



## **STRATEGIC COMMITTEE MEETING**

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

**September 29, 2023**

**1:00 PM**

### **AGENDA**

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

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

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**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 – July 28, 2023
- VI. GREATER:SATX AND TALENT PIPELINE MANAGEMENT IMPLEMENTATION UPDATE  
Presenters: Christopher Mammen & Romanita Matta-Barrera, greater:SATX
- VII. 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
    - ii. Walzem/O'Connor
- VIII. LOCAL PLAN PROGRESS UPDATE (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Adrian Perez, CIO
  - a. Rural Partnership Update
  - b. Sector-Based Model Update – Sector-Based Score Cards & Strategic Partnership Manager Update  
Presenters: Rebecca Espino Balencia, Director of Ready to Work & Caroline Goddard, Strategic Community Partnerships Manager
    - i. Partnership Highlight – Natasha Richardson, Strategic Partnership Manager, Communities In Schools
- IX. CEO REPORT  
Presenter: Adrian Lopez, CEO
  - a. Ready to Work Program
  - b. Update on Datapoint
- X. CHAIR REPORT  
Presenter: Eric Cooper, Committee Chair

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XI. EXECUTIVE SESSION:

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

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

XII. ADJOURNMENT

Presenter: Eric Cooper, Committee Chair



## **STRATEGIC COMMITTEE MEETING - MINUTES**

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

**July 28, 2023**

**10:00 AM**

**BOARD OF DIRECTORS:** Eric Cooper (Committee Chair), Leslie Cantu, Ben Peavy, Lowell Keig, Angelique De Oliveira (10:08am), Mitchell Shane Denn

**WSA STAFF:** Adrian Lopez, Adrian Perez, Giovanna Escalante-Vela, Jessica Villarreal, Jeremy Taub, Chuck Agwuegbo, Caroline Goddard, Randy Davidson, Marty Pena, Linda Martinez, Rebecca Espino Balencia, Terry Trevino, Vanessa McHaney, Gabriela Horbach, Roberto Corral, Brenda Garcia, Daisey Vega, Sylvia Perez, Rachel Treischel, Trema Cote, Angela Bush, Ramsey Olivarez, Chakib Chehadi, Christine Dever, Aaron Smith, Aaron Bieniek, Celestina Davila Guevara, Kristen Rodriguez, Sara Alvarez

**PARTNERS:** Mike Ramsey

**LEGAL COUNSEL:** None

**GUEST:** Maria Freed with TSLAC, Dan Gostylo with Partners Realty, Azari Jones, Laura Moreno with City of San Antonio

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I. CALL TO ORDER

Presenter: Eric Cooper, Committee Chair

**At 10:00am, Chair Eric 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 – May 19, 2023

**Upon motion by Mitchell Shane Denn and seconded by Lowell Keig, the Committee unanimously approved the Consent Agenda item 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)

— Outreach to current vendors has increased the number of SMWVBE classifications, which resulted in expenditures to be at 37.92%. There are currently 34 SMWVBE vendors out of approximately 100 providers. Fiscal year

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ending September 30, 2022, WSA was at 22.6% of total SMWVBE expenditures.

- Utilizing online search tools such as The Maestro Entrepreneur Center, The South-Central Texas Regional Certification Agency, and other local SMWVBE search directories to expand outreach.
- Approximately \$4.8M of the operating budget for corporate expenditures has been spent with approximately \$1.8M going to SMWVBE vendors.
- Ben Peavy asked if the target percentage of 20% to be SMWVBE vendors is too low since San Antonio is very diverse. He also reiterated that a SMWVBE vendor can fall into several categories and would like to get together for a work session to better understand the numbers. Jeremy Taub responded that WSA's aspirational goal falls in line with the City of San Antonio's aspirational goal and other agencies like WSA.
- WSA provides demographic information on the childcare providers received from the contractor, City of San Antonio. 250 out of 586 childcare providers are identifying as SMWVBE.

b. Facility Updates

Presented by: Randy Davidson, Assistant Director of Procurement and Contracts

i. Port SA Update

- The board is revising the floor plan to include possible sub-tenants in the facility's final cost. Possible use of alternative materials which are architectural walls to cut down on construction costs and still maintain privacy. TWC's equipment contribution is Form 7100 approved \$251,642.
- TI allowance is \$1,575,000 and the monthly rent is \$24,792 and a 2.5% annual escalation.
- Construction will begin late 2023 with a move-in in the spring of 2024.
- Ben Peavy asked what is the size of the space that could be sub-leased. CEO Adrian Lopez stated that it could potentially be 2,000 square feet. Ben Peavy asked if there is any room for a childcare center there. CEO Adrian Lopez stated that a childcare center is already at the Port on the first floor with Avance and you do not want the general population mixing in with infants and toddlers that are not their own.
- Chair Eric Cooper suggested having a broker look at alternative properties and prices to better appreciate these numbers on the report. CEO Adrian Lopez stated that Board Member Jerry Graeber, who has expertise in construction, has assisted with this in looking at costs and was the one who suggested the alternative materials for the architectural walls that would save approximately \$80,000.

ii. Walzem Update

- There were four potential properties to move from this location. Two of the options did not meet the needs. The third option is to remain at the Walzem location, but the challenge of the space includes the layout on two different floors, inclusion of VR, and limited parking for staff and clients.
- The current monthly rent is \$25,122 with an annual rent of \$301,464. If

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- chosen to stay at this location, the projected monthly rent is \$41,790 with an annual rent of \$501,480 and an annual escalation of 3%.
- The recommendation is not to remain at this facility and to issue landlord notice of non-renewal 90-days prior.
  - Ben Peavy asked if VR joins then who will absorb their costs. Randy Davidson stated that VR will cover their own portion of the build out and rent. Ben Peavy then stated that the cost should be shown to see what WSA will pay and what VR will pay and not in one lump sum. CFO Consultant Angela Bush stated that as the costs come in and are allocated, VR will pay their fair share for square footage used. Ben Peavy asked if there could be a summary to show what WSA pays now versus what WSA will pay at the new location with VR costs being separated. Angela Bush stated she will work with Randy Davidson on this. CFO Giovanna Escalante-Vela stated that VR cost would be approximately 21% of the total cost.
  - Ben Peavy stated that he wants to see a very clear picture of the information, because of the significant cost, to make sure that VR will not back out like Bibliotech did. He also asked if the Walzem location could go away and integrate their services with other centers around the areas. CEO Adrian Lopez stated that there is always a possibility that VR will back out, however the design of the facility allows for an opportunity to sublet. He also stated that the Walzem location does not work well to service clients properly with staff being located on multiple floors. He also stated that an extensive search has been done in the northeast corner of the county with the broker.
  - Ben Peavy asked how this cost increase affects the budget and if TWC gives additional dollars for a facility with higher rent costs. CEO Adrian Lopez stated that the budget is broken out into three different categories which are corporate, facilities, and service delivery. The higher cost might potentially impact the facilities budget, but this will be worked into next year's fiscal budget.
  - Lowell Keig with TWC provided context on VR and how they received establishment authority to get these types of expenses approved. He also stated that VR didn't move in with the Port because there is not a good cluster of customers there.
  - The fourth option is to move to the O'Connor location. The square feet required is 23,880 with prospective VR integration requiring an additional 7,000 square feet. This location has storage for the WOW bus, designated employee and client parking, and a dedicated VIA link stop.
  - The monthly rent would be \$61,690 with an annual rent of \$740,280 and a TI allowance of a maximum of \$80 per square foot. VR will contribute to the overall cost of the build-out and future rent. The rent escalation will be determined upon execution but not to exceed 5%. There will be an initial term of 10-years with two 5-year options to renew.
  - Next steps are to finalize negotiations and to execute the lease.

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**Upon motion by Ben Peavy and seconded by Mitchell Shane Denn, the Committee unanimously approved moving forward with negotiations on the O'Connor location, with Lowell Keig abstaining from the vote.**

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

Presenter: Adrian Perez, CIO

a. Local Plan Update

— The 2-year modification of the Local Plan has been fully approved as of July 3, 2023.

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

— In response to concerns raised by the Area Judges and in the interest of addressing the concerns in perpetuity, WSA and the partners are working to define operational standards to ensure the Interlocal/Partnership agreement is translated into Standard Operating Procedures. It is focused on communication, budget management, and performance design/monitoring. WSA is requesting Board approval of overall strategy.

— At the March 22, 2023, meeting of the Area Judges, action was taken to request guidance from TWC regarding bifurcation of the Workforce Development Area into Urban and Rural. Summarized concerns were service, communication, and governance.

— At the April 26, 2023, meeting of the Area Judges, they were informed that TWC would not support the bifurcation request. Recommended action was to have a work session between the partner staff and WSA, and also a work session for the Committee of Six to discuss the issues.

— On May 22, 2023, WSA staff, the partners, and WSA Board of Directors Chair met. The partners reviewed the Interlocal and Partnership agreements to summarize the partners' preferences. The Rural Judges' Liaison shared the summary of issues the Area Judges would like addressed which are to conform to federal and state laws and the Interlocal/Partnership agreements, ensure services conform to budget allocations are delivered in each county, report quarterly on allocation/expenditure/number served, workforce center in each county, except McMullen, to do outreach and intake for all programs, ensure each center has the capacity to perform childcare outreach and maintain a waiting list in all counties if funding is not available, and ensure contractors' contracts conform to the Partnership agreement.

— On May 25, 2023, a work session occurred to begin drafting an Interlocal/Partnership Operational Agreement that specified mutually agreeable operational standards to address these concerns.

— In addition to the partner work sessions, WSA staff has acted immediately to enhance services such as authorizing a full-time representative to be available in Bandera and a representative available in McMullen Tuesday through Thursday, seeking approval from TWC TANF budget to support outreach operations to engage and serve more individuals who qualify for TANF, executed Community Conversations on Childcare in each of the rural communities which resulted in

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Kerr EDC matching childcare funds.

- WSA staff, having secured a format to address the issues and after being provided requests in writing have made the adult, youth, and childcare contractors aware on July 5<sup>th</sup> and 6<sup>th</sup> of the requested additions to the upcoming contractor agreements. On July 17<sup>th</sup>, TWC suggested caution as it pertains to creating additional requirements not required by the agreements with TWC, working on legal opinion regarding DOL requirements on priority of services, and additional meetings to be scheduled with childcare and monitoring units within TWC.
- On July 17<sup>th</sup> partner staff was briefed on the following recommendations:
  1. Conform to federal and state laws and the Interlocal/Partnership agreements. Develop an Interlocal/Partnership Agreement Operational Plan. This plan will be updated annually to ensure consistency of interpretation across turnover of partner and agency staff. The result will be clear expectations regarding conformity to laws and agreements.
  2. Ensure services that conform to the allocations budgeted are delivered in each county. Development of the County Allocation and Service Delivery Report (CASD). Staff are 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 the development of the Local Plan coming up on the next 4-year renewal. This will enhance transparency regarding how dollars are coming in and out in relation to service delivery and co-planning outreach and partnerships. The result will be a fund by fund and county by county allocation driven by state and federal formulas, local wisdom, annual outreach plans, special initiatives, and clear communication of full spectrum 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%, then include a variance explanation. Update allocations by county as additional funds and grants are received. CASD report will illustrate allocations, expenditures, any new allocations, and 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 the development of the CASD. Reallocation of funds between urban and rural accomplished through budget amendment. SOPs will be added to the Operational Plan noting this as a requirement. The result will be transparency of allocations including additional funding, expenditure, service delivery, and variances, and 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 needed is to include center or staff representation requirement into the adult and youth

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contracts. Notice of changes in staffing requires a backup plan and communications plan to ensure clients are made aware of where they can secure services such as signage and hours posted. Include an annual evaluation of service level as it pertains to need in the Operational Agreement. The result will evaluate staff presence in each county and adopt an evaluation methodology as a 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 is not available for enrollment. Action is to include center or staff representation requirement into the childcare contract and require reporting on waitlist numbers. Include in the Operational Plan the requirement to include this in the contractor agreement and reporting of the waitlist on the CASD. The result will be to increase staff presence in each county through contractual obligation and quarterly reporting on waitlist development. Potential impact is increasing childcare contractor administration expense which means less money for childcare.
6. Ensure the contractors' contract conforms to the Partnership agreement. 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 the Operational Agreement for inclusion in current or future contracts as appropriate. All requests highlighted by the partners are being negotiated for integration into contractor agreements.

- Next steps are a draft of the Operational Plan will be shared with the Committee of Six after a consensus view that a draft is ready for distribution, feedback finalized for the Committee of Six meeting on August 23, 2023, and final feedback may be provided during the Area Judges meeting on September 27, 2023.
- If the partners work sessions and recommendations do not derive consensus solutions, then the Area Judges through their Liaison have communicated options such as mediation or withholding approval of the WSA annual budget.
- Recommendation is for board staff to continue to work with TWC to assess impacts on updates to the budget and performance procedures, continue to integrate recommendations with adult, youth, and childcare contractors, and bring Iterative Operational Plan, budget amendments, and other recommendations in coordination with partner staff and Committee of Six.
- Lowell Keig stated that he doesn't feel like he is in a good position to investigate this further because of the complicated allocation methodology. CEO Adrian Lopez responded that the recommendation is to approve that this is going in the right direction. He also stated that the budget will go to the audit and finance committee who will decide to move forward or not which should alleviate any concerns that other board members may have.
- Angelique De Oliveira asked if these changes to the budget will satisfy the Area Judges or if there is any anticipation of further concerns. CEO Adrian Lopez responded that he cannot see where they stand but staff are responding to their

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requests and concerns. Mike Ramsey thanked WSA for their efforts in this matter.

c. Sector-Based Model Update

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

- Current industry sector scorecard for adult, which does not include Ready to Work, is showing 225 enrolled, 70 active in training, 155 completions, 121 successful completions, 78% success rate, 45% credential rate, 63 successfully employed, and 52% employment rate. C2 and WSA are going to meet with the training providers to let them know the expectations for customers to complete the programs and have their full credentials in a timely manner and not self-paced as it is now.
- Current industry sector scorecard for youth shows 31 enrolled, 27 active in training, 4 completions, 100% successful credentials, and 100% successful employment rate.
- Ben Peavy wants to know why the employment rate in Information Tech is so low at 23%. He also celebrates the success of the youth program. CEO Adrian Lopez stated that this will be researched and answered at a later time.
- For Ready to Work, 154 have successfully completed training with a 94% retention rate and a 64% successful training completion rate. 1,479 are enrolled in training. 75 have been placed in quality jobs.
- The overall impact is 1,735 enrolled, 279 completions, 142 placements, and 50.89% employment rate. Angelique De Oliveira would like to see the combined numbers for manufacturing and also a reason for why the placements are at 50% of the completions.
- For urban and rural, adult and youth, 2,414 employers have been assisted, 25,089 job orders, 39,888 openings, 84,769 applicants, 292 key accounts, 158 hiring events, 18,860 hiring event participants, 761 training worksites, and 4,688 confirmed hires.
- Ben Peavy would like to see expected or target placements based on completions. He would also like to see expected or target completions for those that are enrolled.

ii. Strategic Partnership Manager Update – Caroline Goddard, Strategic Community Partnerships Manager

- A letter of support was provided for Bluebonnet Technologies LLC. An MOU was renewed for the Office of the Attorney General of Texas to continue and strengthen the partnership to implement the Non-Custodiam Parent program.
- For the Workforce Academy, there are 445 participants with a goal of 500 and 216 graduates.
- For the Workforce Leadership Academy, YWCA, Haven for Hope, Strategic Links, Family Service, and WSA are providing Bridges Out of Poverty training. Also, Easy Expunctions, Bexar County Probation, SA Worx, and WSA are working on a Fair Chance Initiative.

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- Community conversations are scheduled for the 12 rural counties from now until the beginning of next year.
- Maria Freed, Workforce Development Consultant with TSLAC, provided an update on MBA Field Project Spring 2023. The purpose of this project is to connect libraries with Workforce Solutions Offices, expand reach to job seekers, entrepreneurs, and small businesses owners, and support the economic prosperity of Texans. TSLAC appreciates that WSA has the knowledge, expertise, tools, and contacts that libraries do not have. TSLAC’s approach of one size fits all, shotgun approach, no differentiation was not effective. Texas State University Group of professors and MBA/Ph.D. students broke down the importance of understanding the strengths, weaknesses, opportunities, and threats of libraries in the Alamo region. They recommended focusing on smaller groups of libraries to identify which WSA services they need the most. While all libraries were surveyed in the region, the recommendation was to target Gillespie, Bandera, Frio, and McMullen counties. They are working on a success story to help expand and bring more libraries on board to connect more people to WSA’s services. They will propose a pilot program to TSLAC grants team for these libraries and work with the grants team to revise and finalize pilot program details.

#### VIII. CEO REPORT

Presenter: Adrian Lopez, CEO

- a. Ready to Work Program
  - The first year has wrapped up and the numbers for July show 215 participants are enrolled into training this month.
- b. Update on Datapoint
  - The revealing of the rebranding will take place on September 15, 2023.

#### IX. CHAIR REPORT

Presenter: Eric Cooper, Committee Chair

**None.**

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

**None.**

XI. ADJOURNMENT

Presenter: Eric Cooper, Committee Chair

**Upon motion by Ben Peavy and seconded by Leslie Cantu, Chair Eric Cooper adjourned the meeting at 11:52am.**

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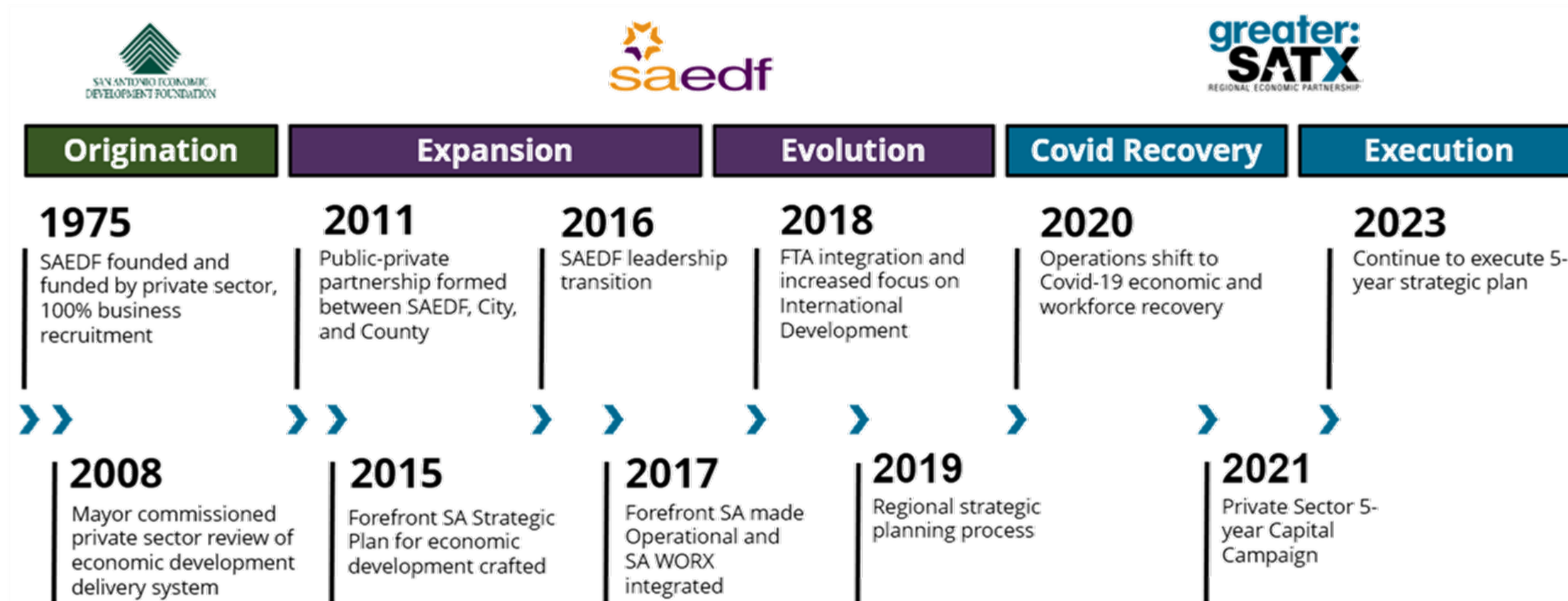
# greater: SATX

REGIONAL ECONOMIC PARTNERSHIP

**Talent Pipeline Management Update  
WSA – Strategic Committee Meeting**

# About greater:SATX

- greater:SATX is a public-private, regional economic development organization charged with developing and diversifying the San Antonio, Texas economy through **business attraction**, **business retention**, **workforce development** and **global marketing strategies**.



# Strategic Framework

**MISSION:** *To lead the development & diversification of the San Antonio, Texas regional economy through the location & expansion of quality employers & job-producing investments.*



Supported by 180 private sector investors, the organization is responsible for assisting over **500 companies** relocate or expand in the region that collectively employ more than **120,000 San Antonians**.



# Recent Wins

(2017-YTD 2023)

**27,850+**

New Jobs  
Announced

**\$6.4B**

Capital  
Investment

**700+**

Existing  
Business  
Assists

**144**

Deals  
Closed

**28.1K**

Work-Based  
Learning  
Opportunities

**49.9K**

Targeted  
Certificates  
& Degrees

## Headquarters Relocation or Expansion



## Facilities Relocation or Expansion



Microsoft



BOEING



accenture

Booz | Allen | Hamilton



NEMEAN  
SOLUTIONS, LLC



SAFERIDE



NAVISTAR



WEBSCALE



PENFED



CARVANA



PYASA



AISIN AW



THREADSCIENCE



Perch



Grupo  
Sesajal



SIMWON AMERICA CORP.

elringklinger



# Jobs: Grow, attract, and retain quality jobs

## Target Industries



Tech	Cyber	Bioscience	Financial Services	Manufacturing
<ul style="list-style-type: none"> <li>• Growth in tech jobs and talent</li> <li>• Highly concentrated in cloud infrastructure and support professionals</li> <li>• Robust workforce pipeline</li> <li>• Emerging “Tech District” in downtown San Antonio</li> </ul>	<ul style="list-style-type: none"> <li>• High concentration of cybersecurity professionals</li> <li>• #1 Cyber degree program</li> <li>• National Security Collaboration Center</li> <li>• Cybersecurity Manufacturing Innovation Institute</li> </ul>	<ul style="list-style-type: none"> <li>• San Antonio Partnership for Precision Therapeutics</li> <li>• Research &amp; Development</li> <li>• Home of Military Medicine</li> <li>• Strong Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• High concentration of Financial Service companies</li> <li>• Access to talent</li> <li>• Cross collaboration – Cyber, Tech, and Data Science</li> </ul>	<ul style="list-style-type: none"> <li>• Sector History &amp; Diversity</li> <li>• Infrastructure</li> <li>• Workforce Development</li> </ul>

Across Industries: Headquarters Operations, Military Missions, R&D and Commercialization Opportunities

# People: Develop, attract & retain talent

## Talent Retention Initiatives

- Alamo Fellows - first-generation, STEM college students
  - Career, professional and community connections
- 300+ SA WORX Alumni Network (former high school interns)
- Harvard Business School Young American Leaders Program
- Lead Higher Education Collaborative

## Talent Attraction

- Talent Attraction Campaign
  - Activate University Alumni Channels
- Career Pathways & Job-Matching Tool



# People: Develop, attract & retain talent

## Employer Engagement & Strengthening our Regional Workforce

- Talent Pipeline Management (TPM) implementation across (5) sectors with nearly 100 employers
- Support County's Educator Pipeline Collaborative
- Support City of San Antonio's Ready to Work – \$250M upskilling program



## Awareness, Exposure and Preparation

- Over 25,000 students participating in industry-led work-based learning activities
- Educator & Counselor Industry Externships
- Labor Market Intelligence reports

# Why TPM? SATX Perspective

- Aligns to greater:SATX's mission of driving economic growth by elevating San Antonio's regional workforce competitiveness to support both employer recruitment and retention.
- By aligning regional industry voice and streamlining needs and solutions, greater:SATX can positively impact businesses, learners and workers, and the overall community prosperity.
- Supports local efforts, including City of San Antonio's Ready to Work training and job placement and Apprenticeship Building American investments.
- Strong employer network and strategic partnerships resulted in more aggressive and expansive implementation
- Expert consultants: American Institutes for Research (AIR)



Manufacturing



Healthcare & Bioscience



Construction & Skilled Trades



IT & Cyber



Finance

# TPM Framework Strategies



**Strategy 1:**  
Organize for Employer Leadership and Collaboration



**Strategy 3:**  
Align and Communicate Job Requirements



**Strategy 5:**  
Build Talent Supply Chains



**Strategy 2:**  
Project Critical Demand



**Strategy 4:**  
Analyze Talent Supply



**Strategy 6:**  
Engage in Continuous Improvement and Resiliency Planning

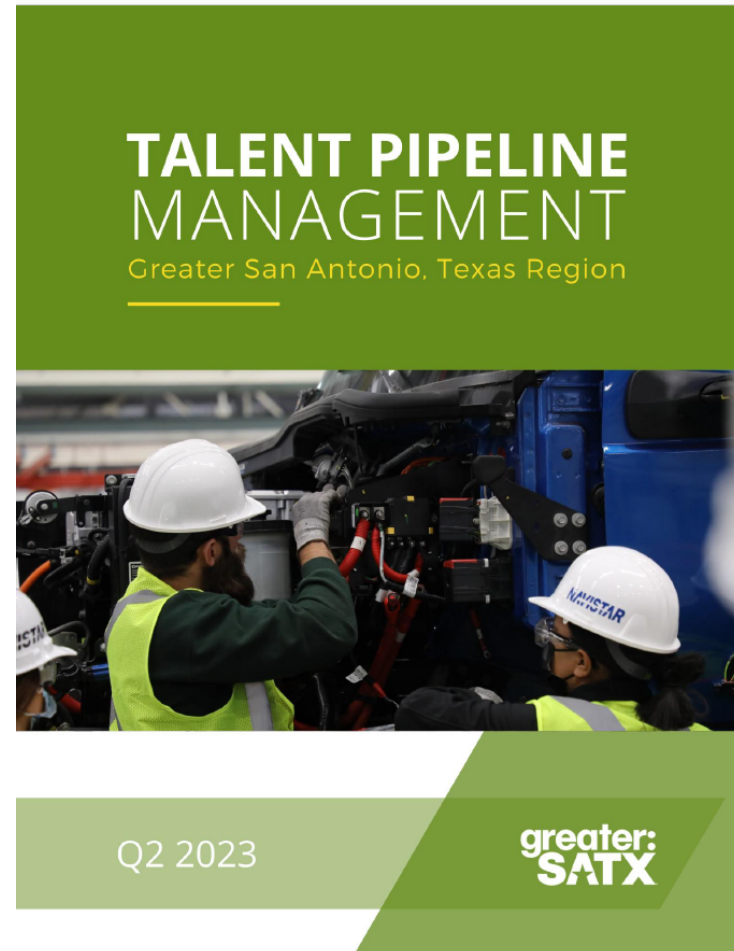


# Where We've Been. Where We're Going.

- **Manufacturing and Healthcare (Launched May 2022)**
  - Employers completed initial round of conversations with external providers (K12, Workforce Agencies, and Post-Secondary).
  - Employer representatives now signing up to lead working groups for next step deliverables.
    - Examples - Occupational Profile Training, Workforce Ecosystem Forum, Collaborative Recruitment Efforts, Shared Career Navigator and Resource.
- **Construction (Launched Q4 2022)** – Developing Pre-Apprenticeship and Bootcamp models, including a possible focus on recruitment efforts for women in trades.
- **Finance (Launched Q4 2022)** – Finalizing multiple career pathways to develop framework and focus for initial recruitment and training program alignment.
- **IT/Cybersecurity (Launched Q4 2022)** – Uncovered the diverse needs of the industry in the local market. Exploring partnership with the Business-Higher Education Forum and alignment with BHEF's competency mapping project.

# Demand and Supply: Shared Resources

- Quarterly **TPM Regional Snapshot** (pictured) to elevate awareness of TPM activities across Collaboratives and for the broader community.
- Upcoming **Occupational Profiles** to further elevate career pathway awareness among career coaches and jobseekers.



## Talent Pipeline Management Overview

May 2023 marked one year since greater:SATX embarked on implementing the U.S. Chamber of Commerce Foundation's Talent Pipeline Management (TPM) framework for the Greater San Antonio, Texas region. Since the [Q1 2023 TPM Snapshot](#), the region's 6 Industry Collaboratives have continued to advance through the strategic framework.

With an initial focus on Manufacturing and Healthcare Collaboratives, our San Antonio region has already seen the positive impact of aligning the collective employer voice in advancing workforce development strategies. The Manufacturing Collaborative has focused on increasing the number of Advanced Manufacturing Technician (AMT) training cohorts, validating occupations and related training under the City of San Antonio's [Ready to Work](#) program, and bridging the understanding of services and resources provided by workforce agencies to better meet employers' current and projected hiring needs and collectively addressing retention issues. The additional industry Collaboratives - Construction, Finance, and IT/Cyber - are at TPM Stage 2 which includes Demand Planning. The TPM Strategies and Stage phases are detailed in Figure 1. This Demand Planning process engages employers in projecting their future openings for their most critical jobs. There remain increased opportunities to ensure our future workforce is aligned with the growing operational needs of our region's target industries. greater:SATX will further the momentum of these Collaboratives to keep advancing them through the process.

This report details San Antonio's TPM updates through Q2 2023. The greater:SATX team will continue to provide regular updates throughout the TPM implementation stages.

## TPM Q2 2023 Update

Each TPM industry is organized into an employer Collaborative which meets on a pre-determined schedule to provide insights, data, and feedback. greater:SATX is actively engaging five industry Collaboratives, setting the pace for San Antonio to become a national leader in implementing the TPM framework.

- **Manufacturing:** Launched May 2022
- **Healthcare & Bioscience:** Launched May 2022
- **Construction & Skilled Trades:** Launched November 2022
- **Finance:** Launched December 2022
- **IT & Cybersecurity:** Launched December 2022
- **Education:** Ongoing partnership led by the Education Service Center-Region 20

2 | Talent Pipeline Management Q2 2023





[www.greatersatx.com](http://www.greatersatx.com)

# TALENT PIPELINE MANAGEMENT

Greater San Antonio, Texas Region

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Q2 2023

greater:  
**SATX**

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## Framework Strategies and Timelines

The TPM model is a long-term investment in our community and industry training development. An industry Collaborative will typically meet over a 9-12-month period to discuss critical roles, align competencies and skillsets, and work with training providers to develop strategies and tactics that will address short-, mid-, and long-term talent solutions. Some of these may include career awareness and exploration, sector-based marketing and recruiting, training, and curriculum alignment. A sample timeline is provided in Figure 1.



Figure 1

## Active Industry Collaborative Overviews

### Manufacturing

The Manufacturing Collaborative entered into Stage 3 and is now focused on TPM Strategy 5 to develop two-way conversations with external stakeholders, including K-12, Higher Education and Training Providers, and Workforce Agencies to build talent supply chains. During conversations in March 2023 and May 2023, the Collaborative shared 2-year projections and competency analysis data for the two priority roles previously identified through the TPM process, **entry-level operator** and **maintenance technicians**. By facilitating these two-way conversations, this collective industry data will serve to improve student and jobseeker training curriculums and career awareness for jobseekers, while also supporting talent demand planning. Figure 2 details the two-year projections for these priority roles.

Role	New Positions 2-year projection	Replacement (Retiring)	Replacement (Upskilling)	Replacement (Other)	Total Replacement 2-year projection	Total Positions 2-year projection
<b>Maintenance Technician</b>	<b>197</b>	46	95	90	<b>231</b>	<b>428</b>
<b>Entry-Level Operator/ Assemble</b> (or equivalent)	<b>4,621</b>	107	338	5,895	<b>6,340</b>	<b>10,961</b>

Figure 2: The data are two-year projections (2022-2024), as captured from 13 manufacturing Collaborative participants.

### Competency Analysis – Entry-Level Operator

The entry-level operator competency survey reviewed 52 technical competencies aligned with the Manufacturing Skill Standards Council (MSSC) framework. Overall, *safety* and *maintenance awareness* were rated the most important factors of success.

#### Top Competencies

- Utilize effective, safety-enhancing workplace practices
- Communicate quality problems
- Suggest processes and procedures that support safety of work environment
- Identify unsafe conditions and take corrective action
- Work in a safe and productive manufacturing workplace
- Perform all housekeeping to maintain production schedule
- Suggest continuous improvements

- Monitor indicators to ensure correct operations

#### Education and Experience Requirements

- 83% of the responding employers indicated that no experience was *required* for entry-level operator hires, but just over half *prefer* at least 1 year of experience.
- Almost all employers require *at least* a high school diploma or equivalent, while having no significant preference of Associate Degrees or higher.

#### **Competency Analysis – Maintenance Technician Roles**

The maintenance technician role competency survey reviewed 72 technical competencies aligned with the National Urban Network framework. Overall, *safety* and *maintenance awareness* were rated most important factors of success.

#### Top Competencies

- Adheres to safety, health, and environmental rules and regulations
- Performs planned and unscheduled machine maintenance procedures in accordance with a company-approved maintenance plan
- Adheres to mechanical power transmission safety rules
- Performs preventative maintenance procedure for a given machine to extend machine life and minimize downtime
- Adheres to safety, health, and environmental rules and regulations for electronic power and control systems
- Performs machine operation, including start-up, emergency, and abnormal shutdown and manual functions to effectively and safely meet production and maintenance requirements (with operator present)
- Adheres to safety, health, and environmental rules and regulations for welding
- Monitors machine operation and verifies that performance meets production requirements
- Performs predictive maintenance on a given machine to extend machine life and minimize downtime
- Uses hand tools to inspect, adjust/tighten, and support assemble/disassemble equipment and support preventative maintenances, inspection, and troubleshooting activities
- Adheres to fluid power systems safety rules while understanding safety, health, and environmental rules and regulations

#### Education and Experience Requirements

- More than half of the responding employers indicated that 1 to 3 years' experience is *required* for maintenance technician hires, with *some need* for 3+ years.

- Almost all employers require *at least* a high school diploma or equivalent, while 75% *prefer* Associate Degrees or higher.
- Maintenance technician roles are typically seen as an upskilling opportunity for individuals that have entry-level work-related experience.

### **Key Takeaways: Employer and Training Partner Meeting**

The focused, two-way discussions with each group yielded numerous actionable takeaways. The following sections detail some of the key perspectives from the two-part session. An expanded view of the meeting discussions can be reviewed in the documented notes for [part 1](#) and [part 2](#).

#### K-12 Partners Meeting

##### Employer Perspective

4-year degrees are not the only entry into manufacturing or career development. Nor is there a divide between 4-year degree roles and “lesser than” positions. Career development opportunities are extensive and available through all entry-level roles, including the potential to begin a career pathway into high-wage and technical engineering roles after receiving a high school diploma or industry certification.

##### K-12 Partner Perspective

There is a need to engage directly with employers to provide externship, teacher/counselor job shadows, and/or industry provided instructors for educators to maintain role and technology familiarity.

Increase career exploration with outreach to middle and elementary schools, as students are already making decisions about specialty and magnet programs in middle school.

## Workforce Agencies Partners Meeting

### Employer Perspective

Childcare is always an issue but becomes a larger barrier during the non-traditional shifts. Desire to work together to address this disparity.

Make sure we are not just “selling jobs”, but career pathways. Work together to better tell the success stories.

### Workforce Agency Partner Perspective

Create opportunities for Case Managers to visit facilities to learn more about the roles and working environment.

Many agencies provide continued services to candidates even after job placement. Increase collaboration between the agencies and employers to identify where support can be offered for various retention barriers.

## Higher Education and Training Provider Partners Meeting

### Employer Perspective

Continuous feedback loop and training agility improves hiring success.

Commitment to find opportunities for employers and training providers to debrief on program completers and recent hires.

### Higher Education and Training Provider Partner Perspective

Engage in collaborative recruiting, meaning partner with employers to visit K-12 to tell the full story of education and hiring.

Instructor loan programs from industry would provide increased class offerings, improve current industry knowledge, and serve as a possible recruiting tool for employers.

### *Next Steps*

Employers will identify partnership and collaboration opportunities with each external partner group. This will include sharing occupational profiles and career pathways both for individual organizations and collectively as an industry. Additionally, the Collaborative will determine where work overlaps with each partner group to provide warm learner and jobseeker transitions through the education and workforce ecosystem. The Collaborative plans to have these defined deliverables and next steps developed by early Fall 2023.



## Healthcare

Similar to the Manufacturing Collaborative, the Healthcare Collaborative entered Stage 3 and is now focused on TPM Strategy 5 of the TPM framework to develop two-way conversations with external stakeholders, including K-12, Higher Education and Training Providers, and Workforce Agencies. During the initial conversations with external partners in March 2023 and May 2023, the Collaborative outlined the differences in the career pathway entry points for hospitals versus clinical work environments. With additional training and certifications, both entry points ultimately lead into nursing career pathways. Figure 3 details the two career pathway entry points.

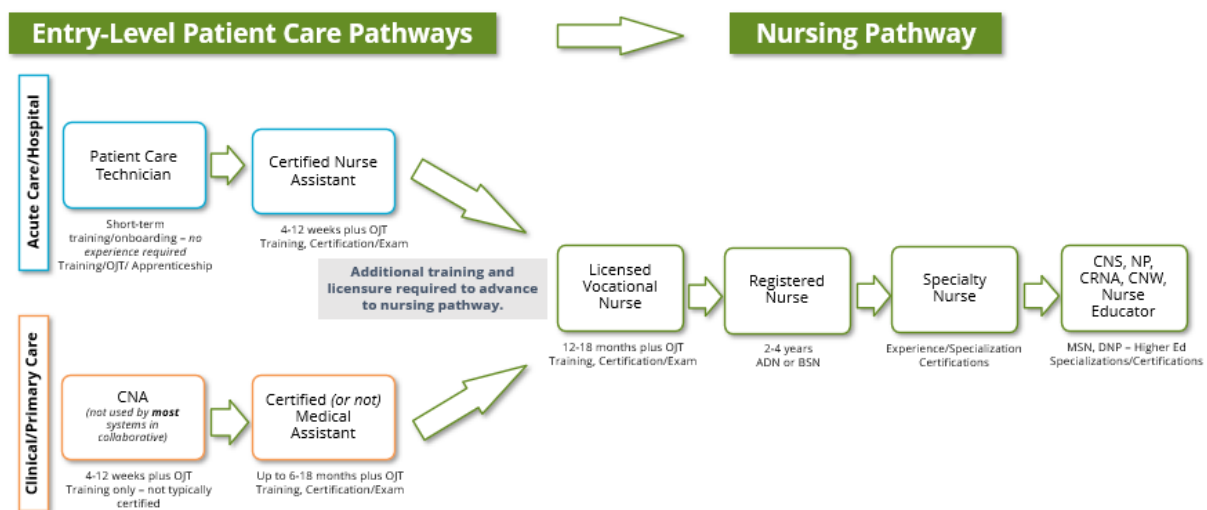


Figure 3

There are work environment nuances that differ between the two entry points for nursing career pathways, as noted below.

### Acute Care / Hospital Career Pathway

- May walk longer distances across hospital/campus
- Multiple shifts common – which can promote flexibility and increased pay
- Fast-paced, team environment, often addressing serious, complex illness/injury
- Variability in regularity of patient interaction based on where a role is in a hospital system (e.g., critical care/bedside roles versus operating room nurses)

### Clinical / Primary Care Career Pathway

- Often smaller teams, individual work, smaller office/less distance but still fast-paced
- More opportunities for shift regularity
- Variability in specialization/clinic type and often less serious illness and injury

- Shorter interaction with patients – outpatient, shorter visits, etc.—but longer-term and often higher patient loads per day

### **Key Takeaways: Employer and Training Partner Meeting**

The following notes outline major takeaways from focused discussions between the employers and each stakeholder group. The following sections detail some of the key perspectives from the two-part session. An expanded view of the meeting discussions can be reviewed in the documented notes for [part 1](#) and [part 2](#).

#### K-12 Partners Meeting

##### Employer Perspective

Healthcare is everywhere and the need will always be present, so job security is high. Not just hospital positions or clinical, these roles can even be data analytics, coding, front/back office, etc.

There are steady career opportunities with various options for growth and easily transferrable skills within the industry. This is rewarding work with immense community impact.

##### K-12 Partner Perspective

Students are extremely interested in job shadow and internship opportunities within Healthcare.

Education partners want to work together to best align high school students with work-based learning. There are needs for both in-person and virtual opportunities.

## Workforce Agencies Partners Meeting

### Employer Perspective

It is important that jobseekers understand the mission and culture of each employer. Identified opportunities for collaboration and partnership to best communicate that through the Workforce Partners.

Employers do not require prior experience or clinical rotations for many roles. It is critical to understand that many jobseekers want this experience, but it is not a requirement. This could be better communicated that this experience can be built into the onboarding process.

### Workforce Partner Perspective

Jobseeker clients are looking for work-based learning opportunities – externships, internships, and apprenticeships. Many are nervous to enter the field right after training and want to experience the role before being hired. Role exploration opportunities might reduce retention issues that employers are experiencing. This conflicts with what many employers require, so identified collaboration on requirement and job seeker/trainee preference will be an important next step.

## Higher Education and Training Provider Partners Meeting

### Employer Perspective

Need to elevate awareness of the general entry points into healthcare careers, as well as the pathways available through CNA, MA, and PCT training, dependent on the higher education provider and career trajectory.

Employers would like shared training completion projections to adjust hiring expectations and timing.

### Higher Education and Training Provider Partner Perspective

Training providers have identified the importance of general professional development skills in the coursework – leadership, communication, and customer service.

Need industry & employer collateral, career pathways, and candidate profile information to share with students.

## *Next Steps*

Employers will identify partnership and collaboration opportunities with each external partner group. This will include sharing occupational profiles and career pathways unique to employers and collectively as an industry. Additionally, the Collaborative will determine

where work overlaps with each partner group to provide better transitions for learners and job seekers through the education and workforce ecosystem. The Collaborative plans to have these defined deliverables and next steps developed by early Fall 2023.

## Construction & Skilled Trades

The Construction & Skilled Trades Collaborative is currently in Stage 2, focused on TPM Strategies 3 & 4. The initial Construction & Skilled Trades Collaborative conversations identified two critical issues for the industry: 1) general quantity of candidate interest for entry-level and trades roles and 2) a lack of experienced leaders. Specifically, the two critical experienced roles identified through employer surveys are **superintendents / assistant superintendents** and **specialized project managers**. While these roles require extensive career experience, the Collaborative is working to identify potential upskilling opportunities to help transition some middle-career individuals into management opportunities. The specific skillsets identified as priority for upskill training are team communication and management, blueprint reading, and project management software knowledge.

Additionally, the Collaborative held extensive discussions around general career awareness and exposure in the San Antonio region. Like Manufacturing, the perception of Construction & Skilled Trades careers anecdotally has a negative impact on interest from school-aged students and jobseekers, in general.

greater: SATX invited the Greater Houston Partnership to provide a virtual learning session for the TPM Construction & Skilled Trades Collaborative around Construction & Skilled Trades efforts made in the Houston region. Similar to San Antonio, Houston had a low quantity interest issue and worked to develop a campaign to combat the awareness and perception issues through shared career opportunity stories, citywide contests for K-12 students, and pre-apprenticeship & apprenticeship models to provide work-based learning experience to increase industry exposure and positive perception.

### *Next steps*

Encouraged by the success in the Houston region, the Collaborative plans to move forward on developing robust pre-apprenticeship models and partnerships, explore citywide industry career awareness efforts, and increase job shadows and other work-based learning opportunities. Additionally, the Collaborative will explore providing training and externship programs for the San Antonio region's K-12 school districts.

## Finance

The Finance Collaborative is currently in Stage 2, focused on TPM Strategy 4. Through an initial survey request, the Finance Collaborative identified that customer service roles serve as the best entry-level opportunity for many non-degreed jobseekers who want to start careers in the industry. These roles include call center, customer service, and membership representatives. Most finance employers do not require a background in finance or banking to enter these roles but offer extensive onboard training (6-12 weeks) to learn about the industry, regulations, and banking services.

With a focus on both front-office, customer-facing career pathways and back-office career pathways, this Collaborative seeks to look internally to advance customer service talent *either* through promotion into customer service or operations management roles *or* through upskilling and certification in a variety of finance career pathways.

The Collaborative explored the preferred skills and the initial career pathways available for an individual entering a career in finance, depicted in Figure 4. These pathways may be used by employers to guide their incumbent staff as well as career guidance tools for career counselors, case workers, students and adult learners, and other stakeholders navigating the various pathways and on-ramps to finance jobs, as well as their associated training, education, and certification requirements.

### Preferred Skillsets:

- Previous customer service, retail, or hospitality experience
- Basic math skills
- Digital and computer aptitude

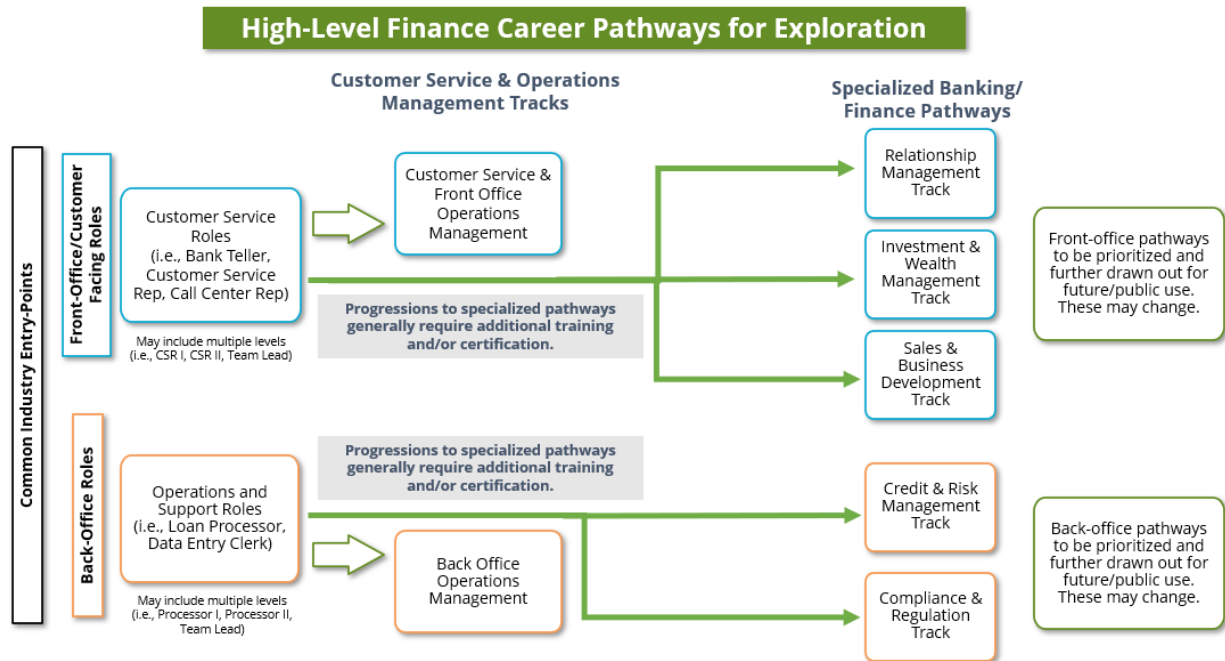


Figure 4

This initial career pathway was created in response to two initial employer Collaborative conversations about critical roles and pathways of opportunity for those in more entry-level jobs. This pathway will be further validated by employers and refined in the next two quarters. The Collaborative will continue to prioritize specialized pathways based on employer needs in alignment with the jobs available in the Greater San Antonio region.

### Next Steps

The Collaborative will further explore the career pathway drafts to better document the differences between “customer facing” and “back office” roles. Additionally, the Collaborative will compile details on upskilling requirements (internal or external), certification, licenses, and degrees necessary for career growth to support development through the career pathways.

A competency analysis survey will also establish the shared customer service role requirements and determine if pre-employment training for these requirements can better assist recruitment and reduce retention issues. While specific onboarding will still be necessary for most employers, candidates would be more prepared for the roles and expectations on Day 1 if they were provided pre-employment training.

## IT & Cybersecurity

IT & Cybersecurity Collaborative entered Stage 2, focused on TPM Strategies 3 & 4. Different than the other collaboratives, IT & Cybersecurity Collaborative employers have a greater need to hire **experienced** and **middle-career roles**, rather than entry-level roles. Certifications and training needed by employers vary, but candidates' aptitude to learn and adapt to new technologies is highly valued.

The industry's workforce challenges are compounded due in part, as identified by the Collaborative, to the specific needs and experience requirements for each employer. That said, reflecting on our region's IT & Cybersecurity workforce, the Collaborative collectively identified the following needs:

- Build employee skills of communication and teamwork. There is often a struggle to identify candidates with leadership skills and abilities.
- Understand that each organization likely uses some proprietary software/operating systems that will require extensive onboarding and learning processes, regardless of hiring for entry-level or middle-career roles.
- Improve regional focus on talent retention and attraction, especially with virtual and hybrid work models continuing to trend. There is an identified opportunity to elevate awareness of SATX as a destination for **IT talent** and to support building community within the industry to reduce the "talent flight risk," as referenced by Collaborative members.
- Explore ways to expand and develop tech/workforce ecosystem locally to improve regional affinity and keep talent local.

### *Next Steps*

The Collaborative continues to work toward identifying a collective occupational need for the region. Some next steps include validating education and experience requirements for top regional occupations, reviewing the quality of training programs, and confirming entry-level role needs for our region. Concurrently, the Collaborative will also focus on industry awareness for our region as a talent and operations destination.

## City of San Antonio's Ready to Work Program

The information gathered will be regularly aggregated (anonymously) and shared with partner organizations to inform workforce and training initiatives. Specifically, we are partnering with the City of San Antonio's Ready to Work initiative to ensure that future participants are fully aware of and trained specifically for our region's career opportunities. TPM Collaboratives will directly inform the target occupations and employer preferred training in support of the success of the \$200 million Ready to Work initiative.

## Join Us

The Talent Pipeline Management framework is built on industry best practices that provide an agile and structured workforce development process focused on employer return on investment. Across the nation, there are over 19 cohorts and 40 states participating.

To learn more and get involved in our regional industry collaboratives contact Christopher Mammen, Vice President of Workforce Development, at [Christopher@greatersatx.com](mailto:Christopher@greatersatx.com).



U.S. Chamber of Commerce  
Foundation







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## MEMORANDUM

**To:** Strategic Committee

**From:** Adrian Lopez, CEO

**Presented by:** Jeremy Taub, Director of Procurement and Contracts

**Date:** September 29, 2023

**Subject:** Procurement Diversity Update (SMWVBE)

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**Summary:** Workforce Solutions Alamo - Board of Directors adopted a Historically Underutilized Business, HUB Policy in the Spring of 2021. The diversity program compares overall vendor expenditures for WSA with Small, Minority, Women, or Veteran Owned Business Enterprises (SMWVBE). Procurement and Contracts provides regular updates on SMWVBE expenditures to the Board of Directors.

**Update:** Revisions to reporting have been made to compare overall expenditures between SMWVBE and non-SMWVBE vendors.

- WSA's SMWVBE year-to-date percentage of Board corporate expenditures is **41.12%** for the reporting period 10/01/2022 – 07/31/2023.
- Fiscal year-to-date: WSA has issued payments to approximately 123 vendors for the purchase of goods and services with 39 identifying as HUB, including four new vendors that were added 1 – Asian, 1 – Hispanic, and 2 – Small Businesses.
- WSA Procurement and Contracts Management makes efforts to solicit at least two SMWVBE vendors to purchase goods and services exceeding the micro-purchase threshold.
- WSA may rely on the certification credentials granted by the State of Texas, South Central Texas Regional Certification Agency (SCTRCA), or other means to identify eligible Small, Minority and/or Woman owned Businesses for reporting purposes.
- Outreach efforts include:
  - ✓ Utilizing various local SMWVBE online search directories, including The Maestro Entrepreneur Center, The South-Central Texas Regional Certification Agency (SCTRCA), and Texas Central Master Bidders List, CMBL.
  - ✓ Ongoing vendor assistance provided as needed on How to do Business with WSA.
  - ✓ Establishing and fostering communication with SMWVBE and non-designated vendors, suppliers, professionals, and contractors to involve them in the procurement process.
  - ✓ Encouraging SMWVBE participation at pre-bid conferences; developing and encouraging the promotion and use of the Electronic Purchasing Notice and Document Distribution System at no cost to the vendor.
  - ✓ Continue to monitor SMWVBE Tracking and Reporting.
  - ✓ Maintaining and updating internal vendor registry for use in identifying vendors for end users seeking to increase the utilization of SMWVBEs in the execution of purchases.

- ✓ Advertising for bid submissions online and electronic invitation may be utilized to notify vendors, suppliers, and contractors as to the availability of contracting opportunities.
- ✓ Participation at the annual Bexar County Small Business Expo at the Freen Coliseum in December.
- ✓ The Procurement Office at least once annually surveys its vendors to provide updates and cross-reference its internal list of SMWVBE to the responses received to update status.

**Fiscal Impact:** Workforce Solutions Alamo has an aspirational goal of 20% of expenditures going to SMWVBE vendors. WSA's SMWVBE year-to-date percentage of Board corporate expenditures is **41.12%** for the reporting period 10/01/2022 – 07/31/2023. 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 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 WSA's progress to achieve our stated aspirational goal of 20%.

**Attachments:** None.

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## MEMORANDUM

**To:** Strategic Committee

**From:** Adrian Lopez, Chief Executive Officer

**Presented by:** Jeremy Taub, Director of Procurement and Contracts

**Date:** September 29, 2023

**Subject:** Facility Update: Port San Antonio

---

**Summary:** On August 18, 2023, Workforce Solutions Alamo – Board of Directors authorized negotiation of a contract amendment to the lease with The Port Authority of San Antonio for the revised Tenant Improvement Allowance, TI, of up to \$2,213,750 under the terms of the agreement for the facility located at 638 Davy Crockett, San Antonio, Texas.

The Board of Directors approved a contract for the relocation and renovation of a new facility at Port San Antonio on September 17, 2021. The finalized plan was previously 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 to include repairs and maintenance.

### Update:

- The Board was successfully able to re-negotiate with Port Authority of San Antonio to increase TI allowance for associated build-out costs with the rent to be amortized over the course of the initial ten (10) year lease term.
- The Port Authority has signed an Amendment increasing the overall TI Allowance. It is currently awaiting a final pricing letter from the General Contractor, RC Page, to begin the construction build-out of the facility. Estimated timelines have been updated as shown below.
- In anticipation of the projected move-in date, WSA is coordinating with the appropriate contractors, partners, and vendors to necessitate a smooth transition. This will include IT data, relocation/breakdown of furniture, fixtures, and equipment, and to meet the needs of our partners.

**Analysis:** The current lease at Marbach has been extended monthly until the new facility at Port SA is complete. 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, the 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 with its mission in providing resources to the development of the facility that will increase the utilization of resources in the community.

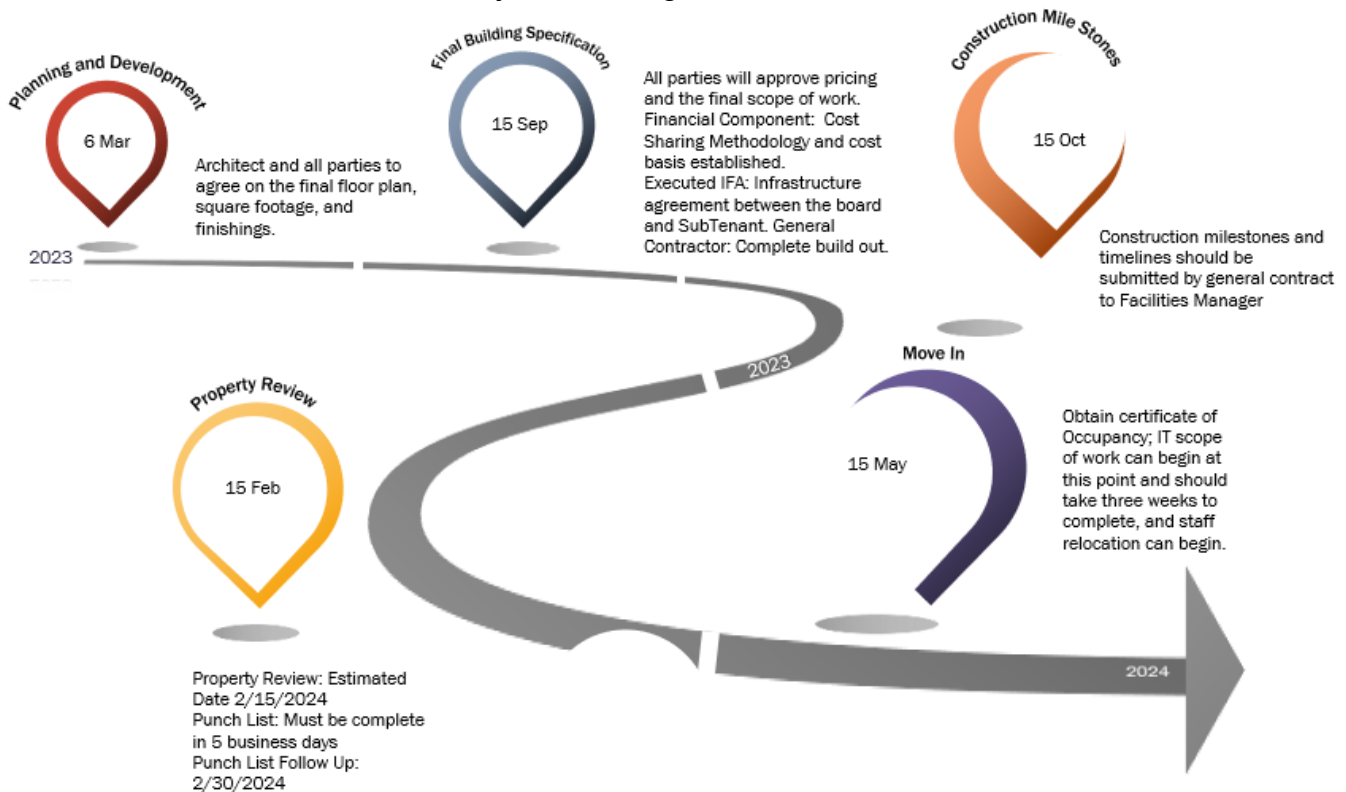
**Alternatives:** None.

**Fiscal Impact:** The revised base rent for the Port San Antonio facility is \$28,364.58 monthly, increasing by 5% annually. Additionally, the FY24 Moving Expense budget is \$700,000 including a \$250,000 contribution for build-out 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.

**Recommendation:** There is no further recommendation currently.

**Next Steps:** The Board is currently waiting for a Final Pricing letter from General Contractor, RC Page Construction, LLC., to begin construction/build-out.

**Timeline:** Dates are tentative and subject to change.



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## MEMORANDUM

**To:** Strategic Committee

**From:** Adrian Lopez, Chief Executive Officer

**Presented by:** Jeremy Taub, Director of Procurement and Contracts

**Date:** September 29, 2023

**Subject:** Facility Update: Walzem/O'Connor

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**Summary:** On August 18, 2023, Workforce Solutions Alamo – Board of Directors awarded R/E Business Center, LLC. a contract 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 an annual rent escalation percentage not to exceed 5% and a Tenant Improvement (TI) allowance not to exceed \$1,910,400.

**Update:**

- WSA is currently negotiating with the landlord to provide a complete build-out, including Vocational Rehabilitation Services. The Board staff is coordinating with the landlord to receive the final design layout and CAD drawings to begin preparations with C2 staff, Vocational Rehabilitation Services (VRS), and partners.
- In anticipation of the projected move-in date, WSA is coordinating with the appropriate contractors, partners, and vendors to necessitate a smooth transition. This will include IT data relocation/breakdown of furniture, fixtures, and equipment to meet the needs of our partners.
- After continued discussions and a facility walk-thru with representatives from VRS and TWC, VRS will relocate with us at the expiration of the current VRS lease.

**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. With prospective Vocational Rehabilitation Services, the VRS integration of an additional 5,000+ SQFT is needed to meet VRS minimum requirements with an additional 2,000+ SQFT to allow for potential expansion of service area for WSA contractor, C2 GPS, Inc. VRS is a strategic partner with WSA and 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 contracted a Real Estate Broker, PCR Brokerage San Antonio, LLC. DBA Partners, that 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.

**Analysis:** The current lease will expire on December 31, 2023, and no options remain. By 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 the ground floor, ability to build out, and compliance with Americans with Disabilities Act (ADA).

**Alternatives:** Alternative options are negotiating a new lease to include build-out with the current landlord and continuing to search available properties to meet needs/requirements.

**Fiscal Impact:** The estimated base rent for the facility is \$61,690 monthly, which includes 25% in shared costs that VRS will contribute for their 5,000 sq ft. space. The annual estimated rent amount is \$740,280 for the total 23,880 SQFT., with an annual rent escalation not to exceed 5% and includes a Tenant Improvement (TI) allowance not to exceed \$1,910,400. The actual amount paid will be finalized during negotiations and specified in the lease.

**Recommendation:** 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, including 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 by proposed timelines.

<i>Site Visits:</i>	May 19, 2023
<i>Recommendation for Committee Approval:</i>	July 28, 2023
<i>Negotiate/ Execute Lease:</i>	September 11, 2023
<i>Build-out by:</i>	December, 2023
<i>Move-in by:</i>	January 1, 2024



# PROCUREMENT & FACILITY UPDATES

September 29, 2023

Jeremy Taub, Director of Procurement and Contracts





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

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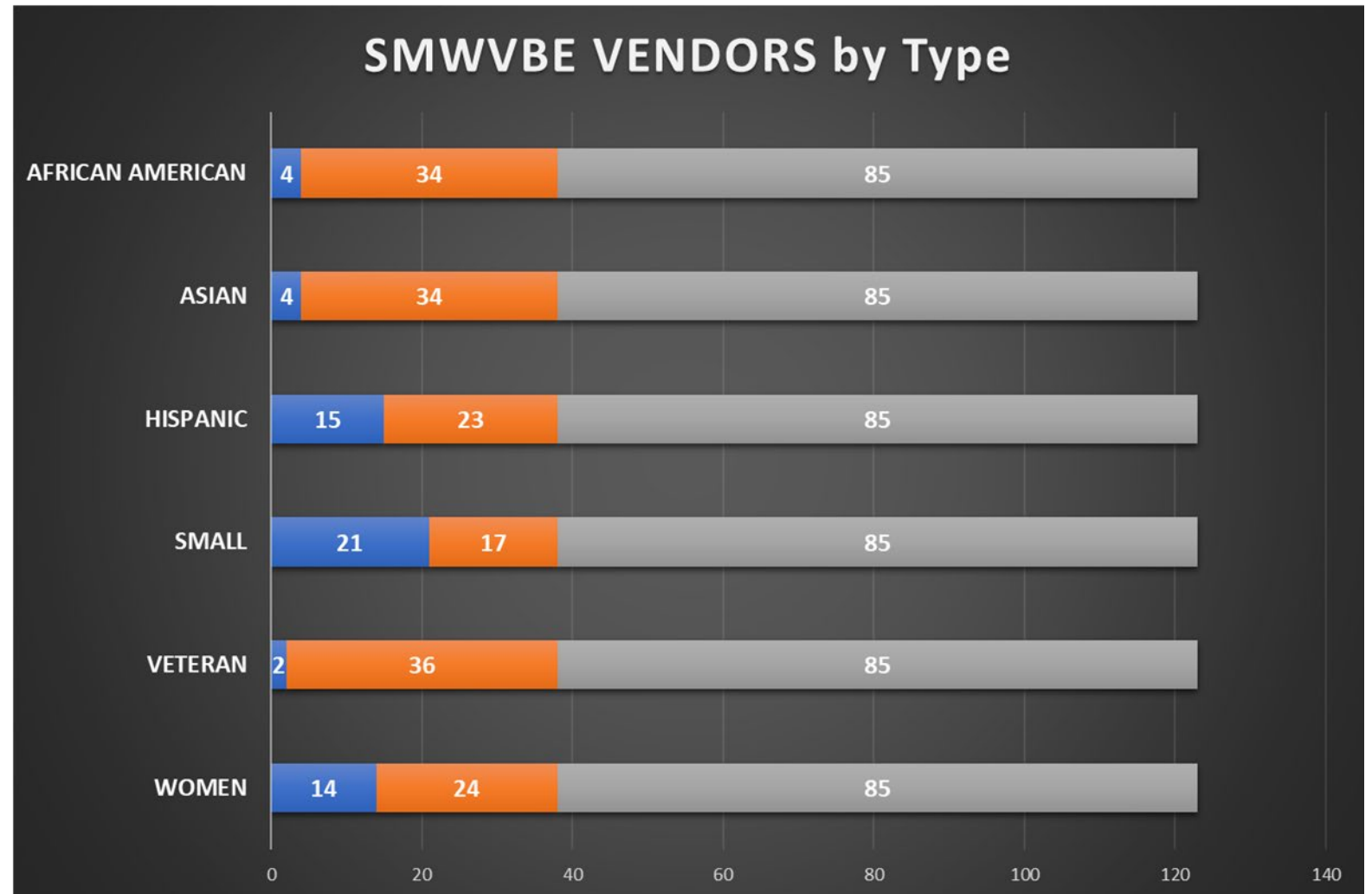
## Successful Highlights:

- Outreach to current vendors has increased the number of SMWVBE classifications, which resulted in expenditures to be at 41.12%.
- WSA has issued payments to approximately 123 vendors for the purchase of goods and services with 38 identifying as HUB, including four new vendors were added 1 – Asian, 1 – Hispanic, and 2 – Small Businesses.
- Utilizing various local SMWVBE online search directories.
- Encouraging SMWVBE participation at pre-bid conferences; promoting use of Electronic Purchasing Notices and Document Distribution System.
- Providing demographic information on the Childcare Providers received from the contractor (City of San Antonio).



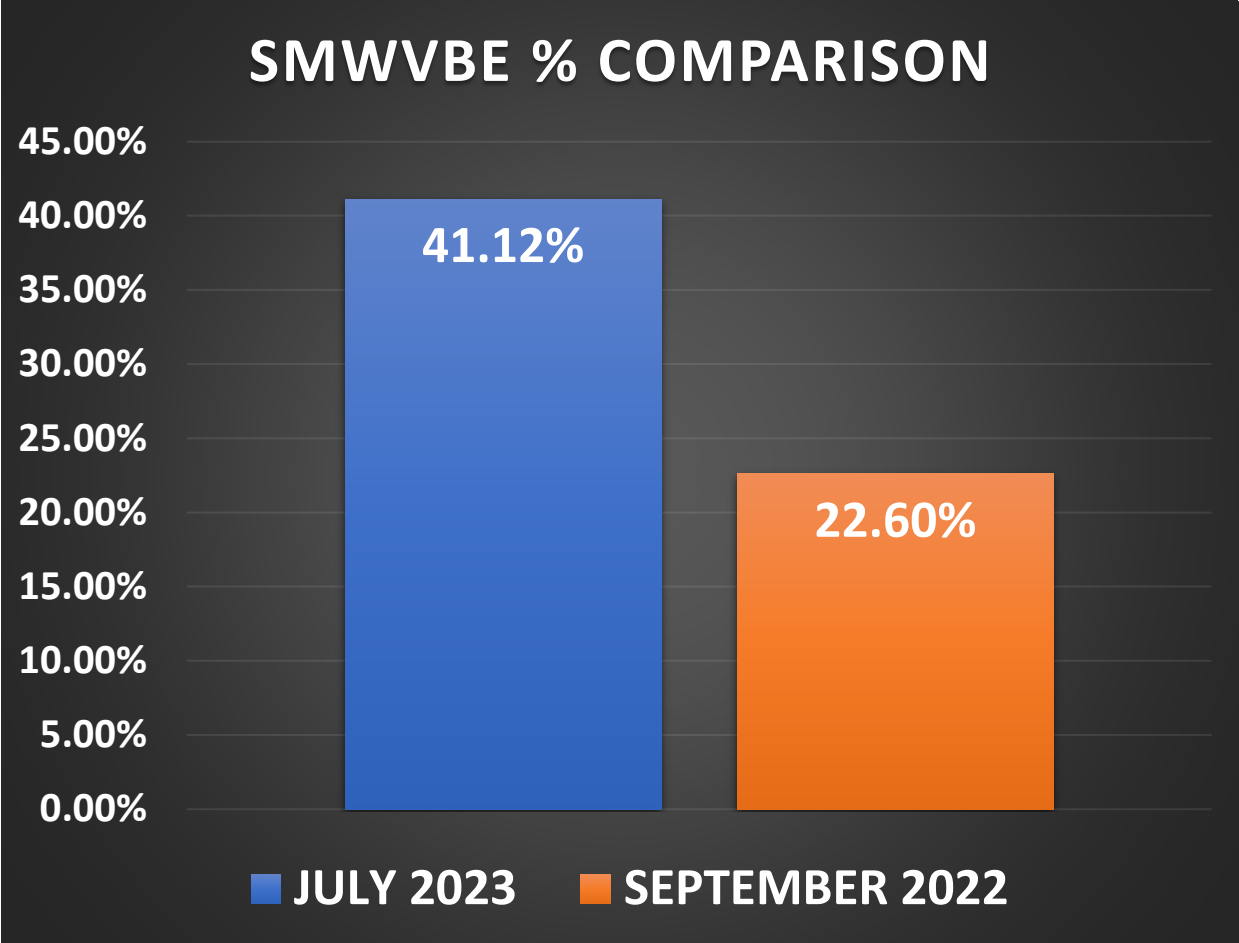
# SMWVBE - 38 of 123 TOTAL VENDORS BY CLASSIFICATION

- Blue indicates number of vendors by classification.
  - Some vendors may be in multiple classifications.
- Orange is the total SMWVBE vendors outside classification.
- Gray is the total vendors unclassified.



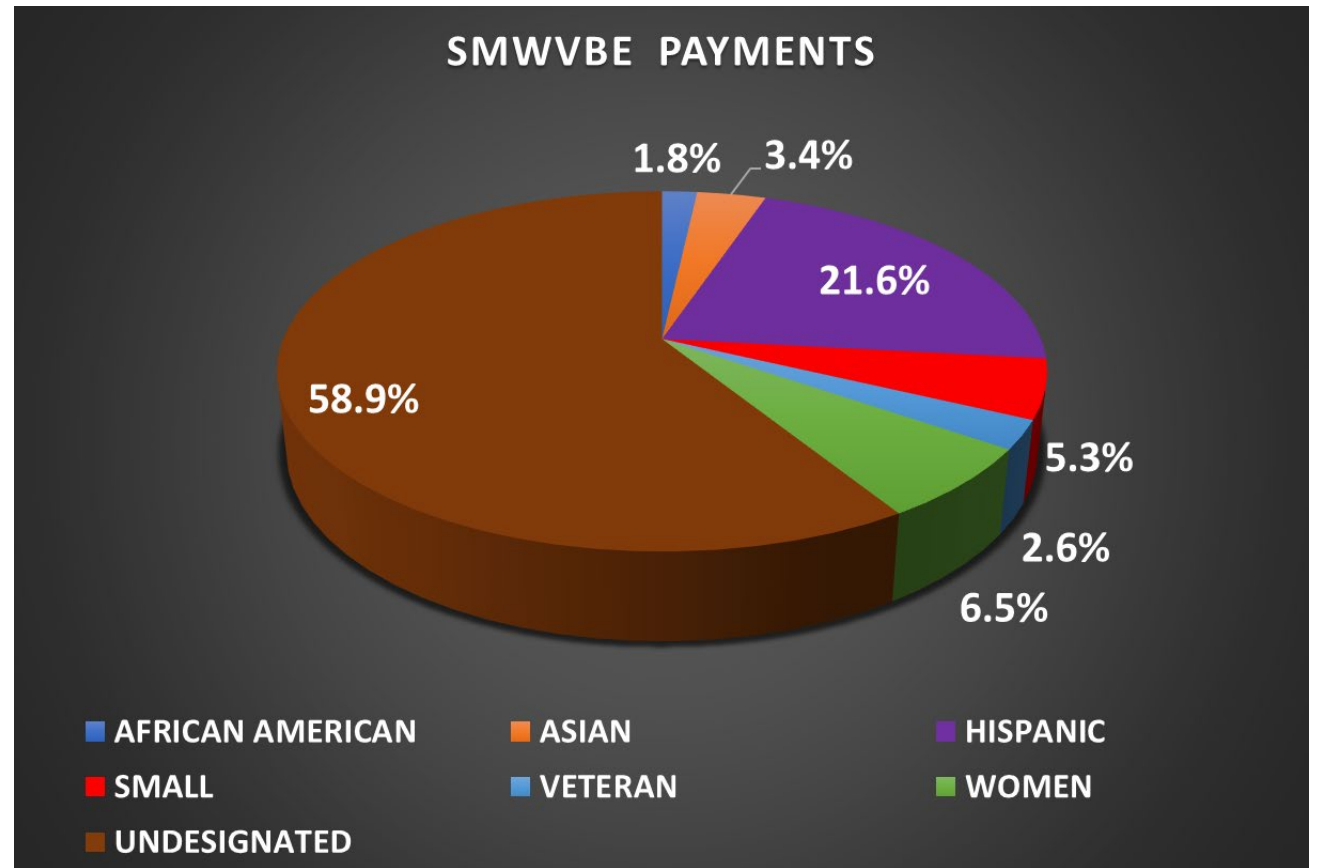
# SMWVBE PERCENTAGE COMPARISON BY DATES

- As of July 31, 2023, WSA is at 41.12% 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	\$ 103,763.02	1.75%
ASIAN	203,357.20	3.43%
HISPANIC	1,277,675.06	21.56%
SMALL	315,701.21	5.33%
VETERAN	153,085.27	2.58%
WOMEN	383,139.93	6.47%
<b>TOTAL SMWVBE PAYMENTS</b>	<b>\$ 2,436,721.69</b>	<b>41.12%</b>
<b>TOTAL NON-DESIGNATION</b>	<b>\$ 3,489,514.31</b>	<b>58.88%</b>
<b>TOTAL CORPORATE EXPENDITUES</b>	<b>\$ 5,926,236.00</b>	<b>100.00%</b>



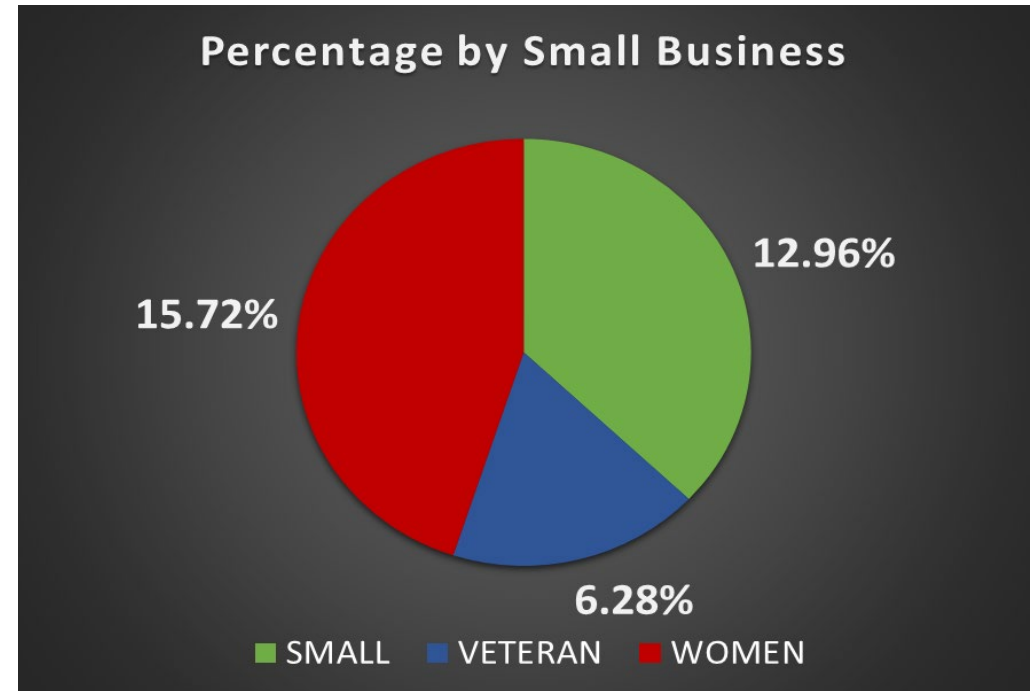
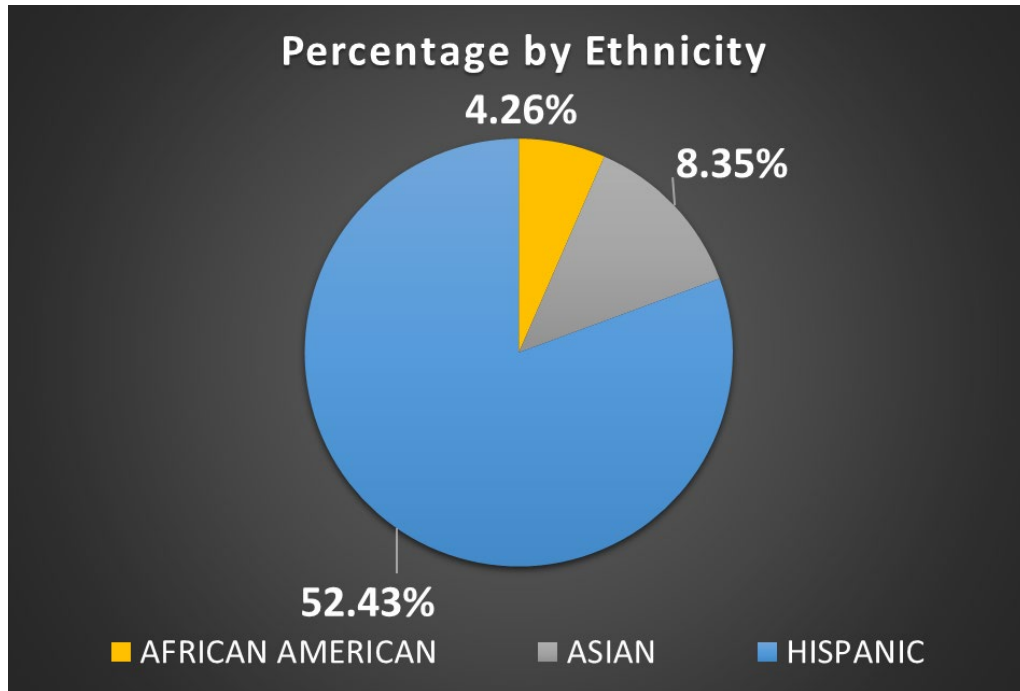
Current Board and Facility SMWVBE expenditures are at 41.12%, which exceeds WSA's aspirational goal of 20%.



# SMWVBE PERCENTAGE BY ETHNICITY & SMALL BUSINESS

Ethnicity		
AFRICAN	4.26%	103,763.02
ASIAN	8.35%	203,357.20
HISPANIC	52.43%	1,277,675.06
<b>TOTAL</b>	<b>65.04%</b>	<b>1,584,795.28</b>

Small Business		
SMALL	12.96%	315,701.21
VETERAN	6.28%	153,085.27
WOMEN	15.72%	383,139.93
<b>TOTAL</b>	<b>34.96%</b>	<b>851,926.41</b>



# SMWVBE CLASSIFICATION OF CHILDCARE PROVIDERS

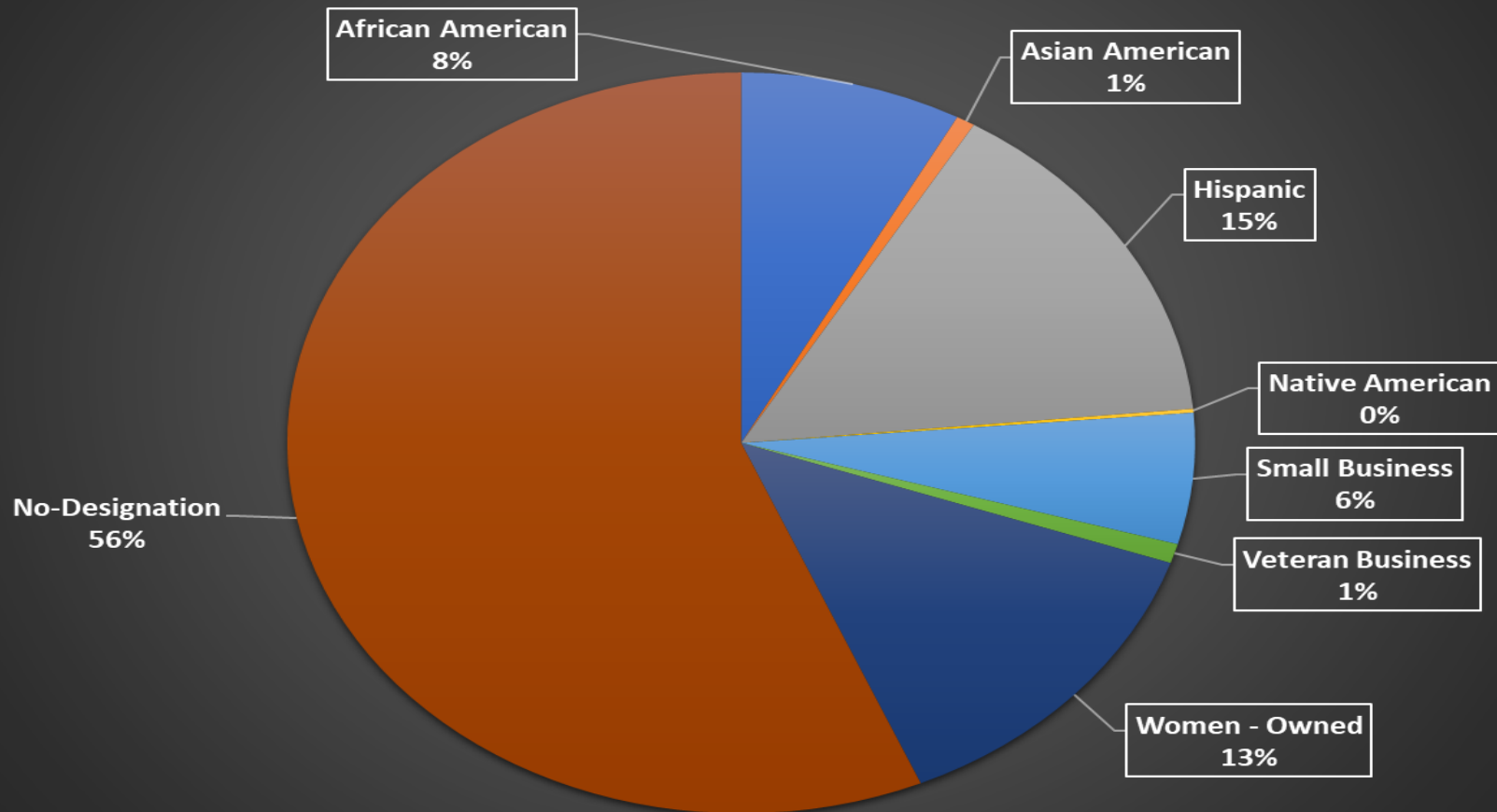
# of Providers by Classification	
African American	47
Asian American	4
Hispanic	89
Native American	1
Small Business	34
Veteran Business	5
Women - Owned	79
No-Designation	336
<b>Grand Total</b>	<b>595</b>

% of Expenditures by Classification			
African American	7.48%	\$	6,167,805.56
Asian American	0.38%	\$	313,433.44
Hispanic	14.38%	\$	11,859,335.61
Native American	0.19%	\$	155,790.91
Small Business	7.66%	\$	6,311,998.62
Veteran Business	0.84%	\$	688,815.11
Women - Owned	20.79%	\$	17,134,870.60
No-Designation	48.28%	\$	39,795,934.87
<b>Grand Total</b>	<b>100.00%</b>	<b>\$</b>	<b>82,427,984.72</b>

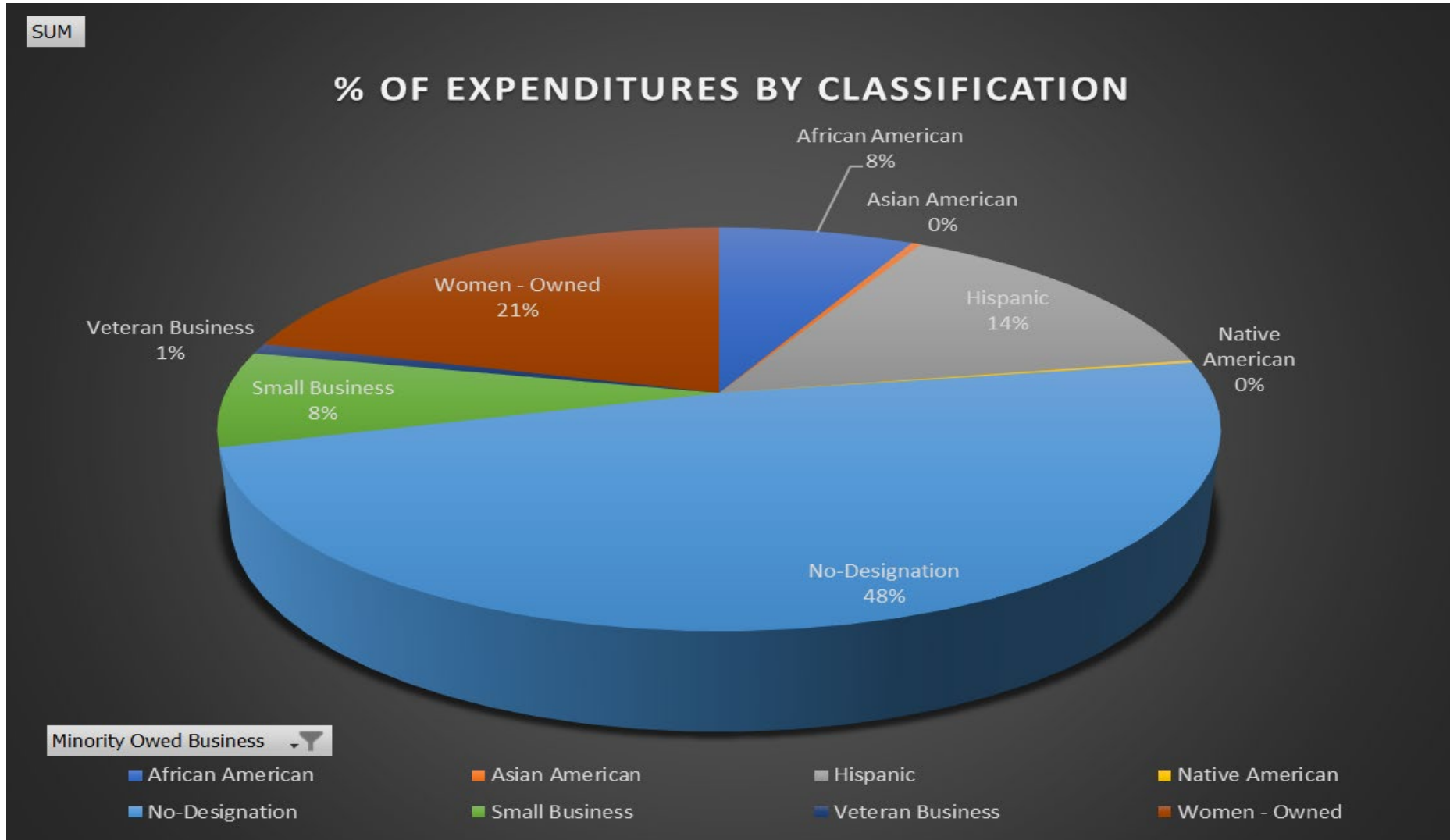


# SMWVBE CLASSIFICATION OF CHILDCARE PROVIDERS

% OF CLASSIFICATION OF CHILDCARE PROVIDERS



# % OF EXPENDITURES BY SMWVBE CLASSIFICATION OF CHILDCARE PROVIDERS





# Facility Update - Port San Antonio

**Tentative Opening: May 2024**

**Grand Opening: TBD**

## **Construction Update:**

- Re-negotiated Tenant Improvement Allowance
- Awaiting Final Pricing letter from General Contractor

## **Fiscal Update:**

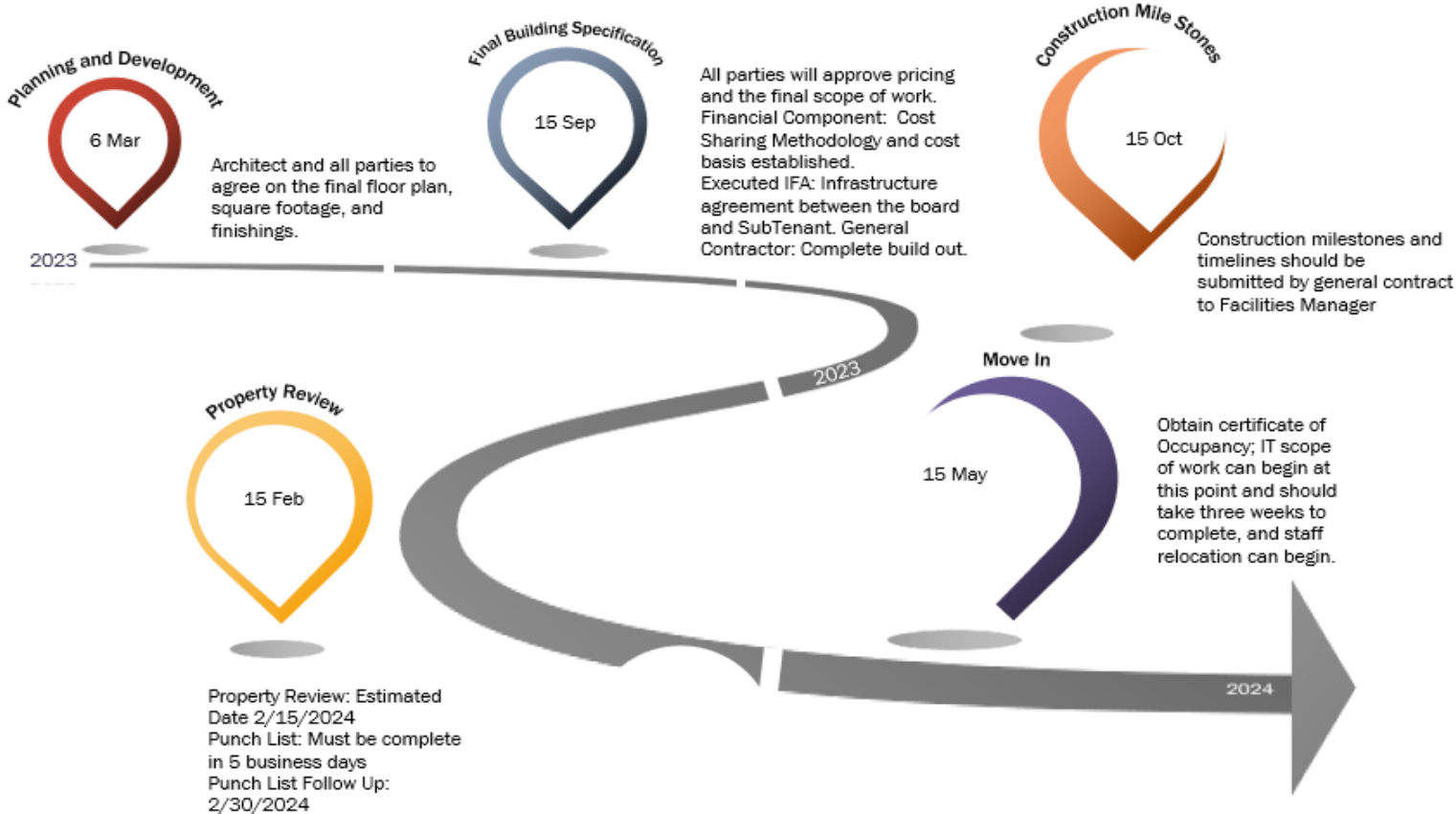
- Revised TI Allowance - \$2,213,750
- Monthly Rent - \$28,364.58 with 5% annual escalation

## **Estimated Timeline:**

- Begin Construction: Fall 2023
- Move-In: Spring 2024



# Port San Antonio - Timeline



# Facility Update - O'Connor

**Tentative Opening: January 2024**

**Grand Opening: TBD**

## **Construction Update:**

- Estimated build-out costs received from General Contractor
- Finalizing negotiations to begin construction

## **FISCAL IMPACT:**

- Monthly Rent - \$61,690
- TI allowance – \$1,910,400
- VRS will contribute to overall cost of build-out and future rent
- Rent Escalation to be determined upon execution not to exceed 5%

## **Estimated Timeline:**

- Begin Construction: Fall 2023
- Move-In: Late 2023



11711 IH 35





**Questions**

## MEMORANDUM

**To:** Strategic Committee

**From:** Adrian Lopez, CEO

**Presented by:** Adrian Perez, CIO

**Date:** September 29, 2023

**Subject:** Local Plan Progress Update – Rural Partnership Update

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**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. WSA has begun the development of Rural Workforce Councils starting with Community Conversations in each of the 12 surrounding counties with the goal of enhancing and continuously improving rural service delivery in response to concerns raised by the Area Judges and in the interest of addressing these concerns in perpetuity. The development and scope of the Rural/Local Workforce Council reinforces the Sector Based Model defined in the Local Plan.

**Background:** In early 2023, Area Judges concerned with a perceived lack of service and non-responsiveness in the rural areas inquired with the Texas Workforce Commission regarding the division of the Alamo Workforce Development Area to create Urban and Rural Workforce Development Areas.

WSA staff engaged in work sessions with TWC, Contractors, and Partners to develop a recommended course of action to fulfill the six points requested by the Rural Judges through their Liaison. The full response is detailed in the August 23, 2023, Committee of Six memo, Subject: Operational Plan for the Interlocal/Partnership Agreement to Address Rural Judges' Service Delivery Concerns.

Item #3 of the "What the Judges Want" document provided to WSA on May 22, 2023, spoke to reporting and service delivery. WSA outlined the development of the County Allocation and Service Delivery Report (CASD) which will outline performance elements to include outreach partnerships with local partners. It also outlined the intent to enhance local voice of the rural areas through formalization of sustainable partnerships with local partners in each county through Local/Rural Workforce Councils. To establish these partnerships WSA is developing Local/Rural Workforce Councils made up of local non-profit, Chamber and Economic Development, and childcare-related partnerships.

**Analysis:** The objective of a successful Local/Rural Workforce Council is to establish a locally driven, sustainable, and contractor supported County Outreach and Action Plan development process that produces and tracks information for reporting to the Area Judges through the CASD.

**Meeting #1 (Complete):** Key messages include how WSA seeks to come alongside existing work being done in each county. WSA focused on Adult Job Seeker, Youth Job Seeker, Childcare customer and provider, and Businesses as our core audiences. WSA also outlined how partners can integrate through the WSA Academy.

**Meeting #2 (On-Going):** Begin working with specific partners to outline elements of Memorandums of Understanding as a means of formalizing and sustaining partnerships to include points of contact, mission, WSA and Partner responsibilities, continuous improvement discussion channels, data sharing, and date to revisit the MOU.

**Meeting #3 (Planned):** Finalize initial group of MOU's and initial Workforce Council and establish the agenda and cadence for follow-up meetings for each community.

The Community Conversations are the starting point for development of the Rural/Local Workforce Councils that will support consistent strengthening and evolution of County Outreach and Action Plans. This plan will be substantiated through MOU's that will form the basis of the partnerships in support of the Local Plan. *Part 1. Board Vision and Strategies, Section B. Board Strategies of the Local Plan (Page 14 and 15)* calls out the Sector Based Strategy which includes the following section:

***Sector partners should implement data sharing agreements memoranda of understanding to expedite innovation and promote shared accountability.***

- *WSA will execute a MOU and data sharing agreement with each of the sector partners. MOUs and data sharing agreements provide valuable information to WSA and its partners to align education and training programming with target labor market skills and credentials. MOUs will outline long-term expectations for the partnership, and data sharing will inform workforce development planning, curricula, marketing and communications, and evaluation.*

***Sector partnerships should leverage cross-system resources.***

- *In addition to the investment of WIOA funds and resources, WSA has forged strategic partnerships with cross-system organizations including municipal governments and city councils, county commissioners and rural, county judges, early childhood education organizations, housing, food and nutrition supplemental programs, and veterans and juvenile and adult corrections programs. WSA will continue to seek partnerships with other programs that support mental health and substance abuse prevention, child abuse and neglect prevention, healthcare, as other organizations that address social determinants of health and coalitions that address systems and systemic change.*

***Sector partnerships should be guided by intermediary-level governance boards Workforce Solutions Alamo Local Plan 2021-2024***

- *The sector-based model proposed by WSA will be informed by a wide array of key decision-makers with expertise at the executive operational levels. Sector champions will be identified from target industries to form an advisory board intended to inform strategic planning and program development.*

**Fiscal Impact:** WSA has budgeted additional dollars for travel and other items to ensure service delivery in the surrounding 12 Counties.

**Recommendation:** This is an informational item. No action is requested at this time.

**Next Steps:** WSA has completed the first round of Community Conversations and is scheduled to begin the second round on October 4, with Comal and Guadalupe County.

**Attachments:**

Calendar of Upcoming Community Conversations



## Community Conversations: Discussion 2

Join us for the second discussion of our local community conversations on Workforce Development throughout the Alamo Region.

**Comal County**  
**Wednesday, October 4, 2023**  
**9:30 AM – 11:30 AM**  
**New Braunfels Food Bank**  
**1620 S. Seguin Avenue**  
**New Braunfels, TX 78130**  
[Register Here](#)

**Guadalupe County**  
**Wednesday, October 4, 2023**  
**1:30 PM – 3:30 PM**  
**Workforce Solutions Alamo**  
**Seguin Career Center**  
**1411 E. Court Street**  
**Seguin, TX 78155**  
[Register Here](#)

**Gillespie County**  
**Tuesday October 10, 2023**  
**9:30 AM – 11:30 AM**  
**Holy Ghost Lutheran Church**  
**115 E. San Antonio Street**  
**Fredericksburg, TX 78624**  
[Register Here](#)

**Kerr County**  
**Tuesday October 10, 2023**  
**1:30 PM – 3:30 PM**  
**BCFS Health & Human Services**  
**1127 E. Main Street Suite 106**  
**Kerrville, TX 78028**  
[Register Here](#)

**McMullen County**  
**Thursday, October 19, 2023**  
**9:30 AM – 11:30 AM**  
**McMullen County Emergency**  
**Services building: 306 Live Oak.**  
**Tilden, TX 78072**  
[Register Here](#)

**Atascosa County**  
**Thursday, October 19, 2023**  
**1:30 PM – 3:30 PM**  
**Pleasanton Civic Center**  
**115 N. Main Street**  
**Pleasanton, TX 78064**  
[Register Here](#)

**Bandera County**  
**Tuesday, October 24, 2023**  
**9:30 AM – 11:30 AM**  
**Bandera County Public Library**  
**515 Main Street**  
**Bandera, TX 78003**  
[Register Here](#)

**Kendall County**  
**Tuesday, October 24, 2023**  
**1:30 PM - 3:30 PM**  
**Patrick Heath Public Library**  
**451 N. Main Street**  
**Boerne, TX 78006**  
[Register Here](#)

**Medina County**  
**Tuesday, October 31, 2023**  
**9:30 AM - 11:30 AM**  
**Workforce Solutions Alamo**  
**Hondo Career Center**  
**402 Carter Street**  
**Hondo, TX 78861**  
[Register Here](#)

**Frio County**  
**Tuesday, October 31, 2023**  
**1:30 PM - 3:30 PM**  
**Frio County Conference Room**  
**410 S. Pecan**  
**Pearsall, TX 78061**  
[Register Here](#)

**Wilson County**  
**Wednesday, November 8, 2023**  
**9:30 AM - 11:30 AM**  
**Workforce Solutions Alamo**  
**Floresville Event Center, 600**  
**SH 97 W.: Hall 1 Floresville, TX**  
**78114**  
[Register Here](#)

**Karnes County**  
**Wednesday, November 8, 2023**  
**1:30 PM - 3:30 PM**  
**Karnes County Courthouse**  
**101 N. Panna Maria Avenue**  
**Karnes City, TX 78118**  
[Register Here](#)

[www.workforcesolutionsalamo.org](http://www.workforcesolutionsalamo.org)

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# **Workforce Solutions Alamo**

## **Local Plan Update**

## **Rural Partnership Update**

## **September 29, 2023**



# Summary

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- In response to concerns raised by the Area Judges in early 2023 and in the interest of addressing the concerns in perpetuity, WSA developed a series of recommendations alongside Partner Staff and Contractors presented to Cof6 in August.
- Recommendations included establishment of County Workforce Councils to address how performance would be planned, delivered and reported through a sustainable and continuously improving model.
- The initial work of Community Conversations as a precursor to the creation of County Workforce Councils has begun and reinforces the Local Plan and the implementation of Sector Based Strategy.



# Background

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- In early 2023 Area Judges requested guidance from TWC regarding bifurcation of Workforce Development Area into Urban and Rural citing consistent issues with the Partnership.
- WSA staff presented the final recommendations to the Committee of Six in August in response to the six points established by the *What the Judges Want* document provided on May 22, 2023.
- Point 3 of 6 included reporting on expenditures and number served and reporting on variances.
  - Development of County Workforce Councils to ensure that a strong partnership developed and grown in each county
  - Local input and leadership in a model to develop local Outreach and Action Plans



# Community Conversations: The Power of Partnerships



# Community Conversations

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## **Meeting #1 (Complete): Introduction and Overview**

Key messages include:

- How WSA seeks to come alongside existing work being done in each county.
- WSA focused on Adult Job Seeker, Youth Job Seeker, Childcare customer and provider, and industry as our core audiences.
- WSA also outlined how partners can integrate through the WSA Academy.

## **Meeting #2 (On-Going): Partner Identification and MOU Points**

- Begin working with specific partners to outline elements of Memorandums of Understanding (MOU) as a means of formalizing and sustaining partnerships.

## **Meeting #3 (Planned): Finalization and Cadence**

- Finalize initial group of MOU's and initial Workforce Council and establish the agenda and cadence for follow-up meetings for each community.



# Local Plan

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The Community Conversations are the starting point for development of the Rural/Local Workforce Councils that will support consistent strengthening and evolution of County Outreach and Action Plans.

County Outreach and Action Plans will be substantiated through MOU's that will form the basis of the partnerships in support of the Local Plan.

*Part 1. Board Vision and Strategies, Section B. Board Strategies of the Local Plan (Page 14 and 15)* calls out the Sector Based Strategy which includes the following section:

- ***Sector partners should implement data sharing agreements memoranda of understanding to expedite innovation and promote shared accountability.***
- ***Sector partnerships should leverage cross-system resources.***
- ***Sector partnerships should be guided by intermediary-level governance boards Workforce Solutions Alamo Local Plan 2021-2024.***



# Next Steps

WSA has completed the first round of Community Conversations

Scheduled to begin Meeting #2 on, Wed., October 4, with Comal and Guadalupe County.

Upcoming Meeting #3 Planned



## Community Conversations: Discussion 2

Join us for the second discussion of our local community conversations on Workforce Development throughout the Alamo Region.

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New Braunfels Food Bank  
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**Kerr County**  
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Services building: 306 Live Oak.  
Tilden, TX 78072  
[Register Here](#)

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Thursday, October 19, 2023  
1:30 PM – 3:30 PM  
Pleasanton Civic Center  
115 N. Main Street  
Pleasanton, TX 78064  
[Register Here](#)



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# Questions





## MEMORANDUM

**To:** Strategic Committee

**From:** Adrian Lopez, CEO

**Presented by:** Adrian Perez, CIO

**Date:** September 29, 2023

**Subject:** Sector-Based Model Update – Sector-Based Score Cards and Strategic Partnership Manager 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 July unemployment rate for the eight-county San Antonio-New Braunfels metropolitan statistical area (MSA) is 4.2 percent, higher than the 3.8 rate in June. Since July of 2022, the MSA unemployment rate increased .4 percentage points from a rate of 3.8 percent. The July 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 4.5 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 an IT/Cyber Security Collaborative on September 13, 2023, 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 553 people has attended Academy sessions, and the goal for the calendar year is 500 Academy participants. Of those, 320 have completed all sessions and graduated. WSA hosted 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 and promoting the opportunity during the community conversations.

**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.








# Sector-Based Score Cards

Rebecca Espino Balencia  
Director of Ready to Work







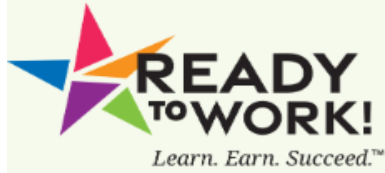
# Adult Industry Sector Scorecard BCY23

Industry Sector Scorecard - Standard Programs - BCY23									
Industry	Enrolled	Active	Completions	Successful Completions	Success Rate	Successful Credential	Credential Rate	Successful Employment	Employment Rate
 Healthcare	100	35	65	44	68%	24	37%	31	70%
 Other	21	11	10	7	70%	2	20%	5	71%
 Information Tech	49	11	38	38	100%	8	21%	12	32%
 Construction & Trades	70	6	64	52	81%	45	70%	38	73%
 Manufacturing	2	0	2	2	100%	0	0%	1	50%
<b>Grand Total</b>	<b>242</b>	<b>63</b>	<b>179</b>	<b>143</b>	<b>80%</b>	<b>79</b>	<b>44%</b>	<b>87</b>	<b>61%</b>

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 ---- Timeframe: 10/1/2022 – 08/30/2023

# Youth Industry Sector Scorecard BCY23

Industry Sector Scorecard BCY23									
Industry	Enrolled	Active	Completions	Successful Completions	Success Rate	Successful Credential	Credential Rate	Placement	
<b>Healthcare</b>		19	18	1	1	100%	1	100%	1
<b>Transportation</b>		3	0	3	3	100%	3	100%	3
<b>Information Tech</b>		3	2	1	1	100%	1	100%	1
<b>Construction &amp; Trades</b>		9	9	0	0	0	0	0	0
<b>Grand Total</b>	34	29	5	5	100%	5	100%	5	



# Applicants Interviewed: 3,401



This page displays data about Ready to Work (RTW) applicants that have completed intake and assessment interviews.

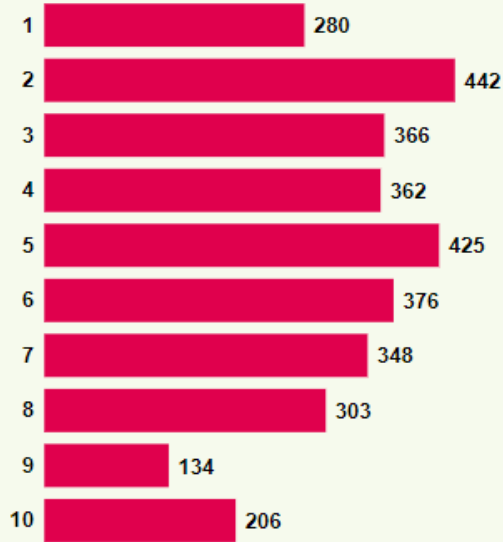
The City has contracted with four partner agencies to interview RTW applicants to assess eligibility and potential barriers: Workforce Solutions Alamo, Alamo Colleges District, Project QUEST, and Restore Education. Workforce Solutions Alamo manages a consortium of seven subcontractors to assist, including Avance, C2Global, Chrysalis Ministries, Family Service Association, SA Food Bank, Texas A&M San Antonio, and YWCA.

[Program Overview](#)
[Applicants Interviewed](#)
[Enrolled in Training](#)
[Placed in Quality Job](#)

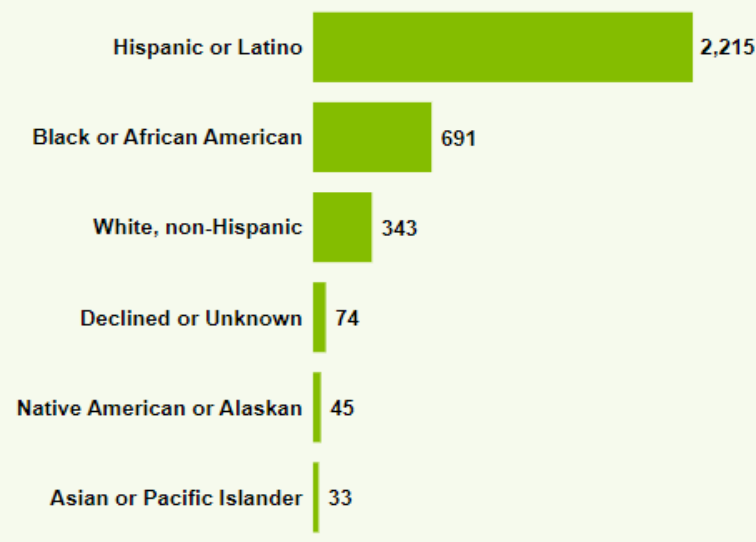
**Filter data**  
Press Ctrl to select multiple values [Clear all filters](#)

**City Council District**: All  
**Partner Agency**: Workforce Solutions Alamo  
**Race & Ethnicity**: All  
**Eligibility Status**: All  
**Gender**: All  
**Age Range**: 17 - 84

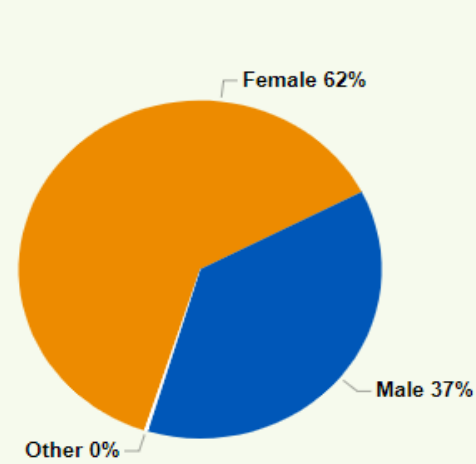
City Council District



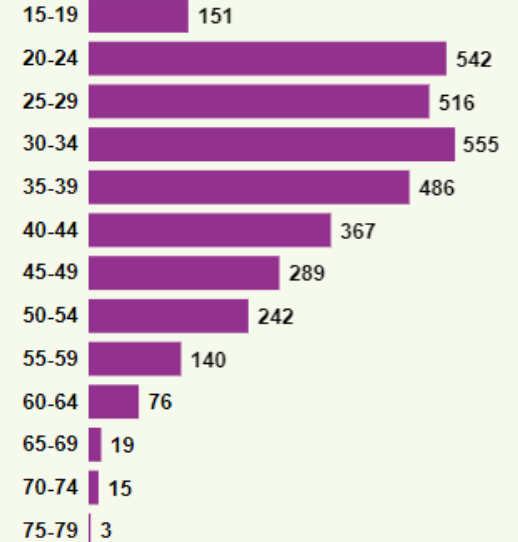
Race & Ethnicity



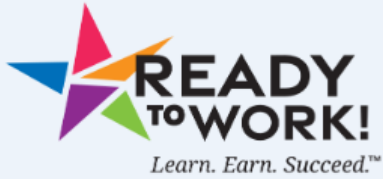
Gender



Age



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 9/13/2023 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](mailto:RTWHelp@sanantonio.gov) with any questions or comments.



# Enrolled in Training: 1,830



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

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

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

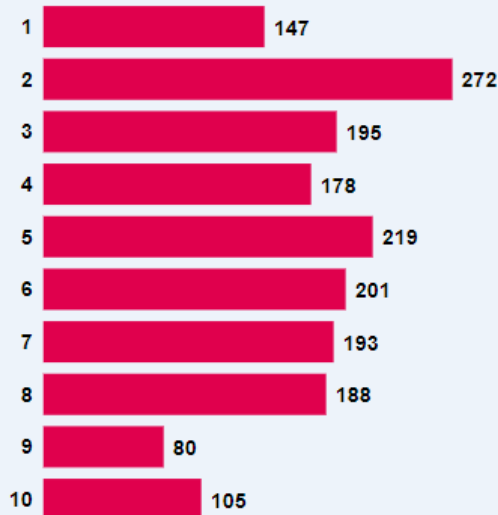
Program Overview
Applicants Interviewed
Enrolled in Training
Placed in Quality Job

**Filter data** Clear all filters

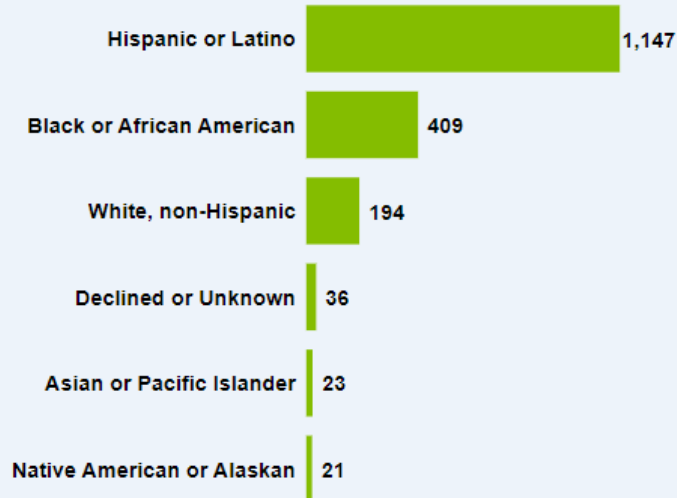
Press Ctrl to select multiple values

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

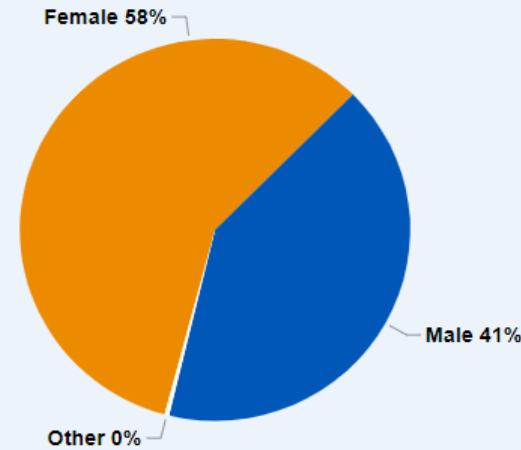
City Council District



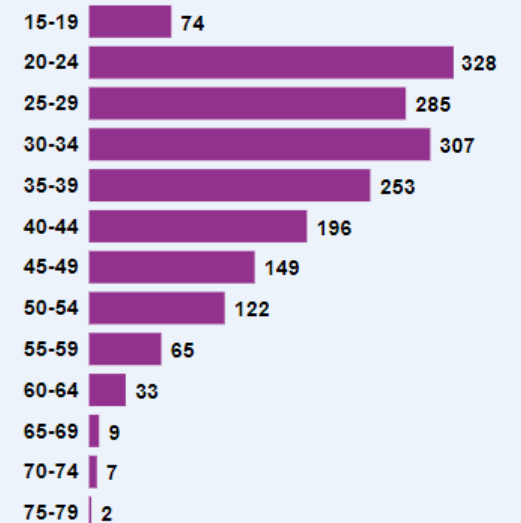
Race & Ethnicity



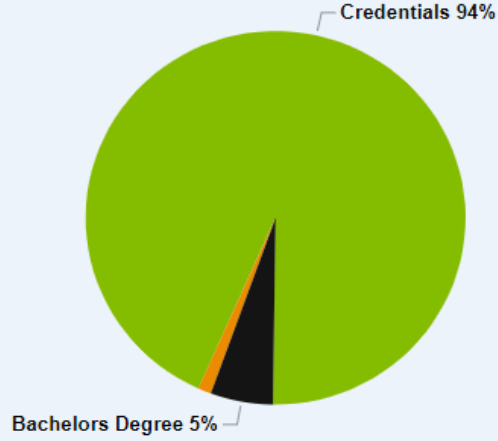
Gender



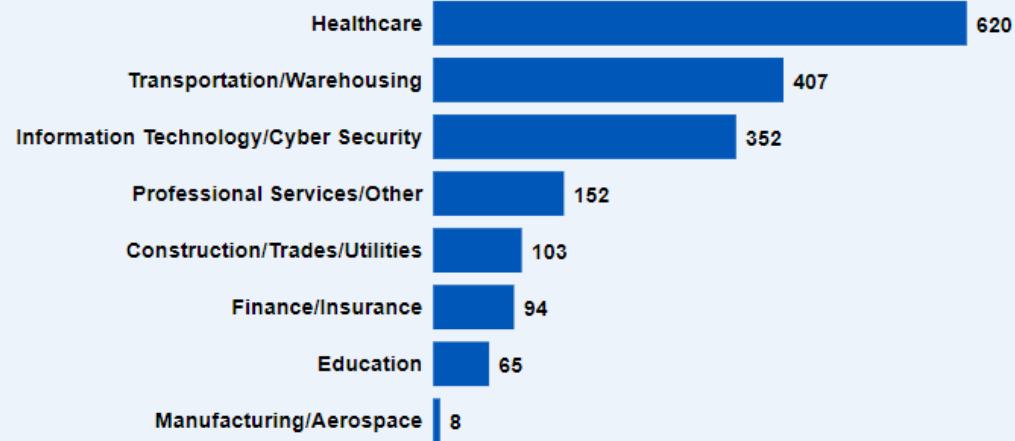
Age



### Type of Credential



### Enrollment by Target Industry

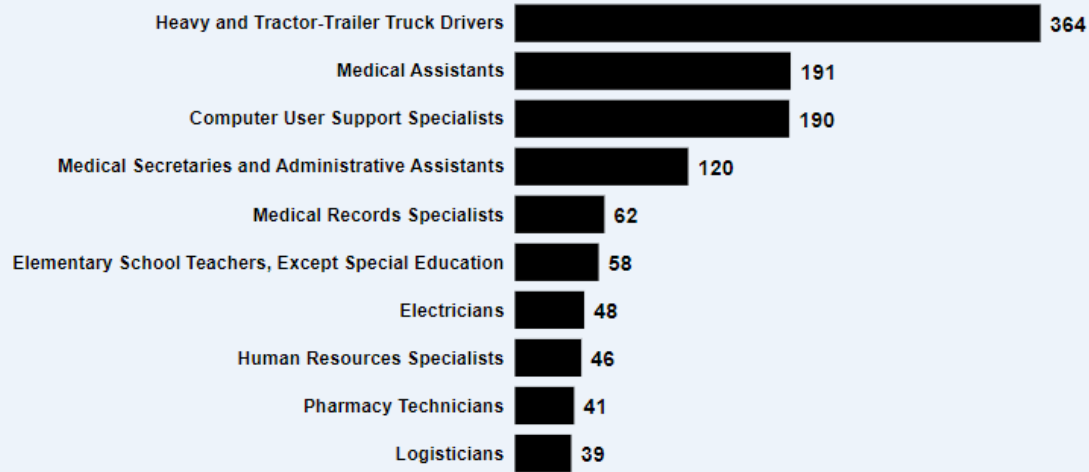


Successfully Completed Training  
**214**

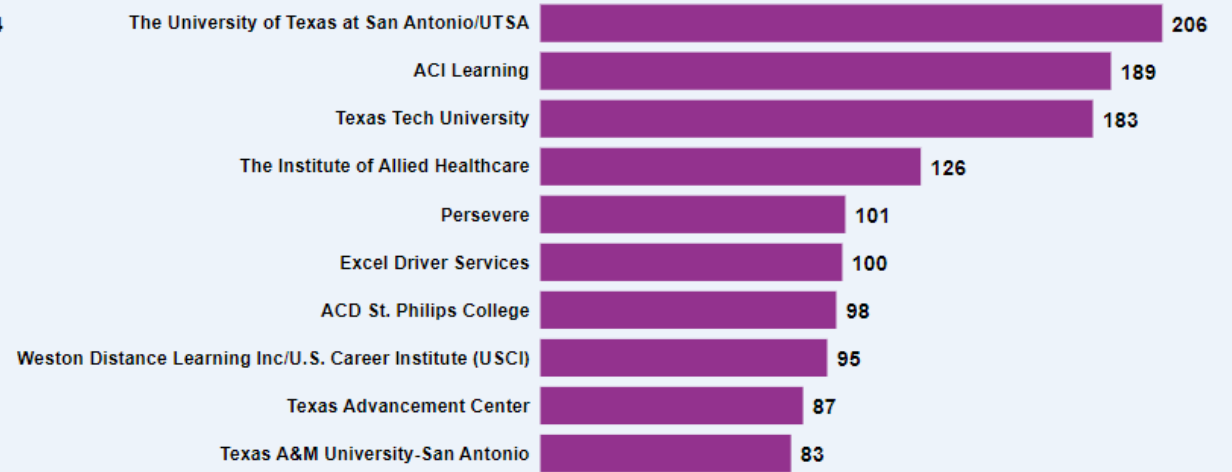
Training Retention Rate  
**93%**

Successful Training Completion Rate  
**61%**

### Top 10 Training Occupations by Enrollment

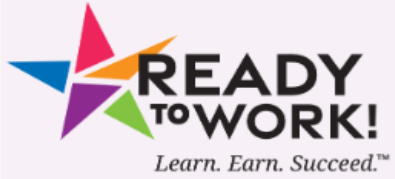


### Top 10 Training Providers by Enrollment



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# Placed in Quality Jobs: 99



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.

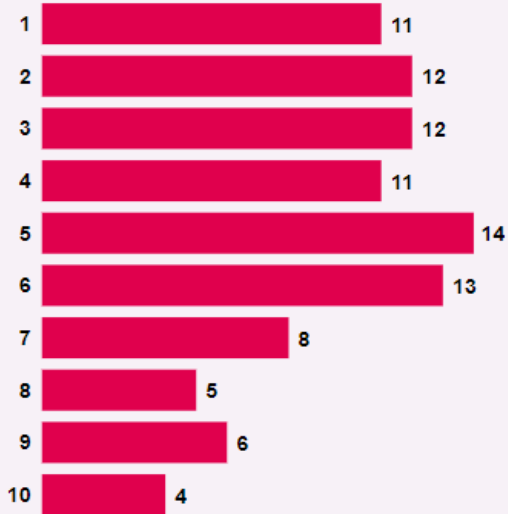
RTW coaches assist participants with interview skills, resume preparation and online profiles. Employers share critical needs, engage in employer roundtables and collaboratives to enhance training pipelines, offer work-based learning opportunities like internships and apprenticeships, and hire RTW participants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

Program Overview
Applicants Interviewed
Enrolled in Training
Placed in Quality Job

**Filter data**  
Press Ctrl to select multiple values Clear all filters

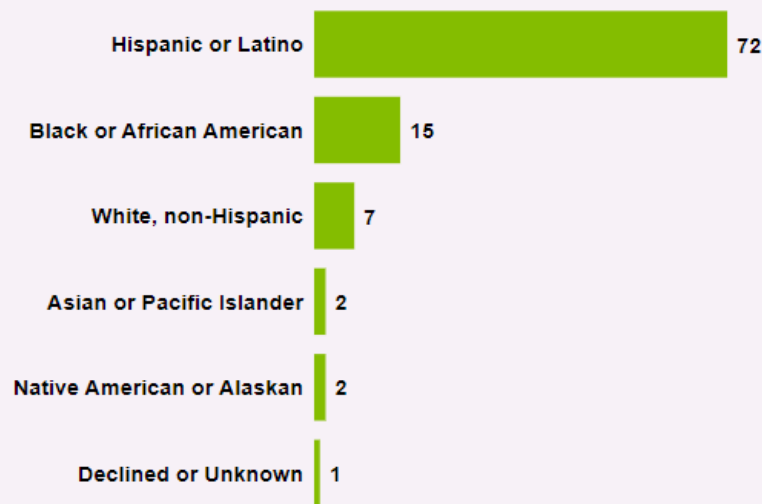
<b>City Council District</b>	<b>Partner Agency</b>
All <input type="text"/>	Workforce Solutions Alamo <input type="text"/>
<b>Race &amp; Ethnicity</b>	<b>Industry</b>
All <input type="text"/>	All <input type="text"/>
<b>Gender</b>	<b>Age Range</b>
All <input type="text"/>	<input type="text" value="17"/>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

City Council District

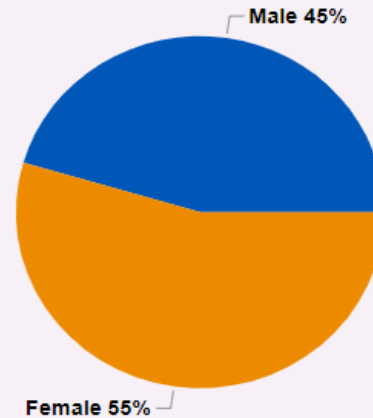


Top Employers of RTW Graduates by Number of Hires

Race & Ethnicity

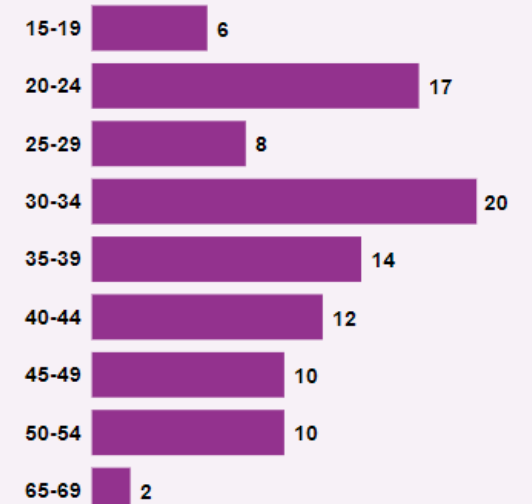


Gender



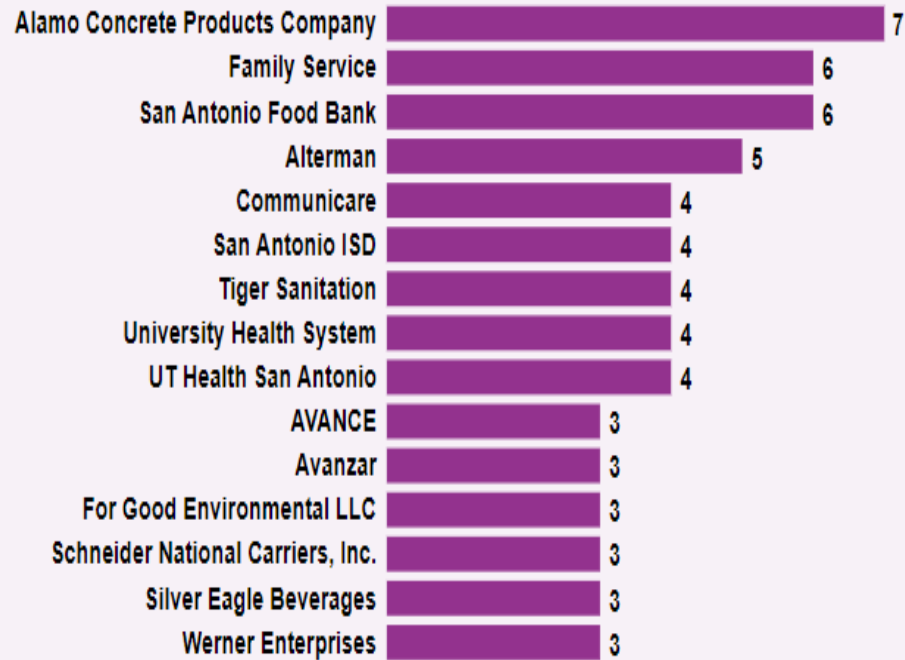
Top Occupations Hired

Age

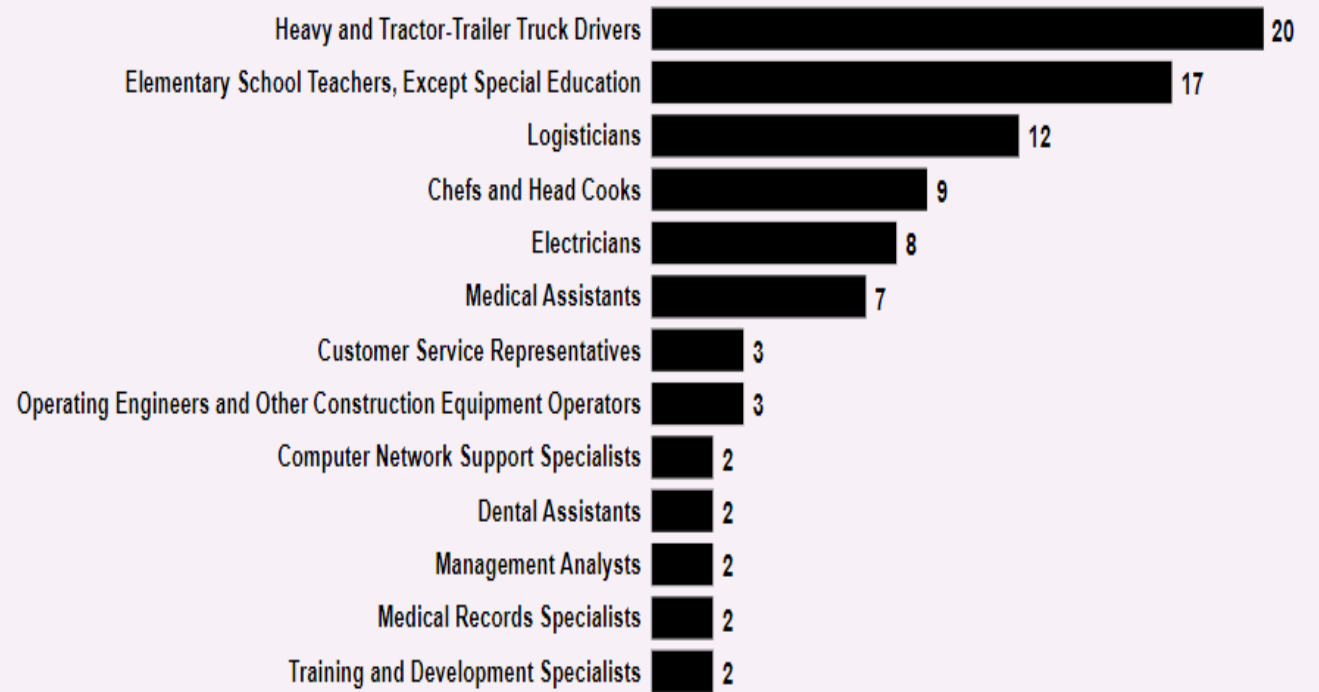


## Top Employers of RTW Graduates by Number of Hires

*Not responsive to data filters*



## Top Occupations Hired



Employers Hiring RTW Graduates

**71**

Median Hourly Wage in New Job

**\$17.10**

Median Hourly Wage Increase from Intake

**\$16.00**

Median Annual Salary in New Job

**\$35,568**

Median Individual Income at Intake





**\$9,732**

% Placed in Quality Job within 6 months

**71%**

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# Overall Impact

Industry Sector Scorecard						
Industry	Enrolled	Successful Completions	Placement	Employment Rate		
<b>Healthcare</b> 	739		43			
<b>Transportation/Warehousing</b> 	410		35			
<b>Information Tech</b> 	404		15			
<b>Construction &amp; Trades</b> 	182		30			
Other:	337		68			
<b>Grand Total</b>	<b>2072</b>		<b>362</b>		<b>191</b>	<b>52.76%</b>

\*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- August 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- August 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	NA	3	1	1	0	0	1	22
	Manufacturing	5	NA	66	5	5	3	175	5	
	Healthcare	12	NA	35	10	12	4	65	12	
	IT/Cybersecurity	3	NA	9	3	0	3	65	3	
	Construction	3	NA	20	3	3	4	175	3	
	Oil & Gas/Warehousing & Transportation	1	NA	1	10	1	2	175	1	
	Education	4	NA	6	43	4	3	60	4	
	Other	19	NA	100	55	19	4	175	19	
Rural	Aerospace	0	NA	0	0	0	0	0	0	15
	Manufacturing	6	NA	11	2	6	2	180	6	
	Healthcare	25	NA	55	12	25	2	180	25	
	IT/Cybersecurity	3	NA	6	1	3	2	180	3	
	Construction	4	NA	10	2	4	2	185	4	
	Oil & Gas/Warehousing & Transportation	7	NA	20	0	7	2	185	7	
	Education	8	NA	25	25	8	2	180	8	
	Other	33	NA	82	46	33	3	185	33	

# Total Impact Within Urban and Rural

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	254	6	10	1363	8	4705
	Manufacturing	241	2228	3125	8580	38	28	2808	86	
	Healthcare	321	4037	4974	13736	107	228	2608	143	
	IT/Cybersecurity	53	941	1472	3196	21	21	2381	32	
	Construction	188	1228	3528	4327	32	23	2707	39	
	Oil & Gas/Warehousing & Transportation	130	1291	3934	5296	62	24	2669	24	
	Education	66	721	934	2672	30	23	2512	74	
	Other	1379	14466	21516	54924		29	3592	355	
	Grand Total	2414	25089	39888	92985	296	386	19440	761	

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



# Strategic Partnerships

Caroline Goddard, MPA

Strategic Community Partnerships Manager/ Equal Opportunity Officer



# Partnerships In the Works

Bexar County  
Veterans

100 Black Men

CPS Energy

Guadalupe  
Valley Family  
Violence Center

Rural Libraries

AEL  
Consortium

New Braunfels:  
Steps for Life

Health  
Collaborative

Calvary

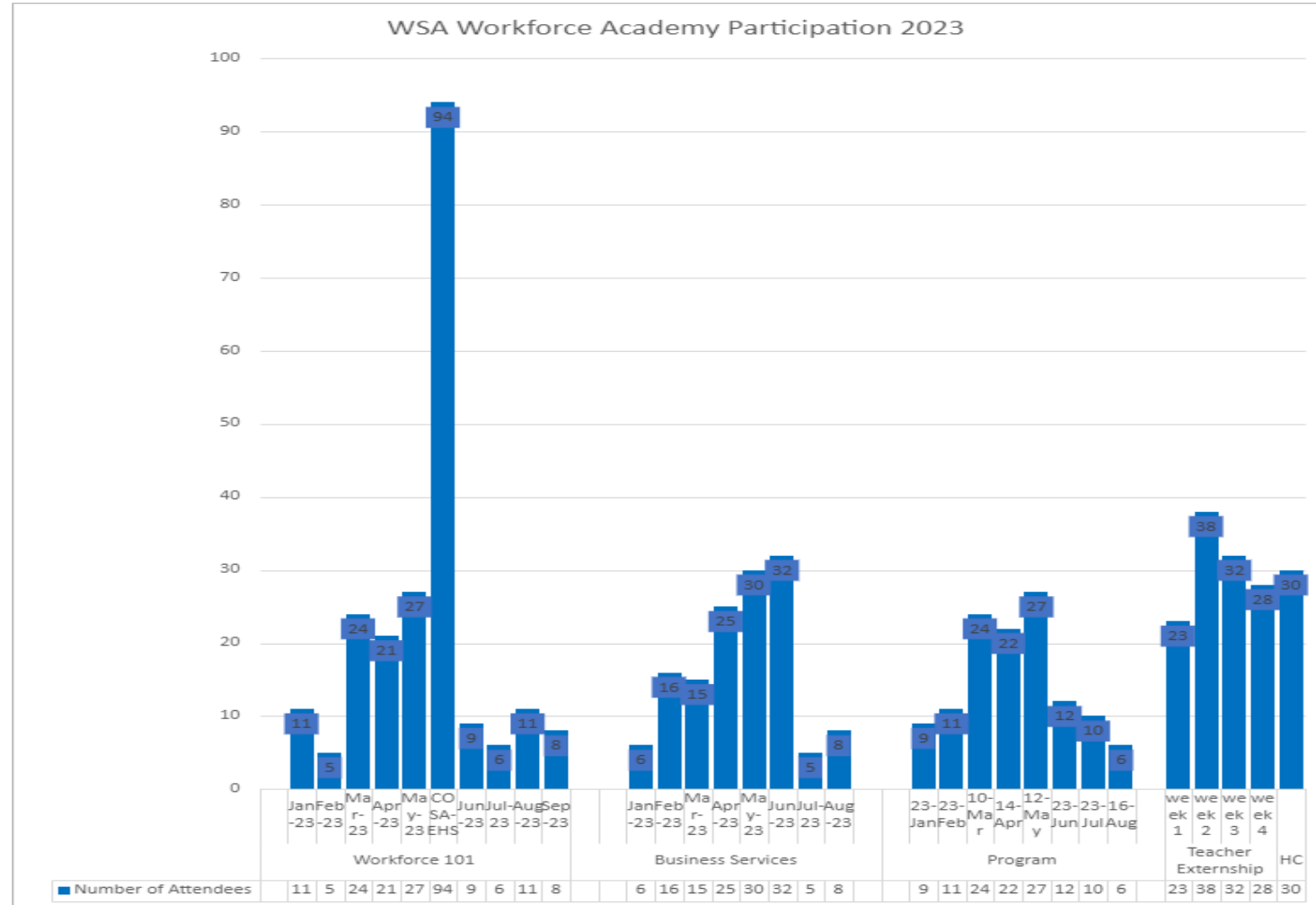


# Letters of Support

- **Dalkia Energy Solutions:** Through this partnership we will be able to offer career progression and economic mobility for Ready to Work clients.
- **Toyotetsu Texas:** WSA is supporting TTTX for the 2023 Lex Frieden Large Employer Award through the Texas Governor's Committee on People with Disabilities.
- **The University of Texas at San Antonio (UTSA):** UTSA is proposing to establish a Tech Hub in Advanced Air Mobility to further enhance the organizations mission and vision and build partnerships in an exciting and cutting-edge industry.
- **Del Mar College:** Submitted an application for new Apprenticeship Programs to create opportunities to train carpenters, plumbers, masons and electricians.
- **Restore Education:** Applying for the Pilot Phase of the Aspen Institute Opportunity Youth Forum & TX Network Innovation Fund grant to connect more youth with educational pathways in the Alamo region.

# Workforce Academy

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



553 participants/ 500 goal for the year (320 - 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.

- Fellows have been assigned teams and will be conducting research and interviews that align with their topics:

- **Education & Training for Employers**

(Yousef, Ashley, Chris, Caroline, Sandra, Kat)

- **Partnerships**

(Richard, Kelli, Natasha, Mike, Lakeshia)

- **Strategic Navigation: Ecosystem Mapping**

(Angelica, Sonia, Nina, Robert S., Manny, Steve)

- **Measures & Outcomes**

(Robert R., Deborah C., Deborah S., Adrianna, Janie)



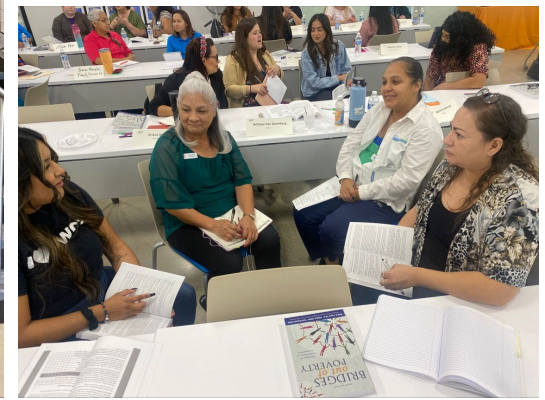
# WLA: Sector Tours

In addition to the curriculum that Aspen has provided us we are educating the Fellows on our sector-based model and our local plan. As part of that we are offering tours/ meetings with some of our industry leaders. Fellows had the opportunity to participate in a tour at Southwest Research Institute.



# WLA: Bridges Out of Poverty

Fellows from WSA, Strategic Links, Family Service Association, YWCA, United Way, and Haven for Hope partnered to host a Bridges Out of Poverty training for our staff. This training is designed to equip individuals with a deeper understanding of poverty and what it is like for those facing it. As they gained empathy and a better understanding of the challenges faced by people in poverty, they are able to build relationships with those living in poverty and create opportunities for their success.



# 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

# Community Conversations: The Power of Partnerships

We believe that community engagement and collaboration are crucial in creating effective solutions to address the economic and workforce needs of our region. Over 3 meetings our conversations will augment our strategic plan's goals and improve on-going communication to maximizing the services that WSA offers to:

- 1.) Help residents who need assistance to secure jobs or necessary skills to land a career path
- 2.) Help employers find workers for today and tomorrow's needs
- 3.) Help make your local community more competitive for State and Federal grants or other resources





# Partnership Highlight

Natasha Richardson, MPH, MA, LPC  
Strategic Partnership Manager





# General Partnerships

- Our Mission:
  - To surround students with a community of support, empowering them to stay in school and achieve in life.
- How we do our work:
  - We are directly inside schools throughout Bexar County and surrounding areas, Communities In Schools of San Antonio connects children and their families to basic and critical educational and community-based resources tailored to each student's specific needs.
- Our partnership has assisted us in providing post-secondary support to our students and families and has been developing more over the previous years in a variety of ways.

# Examples of Partnership Initiatives

## Family Engagement Events:

- Setting up tabling at events
- Presenting information at parent meetings or cafecitos
- Job Fairs

## Student Initiatives

- Tabling at events
- School-wide presentations
- HTC event
- Career Days
- Job Fairs/CCMR fairs

## Ambassador Program/Training:

- Ensuring that our staff utilize WSA as a leading resource in career exploration
- # CIS-SA staff trained





## Strengths:

- Several different programs that apply to different student needs.
- Communication about upcoming events
- Job Placements
- Quarterly Internship Meetings

## Challenges:

- Timelines of Event

# CIS: Community Engagement

We were honored to support CIS' Stuff The Bus school supply drive.



A row of blue school lockers with the text "Thank you" overlaid in the center.

# Thank you

In schools to help kids stay in school.