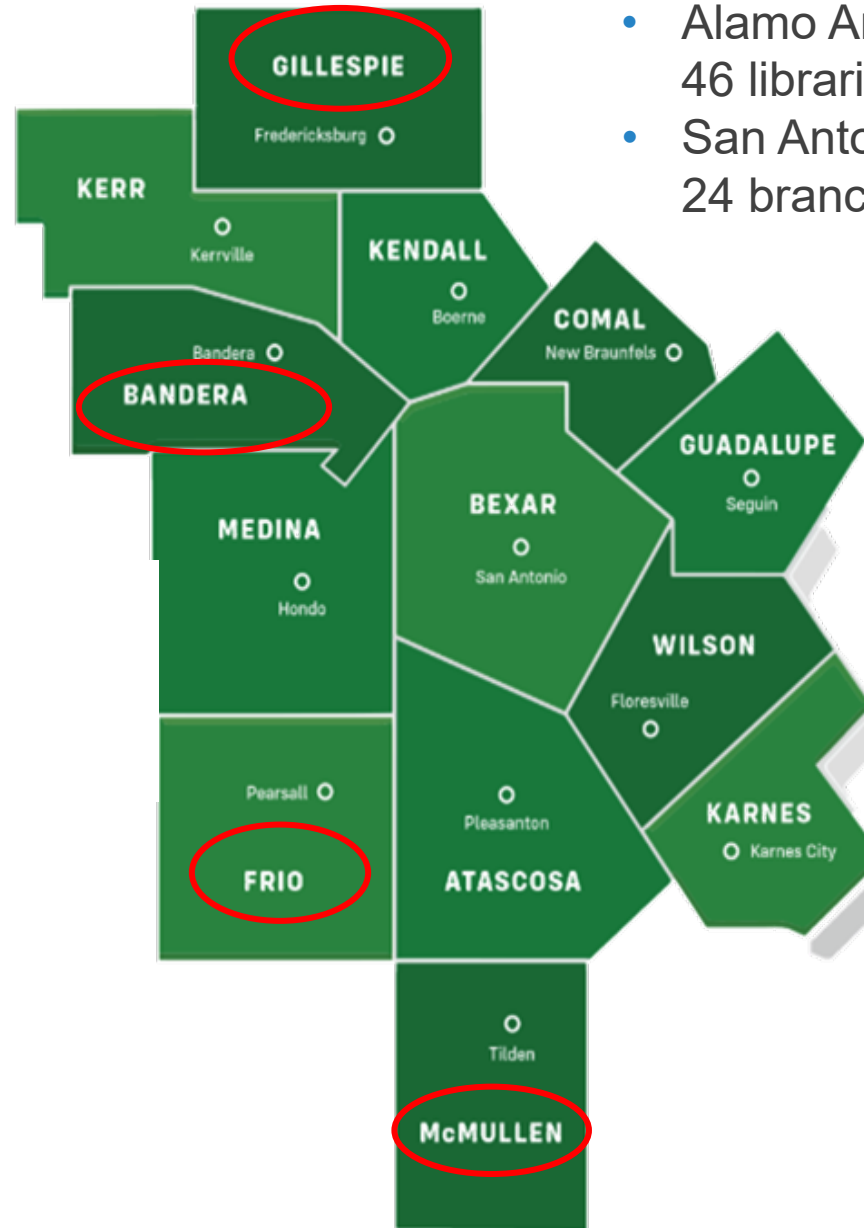
- Interest in library usage is limited
- Technology availability

- Other forms of career services are more popular
- Acceptance from other orgs.



Targeted segmentation





- Alamo Area Library System:
46 libraries in the surrounding counties
- San Antonio Library:
24 branches in S.A.



Library Lean Canvas: Resource Framework

<p>Library Patron Problem</p> <ul style="list-style-type: none"> • <i>Top 3 Library patron “problems” (why did that person go into the library)</i> <p>Existing Alternatives</p> <p><i>How are library users currently solving these problems? What other methods can be used to solve these problems?</i></p>	<p>Specific Workforce Development Board Solutions</p> <p><i>List specific programs WDBs can offer librarians to solve library users core-problem</i></p>	<p>Unique Value Proposition</p> <p><i>Single clear statement on why this specific library can benefit this specific WDB training?</i></p> <p>High Level concept</p> <p><i>X for Y analogy specific for this library (Photoshop for engineers)</i></p>	<p>Unfair Advantage</p> <p><i>WDB specific advantage that cannot be easily replicated or bought</i></p>	<p>Customer Segments</p> <p><i>Describe typical branch patron</i></p> <p>Early Adaptors</p> <p><i>Ideal customer characteristics</i></p>
<p>Library Resource Structure</p> <p><i>List available branch-specific resources</i></p>	<p>Key Metrics</p> <p><i>How is success measured for this library and this program?</i></p> <p>Librarians trained? Users</p> <p><i>Maria to help define</i></p>		<p>Channels</p> <p><i>List paths to kick-start library trainings? Library Point of contact, emails, phone numbers, etc</i></p>	

- Helps identify patron problems → *what brought them into the library?*
- *How would that library benefit from a WSA partnership*

Information to be derived from Library-patron survey

To be derived from WDB and Maria

Information to be defined/researched by Maria



Library Lean Canvas Gillespie Co: Fredericksburg Pioneer Memorial Library

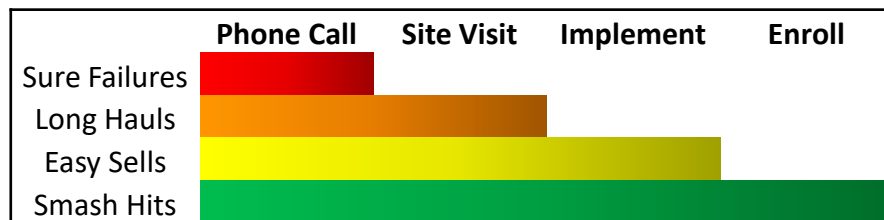
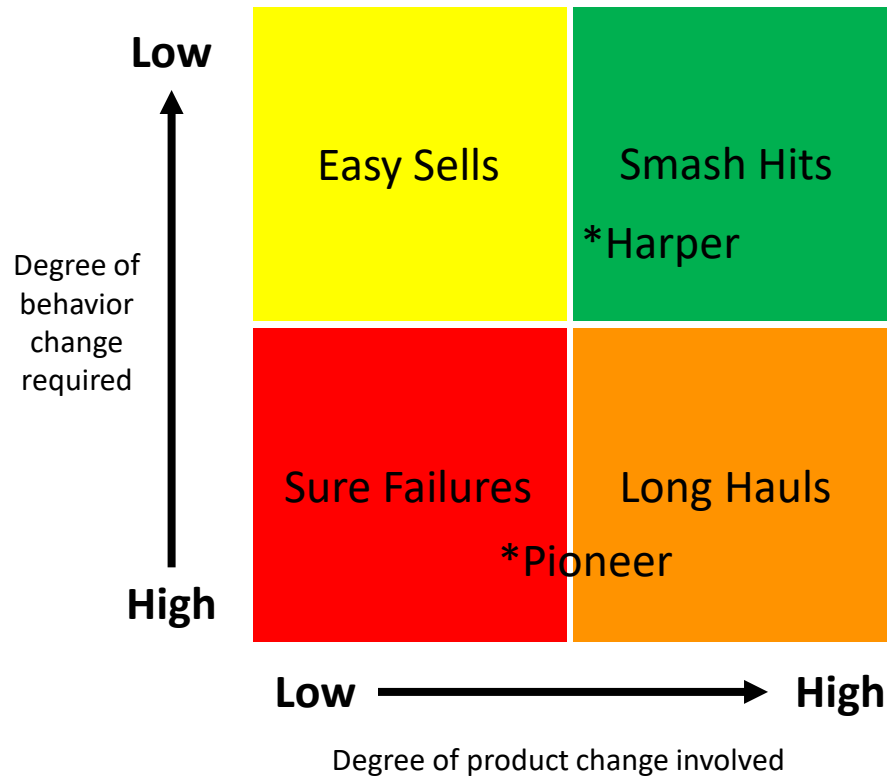
Library Patron Problem <ul style="list-style-type: none"> Books/printed material Internet/Wifi services Printing Existing Alternatives <ul style="list-style-type: none"> Amazon, Audible, etc Google, home printer 2.9 miles from WSA: Fredericksburg office (on the same street) 	Specific Workforce Development Board Solutions <ul style="list-style-type: none"> Any adult service? Childcare services? General Job search? 	Unique Value Proposition <p>Single clear statement on why this specific library can benefit this specific WDB training?</p> High-Level concept <p>X for Y analogy specific for this library (Photoshop for engineers)</p>	Unfair Advantage <p>WDB specific advantage that cannot be easily replicated or bought</p>	Customer Segments <ul style="list-style-type: none"> County population: 26,725 >800 library visits/month Elderly, children, & tourists Typically aged > 45 y/o, retired Household income > \$200k Early Adaptors
	Key Metrics <ul style="list-style-type: none"> ✓ Responds to patron survey Attends WSA orientation Readily refers patrons to WSA office in Fredericksburg 		Channels <ul style="list-style-type: none"> Maria Aleman alemanm@gillespiecounty.org Phone (830) 997-6513 Fax: (830) 997-6514 Fredericksburg, Tx 	
Library Resource Structure <ul style="list-style-type: none"> One ALA-accredited MLS librarian 105 programs (100% children's programs) 4 computers with internet Printing services 			Revenue Streams <ul style="list-style-type: none"> Total revenue: \$341,744 (86% for salaries, 7% for operations, 7% materials) Specific TSLAC funding available Specific WDB funding available 	

Information to be derived from the Library-patron	To be derived from WDB
Information to be defined/researched by Maria	

Gillespie Co, Tx



Determining Appropriate Level of Engagement



— Sure Failures

- The library patrons don't have a specific workforce development problem
- The Library has its own workforce development solutions

— Long Hauls

- The library patrons don't have a specific workforce development problem
- The Library doesn't have any workforce development solutions

Easy sells

- The specific library and WSA both have programs to solve similar patron problems, but WSA has a better solution

Smash Hits

- The library patrons have a specific problem their library doesn't adequately address
- WSA has a solution to solve patron problem



Recommendations and Conclusion

Goal	Outcome
Help identify specific needs for specific libraries	✓ Lean canvas designed for understanding library needs
Need a way to encourage librarians to take WSA training classes	✓ Point system designed for incentivizing participation
Create success story and expand	✗ Success story in process
Determine the level of engagement needed for specific library successes	✓ Four-level classification system created with varying levels of engagement
Create framework for TSLAC to use when expanding to other regions	✓ Lean canvas, engagement graph, and point program are all universal



What's Underway



- JULY-AUG.
- Complete Lean Library Canvas for:
 - Gillespie
 - Bandera
 - Frio
 - McMullen (no public libraries, 1 high school library)
- Propose pilot program to TSLAC grants team for these libraries
- Work w/ grants team to revise and finalize pilot program details

Thank you



- **Maria Freed**, Workforce Development Consultant, Texas State Library & Archives Commission
- mfreed@tsl.texas.gov
- 512-463-5582

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, CEO

Presented by: Penny Benavidez, Director of Public and Government Relations

Date: July 28, 2023

Subject: Datapoint Interior Refresh Unveiling Event

Summary: This item is to provide a notice of the Datapoint Interior Refresh Unveiling Event. This event is scheduled for:

- September 15, 2023, from 9 AM – 10 AM
- Datapoint Career Center, 3652 Bluemel Road, San Antonio, TX 78229

Analysis: Workforce Solutions Alamo is bringing the Sector-Based Model to life in our Career Centers through the use of visually impactful industry graphics and career focused messaging. Clients visiting the Datapoint Career Center gain exposure to high-demand, high-growth, and high-wage industries. Although all target industries will be represented, the Datapoint Career Center has a Healthcare focus given it is located in the heart of South Texas Medical Center.

The Datapoint unveiling event is part of a larger plan to recognize the month of September as Workforce Development Month. Other September activities include highlights on social media, email marketing, public relations, and community engagement opportunities.

Community partners, elected officials, Board of Directors, and media will be invited to attend.

The Datapoint Career Center is the first location to undergo an interior visual refresh based on the Sector-Based Model of targeted industries. The Datapoint Career Center serves as our model for future refresh activities at other career center locations.

Alternatives: The alternative to having this event is to not realize an opportunity to formally introduce target industries and promote career pathways to Career Center clients and visitors.

Fiscal Impact: The fiscal impact is to be determined based off final event details.

Recommendation: The recommendations are to attend the Datapoint Interior Refresh Unveiling Event, share this information with colleagues and/or clients, and advocate for the impact workforce development has on our communities.

Next Steps: Staff will continue to finalize details surrounding this event and will communicate accordingly with Leadership. An invitation will be distributed one month prior to the event.

Datapoint Career Center Graphics

- Datapoint Interior Graphics Installation Complete
- Healthcare Focus
- Visual Career Paths depicting Target Industries
- Upcoming Reveal

