



STRATEGIC COMMITTEE

Workforce Solutions Alamo
100 N Santa Rosa Ave
San Antonio, TX 78207
November 17, 2020
9:00 AM

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

Citizens may appear before the Committee to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Linda G. Martinez at (210) 581-1093.

To protect the health of the public and limit the potential spread of COVID 19 as directed by Governor of Texas, Bexar County and City of San Antonio, WSA will hold this meeting via videoconferencing. The meeting will be held in compliance with the suspended provisions of the Texas Open Meetings Act. For those members of the public that would like to participate, please call toll-free 1-877-858-6860, which will provide two-way communications through a speaker phone. For additional information, please call Linda G. Martinez, (210) 581-1093.

I. CALL TO ORDER AND DETERMINE QUORUM

Presenter: Chair Eric Cooper

II. ROLL CALL

Presenter: Chair Eric Cooper

III. PUBLIC COMMENT

Presenter: Chair Eric Cooper

IV. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Chair Eric Cooper

V. LOCAL PLAN DISCUSSION AND POSSIBLE ACTION

Presenter: Adrian Lopez, CEO and Dr. Andrea Guajardo, CIO

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VI. PROCUREMENT UPDATE DISCUSSION AND POSSIBLE ACTION

Presenter: LaVonia Horne-Williams, Procurement Director

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a. Floresville Location

VII. CEO REPORT

Presenter: Adrian Lopez, CEO

VIII. CHAIR REPORT

Presenter: Eric Cooper, Chair

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

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

X. ADJOURNMENT

Presenter: Chair Eric Cooper

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, WSA CEO

Presented by: Dr. Andrea Guerrero-Guajardo, Chief Information Officer

Date: November 17, 2020

Subject: Local Plan Update

Summary: This item is to provide an update on the development of the local plan and strategies for the creation of a systems approach to serving jobseekers and employers.

Analysis:

- 1) Workforce Solutions Alamo has convened an internal working group focused on the creation of the 2021-2024 Local Plan. The first draft
- 2) Workforce Solutions Alamo has established domains to be addressed in the Local Plan and begun the development of a mixed-methods, iterative action-research methodology to assess economic and workforce priorities among stakeholders from each of the counties in the Alamo region.
 - a) Methodology:
 - i) Quantitative data analysis to define the scope of the Sector-based Partnership Model for workforce development in the WSA 13 county region. Participants in the model include institutions of higher education, adult basic education, K-12, economic development organizations, human services organizations as well as private industry and their associated supply chains and infrastructure.
 - ii) Qualitative data collection in the form of survey tools and focus groups from among stakeholder groups in each county in the WSA 13-county service area.

Next Steps:

Next steps: Ongoing evaluation updates of historical data for programs and initiatives for the 2021-2024 Local Plan; implementation of survey to solicit feedback from rural counties i.e. county commissioners followed by a snowball sample to garner additional local wisdom. Strategic Planning Committee of the Board will review the strategic framework and core principles for growth.

Local Plan Update

Andrea Guerrero-Guajardo, PhD,MPH

CIO

11/17/20



Local Plan 2021-2024

- The Workforce Innovation and Opportunity Act (WIOA) requires Local Workforce Development Boards to develop a comprehensive four-year plan (Local Plan). The plan is required to be modified every two-years
- The Local Plan has been developed in accordance with guidelines issued by Texas Workforce Commission (TWC)
- Public comment period with three public hearings TBD January 2021
- The plan shall be approved by the WSA Board and the Committee of Six (2/21) and its respective bodies (City of SA, Bexar County, Rural Judges), and is due to TWC on or before March 1, 2021.



TWC Goals Strategic Plan 2021-2025

1. Support a Workforce System that allows employers and workers to achieve and sustain economic prosperity
2. Promote employers' access to the talent and abilities of individuals with a disability. Accommodate such workers in the workplace and assist with maintaining and advancing their careers successfully
3. Prepare individuals for employment by supporting education and training that equips individuals with in-demand skills as identified by employers
4. Accelerate employment pathways for veterans, service members and their spouses as they transition to civilian occupations in Texas
5. Fostering systems that enhance early education, support strong families, advance the growth of the at-risk workforce to accelerate their employment opportunities, and help support personal and family stability



Local Wisdom/Community Engagement



Internal SWOT Analysis

- Conducted by WSA leadership and key program staff and stakeholders
- Results of this analysis used to inform creation of survey domains for external customers, partners, and other stakeholders
- Emphasis on transformation and service delivery

Strengths	Weaknesses
Mobility, flexibility, ability to pivot quickly re: pandemic	Organizational history; past litigation
Successful model (one-stop)	Establishing norms; lack of institutional knowledge
Current performance (only large board meeting 100% of metrics)	Redundant oversight
Low risk auditee based on consistent reporting, lack of findings	Outdated/obsolete infrastructure; systems, processes
Staff transformation and dedicated staff to business critical areas of focus	Standardized measures of success; eliminating status quo processes
Proprietary data (TWC systems and resources)	Identifying opportunities for greater accountability
Reliable funding resources, sustainability	
New construction and operation of service centers	
Opportunities	Threats
Creating efficiencies in reporting structure to stakeholders; combined briefings	Pandemic uncertainty
Greatest resource is time per Angela	Legislative changes could lead to funding uncertainty
Automation of data collection, reporting	Political landscape
Culture change toward SM Expertise	Cyber attack
New investments: CARES, 1/8 cent sales tax	Overextending human capital
Increased visibility for successful outcomes/impact; economic case study	Negative PR
Partnerships: academia, target-sectors	General legal liability
Continued development of the workforce ecosystem	
Focus on cyber disaster response and recovery/network infrastructure	
Creating champions for excellence	



Partner Survey Implementation

Partner Category	Audience
Elected Officials	Area Judges, County Commissioners, Suburban City Officials, City Councils
Employer	Sector-Based Industry/Employer Clusters
Education	Higher Ed, PreK, Middle and Secondary, Vocational, Incl SDOH
Labor	Associations and Consortiums
Community-Based/Social Services	Nonprofits
Community Voice/Job Seeker	Individuals (job seekers, UI claimants, training participants, childcare recipients)



Survey Topics

- **Childcare/Early Childhood**
 - Rising Star
 - Pre-K for SA
 - Headstart
 - Pre-K Texas
- **Youth**
 - Internships
 - Work Experience
 - After School Programs
 - Career Pathways
- **Adults**
 - Adult Education
 - Upskilling
 - Placement
 - Advancement
 - Increase Earnings
 - Targeted Occupations
- **Businesses**
 - Target vs. all
 - Special Programs
- **Communities**
 - Local economic goals and industries
 - Unique challenges
 - Expand access and services through technology
- **Special Populations**
 - Vocational Rehabilitation
 - Formerly Incarcerated
 - Opportunity Youth
 - Persons Experiencing Homelessness



WSA Strategic Vision

Local Plan 2017-2020

Key Goal. A shared prosperity through inclusive growth.

Strategy Framework. Target and develop initiatives based on key principles of inclusive growth to:

- 1) Address the global scale and technological complexity of an advanced economy, and
- 2) Promote the socio-economic prosperity of children, workers, and communities so they may meet their productive potential.

Core Principles. Core principles of inclusive growth.

A. Growth from Within

1. Prioritize industries, occupations, and firms that:
 - a. Drive local competitive advantage, innovation, productivity, and wage gains, and
 - b. Those that boost export growth and trade with other markets.
2. Deepen industry specializations through regional and sectoral strategies and bring new income and investments.

B. Invest in People and Skills

1. Target student, job-seeker, and worker up-skilling, re-skilling, and life-long learning and employers to improve human capacities that result in meaningful work and wages.
2. Increase capacity to serve priority populations, Veterans, Foster Youth, and individuals with barriers to employment (see Question #7).

C. Support Place-based Strategies

1. Connect local communities to regional jobs, resources, and opportunities.
2. Address blight, gentrification, isolation, segregation, and concentrated poverty.

Primary Objective. Develop/promote workforce development opportunities that lead toward self-sufficiency, including those that support career pathways into mid-skill/mid-wage industries and occupations.

Key Performance Indicators (KPIs). By embracing transparency, accountability, and evaluation, progress and outcomes are measured with a set of KPIs, including TWC-contracted performance measures.



Local Plan of Greater Dallas 2017-2020

- Engage employers within the workforce system to offer business-led programming
- Assist workers and families to bring in a living wage
- Provide educational and skills opportunities to special populations which includes youth, offenders (Dallas LEAP2), and individuals with disabilities (Vocational Rehabilitation)
- Engage disconnected youth to offer career exploration, skills training in demand occupations with the goal of employment or enrollment in post-secondary education
- Build career pathways to organize education and training into career pathways for job seekers to accelerate their advancement while meeting employer needs, and
- Focus on people living in poverty to better their lives through better work.

Local Plan Rural Capital 2017-2020

Employers have access to a skilled workforce

Employers are the public workforce system's primary customer, and working with employers in a meaningful, sustained, productive manner ensures that the workforce system is aligned to the needs of industry. Alignment includes assisting to fill immediate job openings, as well as long-term career pathway planning in order that employers may find locally trained workers to keep their companies growing and competitive.

The workforce has the literacy, workforce readiness, education and occupational skills to obtain and maintain meaningful employment

WFSCA strives to serve as both the agency of choice and the "safety net" for job seekers and workers who face barriers to employment, including youth. By actively collaborating with the educational system, from secondary to post-secondary education, and Community-Based Organizations (CBOs), WFSCA acts on its vision to design a well-connected and effective local workforce delivery service that is, at its core, a career pathway approach to services. This strategy ensures that Opportunity Youth and those otherwise disconnected from traditional education systems and those individuals who face barriers to employment find the most effective and resource-efficient services through the public workforce system.

Job seekers have access to meaningful employment opportunities

WFSCA recognizes that both job seekers and employers endeavor to find a "right fit" in workplaces in order to obtain maximum productivity and satisfaction. Job seekers, especially those from younger generations, report that they desire to have meaningful employment, jobs that they feel contribute to a greater good. WFSCA believes that area employers offer such opportunities, but that job seekers may not always be aware of these occupations or the value that they bring to the companies, community, and global economy. As such, WFSCA has a goal to better inform and raise awareness of the industries and occupations that are in demand and growing. By educating job seekers about the range of opportunities available in our community, we contribute both to meaningful employment for job seekers as well as better-equipped employees for local companies.

Workforce Solutions Capital Area meets or exceeds all performance targets set by its governing body

WFSCA places a high premium on performance measures as accountability for the public resources that it administers. While WFSCA has a strong history of meeting and exceeding mandated performance measures, it employs a system of continuous improvement by allocating staff resources to weekly oversight of performance indicators that may point to possible issues with performance. Additionally, WFSCA monitors its activities through rigorous risk-assessment and sampling to ensure that performance overall is solid and consistent. Understanding that the taxpayers expect transparency and effective use of resources, WFSCA also employs quality assurance activities that continuously seek to improve how information is shared with internal partners, and external stakeholders, often going above and beyond what is mandated by funders.



Local Plan Coastal Bend 2017-2020

Establish & Strengthen Partnerships

- Assess & Leverage Relationships and Identify Gaps
- Cultivate One-on-One Relationships with Strategic Partners and Businesses
- Provide Seamless Information Pipeline between Service Professionals
- Track Key Community Relationships
- Expand Organizational Relationships to Support Initiatives

Effectively/Efficiently Target Rural Area Service

- Ensure Service Delivery
- Actively Communicate Services
- Increase Visibility of Workforce Team in Rural Areas
- Link Board Professional with Service Professionals in Rural Areas

Increase Workforce Solutions Awareness

- Gain Visibility for Workforce Activities
- Educate Key Workforce Audiences on Outreach Tools and Collaterals
- Leverage Resources to Maximize Value

Expand Innovative Services to Business

- Provide High-Quality, Skills-based Training to meet Employer Needs
- Identify Job Seekers Requiring Additional Services and Support to Obtain Employment

Explore New Revenue Opportunities

- Diversify New Income Sources
- Leverage Existing Funding

Improve Internal Efficiencies

- Minimize Organizational Bureaucracy
- Demonstrate Exceptional Quality & Performance System-wide
- Ensure Efficient and Effective Use of Resources
- Strengthen Relationship with Appointed Board

Refine Board Culture

- Increase Awareness of Professional Resources
- Engage Appointed Board of Directors
- Demonstrate Professionalism

Progress Key Checkpoints

- **Draft 1 Complete**
 - Board Vision
 - Strategic Planning Committee review vision and framework on
 - Alignment of resources with core programs and required partners
 - Economic and Workforce Analysis
 - Regional analysis of economic conditions and employment needs, in-demand industry sectors and occupations, target industry sectors and occupations, knowledge and skills, analysis of regional workforce and labor market, WD activities, training, and education
 - Operational Elements
- **Request for Qualifications**
 - Community-Engagement and Data Analysis



Next Steps

- Completion of Draft 2
- Survey Implementation
 - Data Collection
 - Data Analysis
- Public Comment Period
 - January 2021
- Final Stakeholder Approval
 - COSA, Bexar County Commissioners, Co6
 - Jan/Feb2021
- Submit to TWC
 - March 1, 2021





Questions?

LOCAL PLAN DRAFT
11.5.2020

Executive Summary

Under the Workforce Innovation and Opportunity Act (WIOA) §108 (20 Code of Federal Regulations §679.500–580), each Local Workforce Development Board (Board) is required to develop and submit to the state a comprehensive four-year plan (Board Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan. This Board Plan must be developed openly and be available to the public for comment for at least 15 days, but no more than 30 days, particularly to members of the business and educational communities as well as various other labor organizations. Along with submission of the Board Plan to the Texas Workforce Commission (TWC), the Board must submit all public comments of disagreement with the plan to TWC.

At the end of the first two-year period, the appropriate chief elected officials (CEOs) and the Board will review the local plan and prepare and submit modifications to reflect changes in the labor market and economic conditions, factors affecting the implementation of the plan, changes in financing, changes to the structure of the Board, and/or the need to revise strategies to meet local performance goals.

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Part I: Board Vision and Strategies

The strategic elements of the Local Workforce Development Board Planning Guidelines (Guidelines) are as follows:

A. Vision and Goals

(WIOA §108(b)(1)(E); 20 CFR §679.560(a)(5))

Boards must include a description of the Board's strategic vision to support regional economic growth and economic self-sufficiency. The description must include:

- *goals for preparing an educated and skilled workforce, including early education services, and services for youth and individuals with barriers to employment; and*
 - *goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).*
-

Board Response: WSA Board Strategic Vision

The Workforce Solutions Alamo (WSA) Board serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. The Board of Directors represents various sectors among the 13 county Alamo region and reflects the diverse constituencies of the regional community: business, economic development, education, manufacturing, healthcare, community organizations, and government.

The WSA Board strives to manifest its core values of accountability, collaboration, excellence, innovation, and integrity. WSA is committed to promoting regional economic growth, economic self-sufficiency through sector-based workforce system that fully aligns efforts of local partners and communities in the region with State-level strategic efforts with which the Plan is required align.

The Board works in partnership with the local Chief Elected Officials (CEOs), which include the Mayor of the City of San Antonio and the County Judges from Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson counties. Together, the Board and the CEOs provide leadership and insight about the needs of the workforce system in the Alamo region, especially as it relates to the unique needs of urban and rural areas.

WSA Board vision provides the inspiration to execute an integrated community workforce network in the nation. The WSA Board and its regional partners recognize the collaborative process as a powerful means to collectively achieve economic growth that enables the workforce occupational demand to increase, thus providing the opportunity for more job seekers to reach self-sufficiency. WSA and its regional workforce partners have a history of collaborative planning and have aligned strategic initiatives with targeted industry sectors and demand occupations. The Strategic Goals outlined below identify the key areas of focus for the duration

of this Plan. Subsequent sections describe the Strategies and Actions to achieve the outlined broader goals of the workforce system.

As required, WSA strategies align with the TWC's System Strategic Plan goals outlined in the:

- The Texas Workforce System Strategic Plan FY 2016–FY 2023
<https://gov.texas.gov/uploads/files/organization/twic/System-Strategic-Plan-Update.pdf>
- The Texas Workforce Commission 2021–2025 Strategic Plan
<https://www.twc.texas.gov/files/twc/strategic-plan-fiscal-years-2021-to-2025-twc.pdf>
- WIOA Combined State Plan Program Years 2020–2023
<https://www.twc.texas.gov/files/partners/wioa-combined-state-plan-twc.pdf>
- Strategic Plan for Adult Education and Literacy for the Fiscal Year of 2015–2020
<http://www.twc.state.tx.us/files/twc/twc-strategic-plan-adult-education-literacy-fy2015-2020.pdf>
- Texas Early Learning Strategic Plan, 2020–2025
<https://www.twc.texas.gov/files/partners/texas-early-learning-needs-assessment-twc.pdf>

Workforce Solutions Alamo is defined by a commitment to supporting the regional economic growth and economic self-sufficiency and acknowledging the unique needs of urban and rural areas of the 13-county region.

Key Goal: A shared prosperity through inclusive growth

Strategic Framework: Target and develop initiatives based on key principles of inclusive growth to:

- Address the global scale and technological complexity of of an advanced economy, and
- Promote the socio-economic prosperity of children, workers, and communities so they may meet their productive potential.

Core Principles of Inclusive Growth

- Growth from within and prioritize industries, occupations, and firms that:
 1. Drive local competitive advantage, innovation, productivity, and wage gains
 2. Prioritize industry specializations through sector-based strategies
- Invest in people and skills by:
 1. Targeting upskilling, re-skilling, and life-long learning to expand educational attainment and capacity to increase experience and wages
 2. Increase capacity to serve priority populations including veterans, foster youth, and individuals with identified barriers to meaningful employment
- Support sector-based strategies
 1. Data-informed decision-making at the partnership level
 2. High level of industry engagement
 3. Delivery of services specific to sector-based partnerships
 4. Emphasis on sustainability and continuous improvement
 5. Investment in capacity of staff to manage partnerships

Primary Objective:

- Develop and implement workforce development opportunities that lead to self-sufficiency including career pathways and stackable credentials that lead to identified target industries and occupations.

Key Performance Indicators (KPIs):

- Formative and summative evaluation is conducted using established metrics including TWC-contracted performance measures. Short and long-term outcomes inform policy and program development and drive the allocation of staff and financial resources throughout the strategic framework.

B. Board Strategies

(WIOA §108(b)(1)(F); 20 CFR §679.560(a)(6))

Boards must include a description of the Board's strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local workforce development area (workforce area) to achieve the vision and goals.

C. High-Performing Board

(WIOA §108(b)(18); 20 CFR §679.560(b)(17))

Boards must include a description of the actions the Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).

Board Response: Board Strategies

Strategic Response

The overall strategy described above helps to provide an overall framework for the following seven strategies.

1. Focus on Employers

Job seekers in the WSA region are will be trained to meet the needs of employers through engaging employers to identify hiring criteria and workforce needs. Education and training providers align career and technical education with sector-based and industry expectations.

- **Strategy 1:** Work together with employers, education and training providers, and local organizations to better align career and technical education with local industry skill expectation.
- **Strategy 2:** Increase marketing, outreach, and enrollment efforts in rural communities
- **Strategy 3:** Continue to work with rural counties to assist with employer retention and expansion strategies and to provide information about any opportunities for grant assistance i.e. skills development grants.
- **Strategy 4:** Strengthen and expand mechanisms that capture employer needs and develop tools, processes, and actions that support these needs.
- **Strategy 5:** Identify under-utilized talent pools, such as foster youth, individuals with special needs, and residents of underserved areas to increase their marketability through community partnerships, training, and resources that promote linkages with employers.

2. Assist in Building an Educated and Skilled Workforce

WSA works collaboratively with regional partners, elected officials, nonprofits, employers, and other stakeholders to increase educational attainment and develop a skilled workforce to meet the needs of target industries and occupations in the 13-county Alamo region. Ongoing discourse

among training providers and employers, facilitated by and in participation with, WSA is critical to ensuring a cohesive education and workforce ecosystem.

- **Strategy 1:** Increase registered apprenticeship training opportunities that align with the targeted occupations.
- **Strategy 2:** Promote and structure training services that provide portable, stackable, and transferable credits and credentials.
- **Strategy 3:** Support local initiatives that focus on technology as spearheaded by industry-centered partnerships.
- **Strategy 4:** Continue working on alignment to the TWC-contracted goals and regional workforce needs, and funding opportunities that expand available training/educational resources for students, job seekers, and incumbent workers.

3. Engage in Partnerships

Partnerships create the backbone of a cohesive education and workforce infrastructure. WSA has and will continue to develop dynamic relationships with the goal of leveraging resources, enhancing alignment between training partners and employers, and facilitating communication across sectors and industries. WSA works to identify the shared information needs of partners to ensure consistent decision-making based on empirical data.

- **Strategy 1:** Continue to work with area partners to leverage resources by establishing shared entry points and a fail proof and effective referral system.
- **Strategy 2:** Continue to assist in promoting all community workforce targeted programs in the American Job Centers and will share eligible resources that assist in other partner programs, i.e. co-enrollment, entrepreneurship and small or start-up business workshops.
- **Strategy 3:** Seek out opportunities to collaborate with all regional workforce partners to pursue other resources that would provide a greater impact in the local workforce training pipeline.
- **Strategy 4:** Engage partners to identify and address regional priorities and continue to support needs-based and results-oriented programs.

4. Promote Fully Articulated Career Pathways

Career pathways are an efficient method for creating opportunities for training at multiple levels to acknowledge varied educational attainment and skill level of the population. This approach is intended to meet the needs of employers whose short- and long-term skill needs can accommodate a workforce in different stages of development. Career pathways benefit job seekers by enabled them to build skills while on the job, gain experience in a given sector, and increase advancement and wages over time.

- **Strategy 1:** Work with employers, educational institutions and regional partners to identify clear pathways or “mapping” of knowledge, skills and abilities that illustrate the steps necessary to move from one educational or employment milestone to another.
- **Strategy 2:** Provide strong support or “navigation” career counseling, assessment of skills, interests, and aptitudes.

- **Strategy 3:** Work with training partners on instruction in basic or foundational skills to include both academic and interpersonal relationship skills or soft skills necessary to succeed in the workplace.
- **Strategy 4:** WSA will systematically shift toward a sector strategy, career pathways model, and public-private industry partnership initiatives to ensure that workforce training is directly linked to employers' talent needs.

5. Align System Elements to Improve and Integrate Programs

WSA endeavors to improve the ability of all participants to complete programs of study, earn credentials transition to further education (if necessary), and gain critical skills necessary for job attainment and retention. Alignment of local programs and resources that prioritize program needs and Board strategy contributes to the success job seekers and the development of a workforce that addresses target industries and occupations.

- **Strategy 1:** Work with area partners to continuously improve the referral system to help remove obstacles and barriers to success, to promote successful performance on the job and in school.
- **Strategy 2:** Address all WIOA defined barriers to employment through Adult, Dislocated Worker and Youth program activities and partner with community program providers to enhance the skill level and earnings potential for participants with significant barriers to employment.
- **Strategy 3:** Work with TWC, AEL, and Vocational Rehabilitation partners to consolidate intake, referral, and service strategies that focus on training and employment.
- **Strategy 4:** WSA will collaborate to promote both economic and educational mobility for the Alamo Region.

6. Youth and Job Seekers with Barriers Strategies

Targeted interventions and programming focused on children and youth anticipate the critical role that this population will fill in near- and long-term. The middle and high school students of today will, at some future point, enter various career pathways, and subsequently, enter the workforce at various levels of education and skill level. WSA fosters specific opportunities and provides supplemental services for both in and out-of-school youth with the goal of increasing high school graduation, post-secondary enrollment and completion, and gainful employment rates for youth.

- **Strategy 1:** Work with employers and with agencies that connect youth with employers to assist in the implementation of work-based learning initiatives, including internships, work experience, job shadowing, leadership development activities, pre-apprenticeship, apprenticeship, subsidized summer employment, and financial literacy.
- **Strategy 2:** Focus on reconnecting out-of-school youth (OSY) to education and jobs.
- **Strategy 3:** Provide in-school-youth (ISY) with supports that are necessary for the successful completion of high school.

- **Strategy 4:** Work in partnerships to assist youth in high school and high school equivalency completion activities, tutoring, subsidized employment, college visits, and strategic career information.
- **Strategy 5:** Increase enrollment of marginalized and OSY by cultivating strong relationships with community and faith-based organizations.
- **Strategy 6:** Strengthen partnerships with secondary education institutions and AEL providers to promote high school (and equivalency) attainment, and to prevent youth from dropping out of school.

7. Performance Accountability Strategies

The WSA Board of Directors and committees (i.e. oversight, finance, planning, youth, child care, human resources, and executive), evaluate the performance and operations of the agency as well as that of each program or initiative. This committee structure and WSA's emphasis on continuous planning and continuous improvement facilitates high levels of integration and coordination in the workforce system.

- **Strategy 1:** Continue to strengthen systems that support an environment of knowledge and provides the needed insight to attain and excel in all TWC-Contracted performance measures and other contracted grants.
- **Strategy 2:** Maintain adequate internal accounting controls to provide assurance of properly recorded and timely transactions that are in accordance with state and federal regulations, including the provision of accurate financial records to the Board, Local, State, and Federal agencies.
- **Strategy 3:** Maintain and promote a continuous improvement process to ensure accountability, integrity, and quality within our workforce programs.
- **Strategy 4:** Commit to review and refine all contracting and procurement policies, procedures, and processes to ensure compliance and adherence to applicable rules and regulations.
- **Strategy 5:** Continue to work to ensure that all data and customer information is secure and protected from unauthorized access and exposure.

WIOA requires states to support regional efforts that result in the analysis of the regional labor market, establishment of regional service strategies, development and implementation of sector initiatives for in-demand industry sectors or occupations for the region, and the coordination of services with regional economic development needs. To that effect, WSA has a demonstrated history of collaboration beyond the designated workforce area. These collaborative efforts have resulted in workforce system leaders partnering to align workforce policies and services with regional economies and supporting service delivery strategies tailored to these needs. Examples of WSA's inter-regional partnerships include:

- Five Boards (Alamo, Coastal Bend, Golden Crescent, Middle Rio Grande, and South Texas) working collaboratively to support the needs of the oil and gas industry in the Eagle Ford Shale area;

- Alamo, the Capital Area, Central Texas, Greater Dallas, Heart of Texas, North Central Texas, Rural Capital Area, and Tarrant County Boards acting as members of the I-35 Initiatives Consortium. The consortium was founded in 2010 to establish a multiregional coordinated strategy for meeting the recruitment and skill training needs of businesses in the life sciences cluster, with an emphasis on health care and bioscience. The consortium represents 46% of Texas' residents located in the 51 counties that span from San Antonio to Dallas-Fort Worth.

Commented [AG1]: Confirm this information; update

Resource Alignment

Board Response: Resource Alignment

Within the WSA operated workforce system, contract partners who managing and operating the region's American Job Centers have full responsibility for operating core TANF, SNAP, WIOA (Adult, Dislocated Worker, and Youth) programs, as well as providing day-to-day guidance to TWC (state) Employment Services staff. TWC maintains administrative responsibility, and shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

WSA works collaboratively across entities to execute core programs and align resources available to the local area.

Efforts to integrate additional required partners, including Adult Education and Literacy (AEL) Consortium partners and Rehabilitative Services (TWC Department of Vocational Rehabilitative Services/VRS) will be spearheaded by WSA Board staff.

- Due to the restructuring of AEL services in Texas to move management and oversight of services under TWC, the WSA Board is charged with coordination and collaboration responsibilities to support and ensure continuous improvement of AEL services. WSA Board staff are active participants with the regional AEL Alamo Consortium of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20). In 2016, TWC VRS was restructured to move the function under TWC. With the restructuring, the WSA Board has been tasked with coordination with VRS to leverage the full breadth of resources provided to the Alamo region. WSA Board staff has actively engaged with their departmental counterparts. To efficiently coordinate operations and services, leadership from both of our groups has been engaged in strategic planning, business engagement and future facility co-location. WSA Board staff will continue to respond to TWC guidance regarding coordination of activities. Co-location with Vocational Rehabilitation partners improved the direct linkage for individuals with disabilities to workforce services. Vocational Rehabilitation partners are now located in # of the workforce centers in the Alamo workforce area.

Commented [AG2]: Did this happen?

AEL, VRS, and WSA contractors are provided guidance and strategies regarding alignment and leveraging of resources and are responsible for integration of services. WSA Board staff is responsible for direct management and oversight of all WSA contractors and coordination and

collaboration with AEL and VRS to ensure effective execution. Alignment with Vision and Goals: Consolidation of core program management and oversight, and day to day management of partner staff, ensures alignment of resources. Strong management and oversight by the WSA Board and Board staff ensures resources are deployed consistent with the WSA Vision, “to lead the most integrated community workforce network in the nation” and achieve the goals outlined within this plan.

DRAFT

Part 2. Economic and Workforce Analysis

A. Regional Economic and Employment Needs Analysis

(WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1))

Boards must include a regional analysis of the following:

- The economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations*
 - The employment needs of employers in existing and emerging in-demand industry sectors, in-demand occupations, and target occupations*
-

Board Response: TBD (MIS analysis)

Commented [AG3]: Insert targets and analysis from Miriam
See pp 16-25 of WSA 2017-2020 LP

DRAFT

B. Knowledge and Skills Analysis

(WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2))

Boards must include an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs for in-demand industry sectors, in-demand occupations, and target occupations.

Board Response: TBD (MIS analysis)

DRAFT

C. Labor Force Analysis and Trends

(WIOA §108(b)(1)(C); 20 CFR §679.560(a)(3))

Boards must include an analysis of the regional workforce, including current labor force

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employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

Board Response: TBD (MIS analysis)

Board Response: TBD (MIS analysis)

Commented [AG4]: Insert analysis from MIS; See pp 25-35 of 2017-2020 LP

DRAFT

D. Workforce Development Analysis

(WIOA §108(b)(1)(D); 20 CFR §679.560(a)(4))

Boards must include an analysis of workforce development activities in the region, including education and training.

Board Response: TBD (MIS analysis)

DRAFT

Part 3: Core Programs

A. Workforce Development System

(WIOA §108(b)(2); 20 CFR §679.560(b)(1))

Boards must include a description of the workforce development system in the workforce area that identifies:

- the programs that are included in the system; and
 - how the Board will work with the entities that facilitate core programs and other workforce development programs **to support alignment to provide services**, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State Plan under WIOA §102(b)(1)(E).
-

Board Response: Core Programs

The Workforce Opportunity and Innovation Act (WIOA) authorizes key employment and training programs in the service delivery system to assist workers in the acquisition of essential tools and skills and to connect employers to a workforce with identified sector-specific skillsets. WIOA further aligns “core” programs to provide coordinated, comprehensive workforce services.

The following core programs must be made available either in-person and/or virtually at the American Job Centers:

- Workforce Innovation and Opportunity Act (WIOA) Adult, Youth and Dislocated Worker
- Temporary Assistance for Needy Families (TANF)/CHOICES
- CHOICES Non-Custodial Program (NCP)
- Supplemental Nutrition Assistance Program Employment & Training (SNAP)
- Trade Adjustment Assistance Act (TAA)
- Rehabilitation Act: that provide services to individuals with disabilities
- Wagner-Peyser Employment Services: staff located within centers and directly employed by TWC; the contractor integrates these services under the Texas Model
- Veteran’s Employment Services/Texas Veterans Leadership Program (TVLP): provided by staff located within the centers and employed by the Texas Veterans Commission (TVC) or TWC.

Under the guidance of TWC and in collaboration with our local area public officials, WSA provides service delivery oversight and planning through a partnership network. In support of WIOA, WSA will continue to reinforce progress toward service integration for customers.

As part of the job training, work-related, and educational programs and functions, WSA convenes all relevant programs identified as one-stop required-partner programs, including:

- Workforce Innovation and Opportunity Act (WIOA)
- Wagner-Peyser Employment Service (ES)
- Unemployment Insurance (UI) Benefits Information
- Choices, the Temporary Assistance for Needy Families (TANF) employment and training program
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Subsidized childcare
- Trade Adjustment Assistance (TAA)
- Adult Education and Literacy (AEL) programs

WSA establishes memoranda of understanding (MOUs) with the following agencies for programs that are not under the direct oversight of the board:

- Adult Education and Literacy (WIOA, Title II)
- Apprenticeship programs
- National and Community Services Act Program
- Non-Certificate Postsecondary Career and Technology Training programs
- Senior Community Service Employment Program
- HHSC (jointly developed with TWC)

Commented [AG5]: Confirm this with Rick

WSA establishes additional cooperative relationships, on an ad hoc basis, to expand capacity and strengthen the regional workforce ecosystem include:

- Local boards of education
- Local-level vocational education agencies
- Community-based Organizations (CBOs)
- Chambers of Commerce
- Industry- and Sector-based Consortiums
- Appointed Municipal Task Force(s)
- Faith-based Organizations (FBOs)

- Texas Department of Housing and Community Affairs (TDHCA)
- Other appropriate training and employment agencies and services to expand local presence

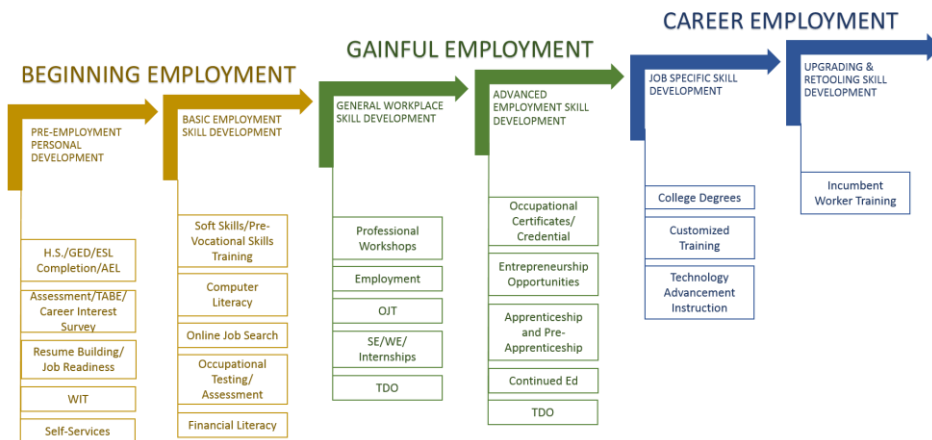
Career and Technical Education Act: Consistent with the Carl D. Perkins Career and Technical Education Act of 2006, WSA aims to more fully support the academic and career and technical skills of secondary education students and postsecondary education students who elect to enroll in career and technical education programs.

To that effect, WSA will explore opportunities to develop MOUs with the following optional partners:

- Career and technical education programs authorized under the Carl D. Perkins Act of 2006
- Job counseling, training, and placement services for veterans, 38 USC 41
- Education and vocational training program through Job Corps administered by DOL
- Native American programs authorized under Title I of WIOA
- HUB-administered employment and training programs
- Employment and training activities carried out under the Community Services Block Grant Act
- Reintegration of offenders' programs authorized under the Second Chance Act, 2007
- Migrant and Seasonal Farmworker programs authorized under Title I of WIOA

As previously noted within this plan, youth, job seekers, and incumbent workers are expected to enter the education and/or workforce at various points and various levels of job readiness and education. Many require front-end services to gain the necessary competencies to begin the search for employment. Those with high school graduation or equivalency, computer literacy, interviewing skills, completed resume, and the ability to autonomously complete job searches are potentially equipped to pursue gainful employment and subsequently progress toward advanced education, skills acquisition, and professional development.

WSA has developed the following employment supply-chain that describes our customers' experience from entry into the network/system and on through advanced training/employment opportunities. This diagram describes the progression of these career services available and serves as a framework for workforce and economic development.



Building on this progressive approach, WSA has also developed wages and professional advancement over time in order to sufficiently articulate to youth, job seekers, and incumbent workers about potential entry into appropriate career pathways based on their current skill levels, credentials, certifications, or educational attainment.

THE AEROSPACE INDUSTRY NEEDS YOU NOW!

WHY AEROSPACE?

There are a lot of openings for exciting, cutting-edge jobs that offer great pay! Be part of an innovative, fast-changing industry. Most aerospace jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

\$37.50

THE AVERAGE YEARLY WAGE

\$78,000

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?

Coastal Bend College
 ALAMO COLLEGES DISTRICT

SOUTHERN CAREERS INSTITUTE
 Lamson Institute

ST VT
 ALAMO COLLEGES DISTRICT St. Philip's College

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the aerospace industry. Contact our career counselors for a complete list of job opportunities in the aerospace industry and to get your personal career plan!

	CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
	\$14.30	\$19.20	\$25.23	\$54.07
	Helpers - Carpenters	Sheet Metal Workers	Mechanical Engineering Technicians	Computer Network Architects
EDUCATION	NO FORMAL EDUCATION	HIGH SCHOOL / EQUIVALENCY DIPLOMA	ASSOCIATE'S DEGREE	BACHELOR'S DEGREE
WORK EXPERIENCE	ON-THE-JOB TRAINING	APPRENTICESHIP	PREVIOUS WORK EXPERIENCE	5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



THE CONSTRUCTION INDUSTRY NEEDS YOU NOW!

WHY CONSTRUCTION?

There are a lot of job openings in a variety of fields that offer great pay! Most construction jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

\$34.78

THE AVERAGE YEARLY WAGE

\$72,332

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO
COLLEGES
DISTRICT



Lamson Institute

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the construction industry. Contact our career counselors for a complete list of job opportunities in the construction industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
\$15.47	\$19.05	\$26.16	\$37.41
Roofers	Carpenters	Telecommunication Line Installers and Repairers	Architect
EDUCATION NONE	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE MODERATE	WORK EXPERIENCE APPRENTICESHIP	WORK EXPERIENCE LONG-TERM	WORK EXPERIENCE INTERNSHIP / RESIDENCY

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



THE EDUCATION INDUSTRY NEEDS YOU NOW!

WHY EDUCATION?

The education industry offers job security, great pay and flexible schedules! Help shape the future of children in our community. Some education jobs let you earn certifications while you teach.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

\$21.93

THE AVERAGE YEARLY WAGE

\$45,604

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO
COLLEGES
DISTRICT

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the education industry. Contact our career counselors for a complete list of job opportunities in the education industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
\$10.89	\$22.23	\$27.37	\$54.44
Substitute Teacher	Education Admin., Preschool & Childcare Center	Kindergarten Teachers	Education Administrators, Postsecondary
EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE	EDUCATION MASTER'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE-JOB TRAINING	WORK EXPERIENCE LESS THAN 5 YEARS	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



THE HEALTHCARE INDUSTRY NEEDS YOU NOW!

WHY HEALTHCARE?

There are a lot of job openings in a variety of fields that offer great pay! Be a part of this critical, life-saving industry. Most healthcare jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE
\$35.35

THE AVERAGE YEARLY WAGE
\$73,530

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?



HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the healthcare industry. Contact our career counselors for a complete list of job opportunities in the healthcare industry and to get your personal career plan!

SAMPLE CAREER PLAN			CAREER LEVEL VERY ADVANCED PROFESSIONAL
CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	
\$14.72	\$16.87	\$28.87	\$51.87
Pharmacy Aides	Pharmacy Technicians	Dietitians and Nutritionists	Medical and Health Services Managers
EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE- JOB TRAINING	WORK EXPERIENCE MODERATE ON-THE- JOB TRAINING	WORK EXPERIENCE INTERNSHIP / RESIDENCY	WORK EXPERIENCE LESS THAN 5 YEARS

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



THE IT/CYBERSECURITY INDUSTRY NEEDS YOU NOW!

WHY IT/CYBERSECURITY?

There are a lot of job openings in a variety of fields that offer great pay! Most IT/Cybersecurity jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE
\$37.77

THE AVERAGE YEARLY WAGE
\$78,562

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?



HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the IT/Cybersecurity industry. Contact our career counselors for a complete list of job opportunities in the IT/Cybersecurity industry and to get your personal career plan!

SAMPLE CAREER PLAN			CAREER LEVEL VERY ADVANCED PROFESSIONAL
CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	
\$15.61	\$22.98	\$46.04	\$54.07
Data Entry Keyers	Computer Operators	Information Security Analysts	Computer Network Architects
EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE-JOB TRAINING	WORK EXPERIENCE MODERATE ON-THE-JOB TRAINING	WORK EXPERIENCE LESS THAN 5 YEARS	WORK EXPERIENCE 5 OR MORE YEARS

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



THE MANUFACTURING INDUSTRY NEEDS YOU NOW!

WHY MANUFACTURING?

There are a lot of job openings in a variety of fields that offer great pay! Most manufacturing jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

\$24.54

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

THE AVERAGE YEARLY WAGE

\$51,043

WHERE CAN I GET EDUCATION AND TRAINING?



Coastal Bend
COLLEGE



ALAMO
COLLEGES
DISTRICT



SOUTHERN
CAREERS
INSTITUTE



Lamson Institute



TSCER

TSCER
Texas School of Continuing Education & Retraining

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the manufacturing industry. Contact our career counselors for a complete list of job opportunities in the manufacturing industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
\$12.56	\$22.61	\$25.23	\$55.49
Helpers - Production Workers	Machinists	Mechanical Engineering Technicians	Industrial Production Manager
EDUCATION HIGH SCHOOL / EQUIVALENT DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENT DIPLOMA	EDUCATION ASSOCIATE'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM	WORK EXPERIENCE LONG-TERM	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015

These projections are intended to communicate the potential entry points for a targeted industry while also enabling youth, job seekers, and incumbent workers to visualize the upward progression of a company, industry, or sector. These projections also enable WSA and training providers to make data-informed decisions about how to customize programming to meet the needs of employers.

B. Core Programs—Expand Access, Facilitate Development, and Improve Access

(WIOA §108(b)(3); 20 CFR §679.560(b)(2))

Boards must include a description of how the Board will work with entities carrying out core programs to:

- expand access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment;
- facilitate the development of career pathways and coenrollment, as appropriate, in core programs, including specific career pathways occupations that the Board currently includes on its Target Occupations List, and career pathways occupations that the Board is planning to develop; and
- improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Boards must include a description of the Board’s plan for working with at least one of the Governor’s industry clusters.

Commented [AG6]: TBD

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Board Response: Core Programs—Expand Access, Facilitate Development, and Improve Access

WSA provides innovative, progressive services through its Workforce Solutions American Job Center network and WSA centers assist in connecting job seekers, incumbent workers, and students with employment and training opportunities.

WSA has a strong focus on providing leveraged services. This includes, for example, forming partnerships throughout the community to create alternative entry points and opportunities for co-enrollment. To do so, WSA works with community-based organizations, such as San Antonio Housing Authority (SAHA), as well as with the City of San Antonio and Bexar County delegate agencies, libraries, faith-based organizations, and multiple education and training providers.

Commented [AG7]: What about other counties?

This section describes services that offered by WSA and contracted by Texas Workforce Commission. These are defined according to the TWC service matrix descriptions. The intent here is not to provide a full description or definition of the service; rather, the intent is to report on the available services as TWC records them in WSA data applications and systems.

Individualized Career Services: Consistent with our vision and mission, as well as WIOA requirements and federal cost principles, individualized career services must be made available if determined to be appropriate for an individual to obtain or retain employment. These include the following services:

- **Informational Services:** orientations, career guidance services, and referrals
- **Outreach and Eligibility Determination:** targeted contact of potential applicants eligibility determinations
- **Assessment & Planning:** comprehensive assessments, employability development plans, group counseling, ONET assessments, job search assessment, and REA assessments
- **Case Management:** tracking and reporting of training and educational outcomes provided by other entities/agencies for job seekers, but where supportive services are paid from TWC program funds while in training. A qualifying service must be provided in addition to this service to make the person a participant. These services also include tracking participants during one or more quarters after exit
- **Job Search Services:** job search assistance, supervised job-search, computer workstation usage, counseling, labor market/information, resume/application/ interview preparation, job development, self-service career guidance, self-service labor market information
- **Life Skills:** mentoring (Choices, NCP, and youth) and leadership development (youth only)
- **Pre-Employment Activities:** job readiness/employment skills, bonding assistance, and Work Opportunity Tax Credit (WOTC) eligibility
- **Work Readiness:** short-term work readiness services (Choices, NCP, and WIOA)

Employment Services: employment-related services are offered to job seekers to assist in gaining and retaining employment and promote advancement in their employment trajectories. These services include the following:

- **Unsubsidized Self-Employment,** an income-producing enterprise that is intended to promote a clear pathway to self-sufficiency by decreasing family reliance on public benefits
- **Unsubsidized Employment/Employment Entry,** for TANF/Choices customers, includes full or part-time employment for a Choices customer even if they are currently employed; for SNAP E&T customers, customers must receive other services before this service can be used to take credit for full or part-time employment (no other programs are eligible for this service)
- **Community Service,** community service opportunities with nonprofit organizations (only for TANF/Choices and NCP)
- **Subsidized Employment,** full or part-time employment in either the private or public sector that is subsidized in full or in part with wages of at least federal or state minimum wage, whichever is higher (only for TANF/Choices and NCP)

- **Unpaid Public/Non-Profit/For Profit Work Experience**, unpaid work experience, time-limited training in the public, non-profit, or for-profit sectors
- **Subsidized Work Experience**, paid work experience, time-limited training in the private, for-profit, nonprofit, or public sectors (SNAP E&T and WIOA)
- **Workfare**, work programs in which food stamp recipients perform public service work in a public service capacity as a condition of eligibility to receive their household's normal food stamp entitlement (SNAP E&T); and
- **Summer Employment-Work Experience**, employment, or work experience opportunities for youth within designated timeframes, directly linked to academic and/or occupational learning (WIOA Youth).

Training programs: training services are offered to individuals who are unable to gain employment through basic labor exchange services, and for those who need additional training attain economic self-sufficiency. These services include both short-term training (for rapid return to the workplace) and more extensive training (for job seekers who remain unsuccessful in finding or returning to employment, or in advancing into occupations that lead to economic self-sufficiency). Training-related services/activities are classified as follows:

- **Occupational/Vocational Training:** training conducted in an institutional setting that provides specific technical skills and knowledge required for a specific job or group of jobs and results in the attainment of a certificate
- **On-the-Job Training:** employee training at the place of work while they are doing the actual job, and which may be supported by formal classroom training
- **Apprenticeship Training** (only under Trade Adjustment Assistance and WIOA): a registered training program where the employer offers the worker a combination of employment, related instruction, and on-the-job training
- **Internships** (only under WIOA): participants receive supervised practical training in a job setting
- **Entrepreneurial training:** training that assists job seekers to achieve their goals for economic self-sufficiency by providing information on starting and running their own business
- **Customized Training** (only under Trade Adjustment Assistance and WIOA for Adults and Dislocated Workers): training designed to meet the specific requirements of an employer or employers' group
- **Private Sector Training – Upgrade/Retrain** (only under WIOA): training provided and operated by the employer for current employees that provides instruction on new technologies and production or service procedures. Training provided to upgrade skills necessary for retraining or upgrading skills

- **Prerequisite Training** (only under Trade Adjustment Assistance): coursework required by a training provider prior to acceptance into a specific training program; and,
- **Skills/Self Grant**: training provided through a Skills Development or Self-Sufficiency Grant.

Under WIOA sec 134(c)(3)(A), training services may be made available to employed and unemployed adults and dislocated workers who (a) a one stop partner determines, after an interview, evaluation, or assessment, and career planning, are: (1) unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services, (2) in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment, and (3) have the skills and qualifications to participate successfully in training services.

Educational Services

- **Basic Educational Skills/ABE**: training designed to enhance the employability of job seekers by upgrading basic skills. For WIOA Adult and Dislocated Workers, training includes services provided in combination with other training activities. For WIOA Youth, training includes services conducted in an institutional setting that is designed to enhance the employability of the individual by upgrading basic skills. For TANF/Choices, it includes Basic Education Skills training that does not occur in an employment setting
- **English as a Second Language**: training services activities designed to enhance the English-speaking ability of nonnative speakers
- **High School (for TANF/Choices)**: for teen heads of households and adults without high school diploma or GED, who are attending high school
- **GED**: for job seekers lacking a high school degree or GED, and those who are attending GED classes as a training service conducted in an institutional setting designed to enable an individual to pass a GED exam. The term “GED” includes all associated high school equivalencies
- **Tutoring/Study Skills/Instruction**: includes the communication of knowledge, ideas, and facts to help youth complete their secondary education. This includes dropout prevention strategies
- **Alternative Secondary School**: includes enrollment in nontraditional schools to complete high school, GED, and related high school equivalency;
- **Short-term Educational Services**: includes services to prepare the individual for unsubsidized employment and increase employability, e.g. Literacy, Adult Basic Education, development of learning skills, etc. "Short Term" is defined by Board policy but should, with limited exceptions, be six-months or less;

- **Work-based Literacy:** work-based (tied to employment) literacy component (ABE, ESL, Workforce Adult Literacy);
- **Middle School:** middle school services are offered to teen heads of households and adults without high school diploma or GED, including those who are attending middle school; and,
- **High School:** includes tracking and supporting High School attendance and completion.

Support Services: to remove barriers and provide assistance necessary to allow participants to successfully complete program goals, WSA provides a wide variety of support services including:

- **Healthcare,** includes, but is not limited to preventive and clinical medical treatment, voluntary family planning services, nutritional services and appropriate psychiatric, psychological and prosthetic services to the extent any such treatment(s) or service(s) are necessary to enable the attainment or retention of employment (NCP, WIOA)
- **Family/Child Care,** referrals to subsidies for childcare services
- **Transportation,** such as bus passes, gas allowance, and other transportation related costs
- **Housing/Rental Assistance**
- **Counseling,** provision of or referral to Counseling Services necessary to allow a participant to successfully complete program goals
- **Needs-Related payments,** needs-related payments provide financial assistance to participants (Adult, DW, and Youth) to enable participation in training. Includes NRPs made to individuals who have exhausted UI or TRA payments or did not qualify for UI payments where the individual is in training
- **Substance Abuse Treatment,** referral to Substance Abuse Treatment as needed to allow a participant to successfully complete program goals (Choices, NCP, and WIOA Statewide Initiative Funding)
- **Wheels to Work,** provides low cost automobiles to eligible participants (Choices, WIOA Statewide Initiative Funding)
- **GED Test Payment,** provision of financial assistance to help a participant pay for GED testing (Choices, NCP, SNAP, WIOA Statewide Initiative Funding)
- **Work Related Expense,** provision of financial assistance to assist participants to pay for necessary, work related items. Can include clothing and tools needed for employment (Choices, NCP, SNAP, WIOA Statewide Initiative Funding)
- **Financial Planning Assistance**

- **Incentives:** incentive payments are funds paid to participants based on actions such as attendance, successful performance, or completion of a program activity to encourage the participant to continue in the program (Choices, NCP, WIOA)
- **Job Search and Relocation Allowance (TAA only)**

Follow-up services: follow-up services are provided, as appropriate, to program participants who have received their last WIOA service and no other WIOA services are necessary. WIOA Youth are provided with follow-up for a minimum of 12 months. Follow-up services consist of a wide variety of services, including: post-employment services, job search assistance, individual counseling/career planning, job clubs, group counseling, outreach/intake/orientation, job referrals/contacts, counseling, labor market information, support services, local area information, provider information, non-WIOA financial assistance information, UI Claims, and resource room services. Some of WSA's follow-up services are available only to Youth, and these include leadership development, employer contact, mentoring, and progressive tracking.

Youth Services: WSA provides WIOA youth activities consistent with the governor's vision of strengthening the academic and future workplace outcomes for youth facing challenges and barriers to success. WSA, its partners, network, and contractors provide activities consistent with eligibility criteria for two groups: in-school youth (ISY) and out-of-school youth (OSY). For a description of Youth services please refer to Part B. Question 23.

Referrals: WSA providers make referrals to other resources when funds are available through other sources. Referrals are also made when WSA's funding is not available and, or, when specific services are not allowable. An example of agencies that receive referrals include the Texas Information and Referral Network (TIRN) 2-1-1 Texas. Through our continued promotion of strong partnerships, WSA aims at increasing opportunities for leveraging resources throughout the local area.

Commented [RG8]: Added

Additional Job Center Services: In addition to the services outlined above, WSA American Job Centers operate programs in service of several additional key customer groups. These include services to: (1) Unemployment Insurance Claimants, (2) Long Term Unemployed, (3) Adult Education and Literacy customers, (4) Temporary Assistance for Needy Families (TANF), (5) Non-Custodial Parent (NCP), (6) Supplemental Nutrition Assistance (SNAP) customers, and (7) Child Care.

- **Unemployment Insurance Claimants:** Consistent with State goals, one of our priorities includes serving the unemployment insurance (UI) claimant population and ensuring a fast return to work. As allowed by law and in alignment to local labor market conditions, WSA determines the number of work search contacts required of UI claimants. WSA uses the Rapid Reemployment Services (RRES) statistical score (provided by TWC) to target UI claimants for enhanced re-employment services. At a minimum, outreached claimants will receive an orientation and an employment plan.
- **Long-Term Unemployed:** "Long-term unemployed" is defined by DOLETA as someone who has been jobless for 27 weeks or longer. WSA offers job search and

related services to these individuals before they reach this level of unemployment. One of the TWC-contracted performance measures requires WSA to assist those who are in receipt of Unemployment Insurance gain employment within 10 weeks of their initial monetary eligibility. Our strategies include increased outreach, improved quality in job postings/job matching, and job development activities.

- **Adult Education and Literacy:** WSA participates career and postsecondary education and training by following guidance from TWC and collaborating with our local partners and extended network. To support employment, skills gains, and secondary completion, efforts include implementing strategies for enhanced enrollment and expansion of career pathway programs. To that effect, WSA engages and supports AEL grant recipients and the AEL Consortium, in activities that promote student success in the achievement of career and higher education goals. Integration and alignment strategies with the AEL Lead Agency, Education Service Center 20, and the AEL Consortium include:

- Co-location for the provision of AEL classes and services in WSA's American Job Centers
 - Design and implementation of WSA, AEL, and VR Integration events
 - Cross-training
 - Monthly meetings
 - Development of one-on-one contacts
 - With the participation and guidance of TWC, move toward developing a single or common intake along with the sharing of information
 - Streamlining of services (administration of assessments, development of individual plans, service provision and case management, attainment of performance targets, and the provision of follow-up services)
 - Referrals to and co-enrollment with other workforce programs to support student retention, transition, and employment success
 - Strategic and program design guidance for career pathways
 - information from the analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies
 - As feasible, exploring opportunities in taking additional roles, such as executing responsibilities as the AEFLA grant recipient and/or participating as a strategic managing organization in AEL consortia
- **Temporary Assistance for Needy Families (TANF):** WSA provides employment and training services to help public assistance recipients' transition into self-sufficiency through a "work-first" delivery approach. Choices, Texas' TANF employment and

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training program, enables WSA to assist applicants, recipients, and former recipients of TANF in preparing for, obtaining, and retaining employment. This includes ensuring that adults meet mandatory work requirements through activities, including but not limited to:

- Job search and job readiness
- Basic skills training
- Education
- Vocational training
- Support services

The primary goal is to keep participants “engaged in work” through participation in Unsubsidized Employment, Subsidized Employment, On-the-job training, and/or Educational services for those who have not completed secondary school or received a GED credential/high school equivalency. In the 2017-2018 program year, and as compared to all other large Board areas in Texas, WSA attained the highest performance outcome for the Choices Work Rate.

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- **Noncustodial Parent Choices:** The Noncustodial Parent (NCP) Choices program is a collaborative effort between TWC, the Office of the Attorney General (OAG) of Texas, WSA Board, WSA Office staff, and family court judges. Through the NCP program, WSA serves low-income unemployed and underemployed noncustodial parents who are in arrears on their child support payments and whose children are current or former recipients of public assistance. Services through the NCP program assist NCPs in overcoming barriers to employment and career advancement, become economically self-sufficient, and make consistent child support payments. To promote the provision of a wide range of services, WSA Contractors are encouraged to collaborate with other programs and explore opportunities for co-enrollment.
- **Supplemental Nutrition Assistance Program Employment and Training (SNAP):** Through our partnership with TWC, WSA manages the SNAP Employment & Training (SNAP E&T) program. As determined eligible by Health and Human Services (HHS), SNAP eligible individuals receive comprehensive services designed to improve the recipient’s ability to obtain and retain regular employment, increase earnings, and reduce dependency on public assistance. Services to this population include:
 - Informational Services,
 - Assessment and Planning,
 - Case Management,
 - Job Search Services,
 - Education (Basic Educational Skills/ABE, English as a Second Language, and GED),

- Training Services – Occupational Skills (Occupational/Vocational Training),
- Employment Experience, and
- Support Services.

Employment Experience under SNAP includes Unsubsidized Employment/Employment Entry, Unpaid Public Work Experience, Unpaid Non-Profit Work Experience, Unpaid For-Profit Work Experience, Subsidized Work Experience, and Workfare.

- **Childcare:** WSA administers Childcare Services (CCS) funding for the 1213-county region. CCS helps parents pay for childcare while they work, go to school, or participate in job training to become self-sufficient. Those eligible for childcare assistance include:
 - Parents in receipt of TANF
 - Parents who have recently stopped receiving TANF benefits because of earned income
 - Parents with low incomes who need help paying for childcare, so they can continue to work or attend school
 - Teen parents from low-income families who need childcare to attend school
 - Parents with low incomes who have children with disabilities
 - Parents who meet the definition of experiencing homelessness

Parents who receive CCS assistance are required to pay a portion of their cost of care except:

- parents who are participating in Choices or who are in Choices childcare
- parents who are participating in Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) services or who are in SNAP E&T childcare
- parents of a child receiving childcare for children experiencing homelessness,
- parents who have children who are receiving protective services childcare unless the Texas Department of Family and Protective Services (DFPS) assesses the parent share of cost

The parent's share of cost will be based on a sliding fee scale. Families must be working or in school or training for a minimum of 25 hours per week average for a single parent household and 50 hours for a two-parent household. Additionally, families must meet income requirements located on the sliding fee scale to be eligible for service. A family of four, for example must have a monthly income of \$5,305 or less.

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- **Individuals with Disabilities:** Beginning Sept. 1, 2016, the state agency formerly known as the Department of Assistive and Rehabilitative Services (DARS) was dissolved and several of its programs transferred to the Texas Workforce Commission (TWC). The

changes are the result of legislation passed during the 84th Texas Legislative session which places all the state's programs funded through the federal Workforce Innovation and Opportunity Act (WIOA) together under one agency.

Transferring programs, to be operated in coordination with WSA, include:

- The Vocational Rehabilitation (VR) program for individuals with visual impairments, including the Criss Cole Rehabilitation Center,
- The Vocational Rehabilitation program for individuals with other disabilities,
- The Business Enterprises of Texas program, and
- The Independent Living Services program for older individuals who are blind.
- Because VR services fall under TWC, a specific Memorandum of Understanding between WSA and VR is not required.

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Strategies to Expand Access: Due to the nature of our workforce funding, eligible customer groups for workforce programs are well defined. WSA will focus on implementing seven key strategies to expand access to services for these populations, as follows. These strategies are aligned with the understanding that the foundation for success heavily relies on solid partnerships.

- **Microtargeting outreach:** WSA will leverage data mining and analysis capabilities tied to its two large information systems (WorkInTexas.com and The Workforce Information System of Texas, or TWIST). Improved data mining and analysis will be performed to refine and tailor traditional marketing efforts and help drive potentially eligible customers to services. Outreach efforts include (1) social media strategies (i.e. LinkedIn, Facebook, Twitter, Constant Contact, Instagram, etc.), (2) traditional print, radio, and television media, (3) public service announcements, and (4) distribution of collateral materials.
- **Streamlining Service Delivery:** WSA will work with its partners and contractors to streamline programs and services to engage with customers. These efforts will include the provision of intake and other services outside of the American Job Center locations, that is, on-site at various key locations and throughout the community. These include, for example, creating or tapping into pipelines that lead individuals ages 14 and over into key training and employment opportunities. For instance, performing intake and providing other case management-related services on location.
- **Leverage Partnerships:** WSA will strategically develop partnerships with agencies that serve target population groups in order to (1) establish strong intake, referral, and service networks, (2) identify and capitalize on efficiencies, (3) provide more robust service offerings to common customers and enhance outcomes, and (4) explore applying and working with community partners to secure match and expand services (i.e., SNAP third party reimbursement, local investments in child care and quality child care, etc.).

- **Leverage Technology:** The WSA service region covers 13-counties and includes numerous municipalities, communities, and rural population centers. Brick and mortar locations are insufficient to provide consistent accessibility to customers throughout the region in a cost-effective manner. WSA will leverage technology to expand access to customers without direct access to a physical Job Center using commercially available technology solutions, including video conferencing, kiosks, and other frameworks.
- **Localized and Specialized Planning Approaches:** a *localized planning approach* will involve holding regional “round tables” at different locations in the 13-county region. The intent behind the “round tables” aims at reviewing and discussing local labor market, educational, and service delivery conditions, opportunities, and gaps. The goals include the development of specific plans tailored to each region as based on their specific goals and needs. A *specialized planning approach* will involve participating in and, or, developing and structuring group panels dedicated to addressing the needs of specific population groups. This includes, for example, a Youth Panel, a VR Panel, a Veterans Panel, and others.
- **Data Analysis and Information:** WSA will continue offering data analysis and information services to key partners and stakeholders in the community. This includes assisting economic and workforce development partners with information related to the socio-economic conditions of the region. WSA understands that this type of information is key for policy, strategic, and other purposes.
- **Building Strong Internal Partnerships:** WSA understands that our own Board members and staff, and our contractors and network of suppliers, along with our partnerships along with the supports offered by TWC are our most asset. Building on these relationships will be critical to WSA’s success.
- **Career Pathways and Co-enrollment:** A successful *Career Pathways* approach includes a combination of rigorous and high-quality education, training, and other services that align with skill needs of industries and prepare individuals to be successful in a range of secondary or postsecondary education options, including apprenticeships. This approach supports a long-term continuum of training stacked by a sequential flow or ladder of career options that lead to the attainment of portable postsecondary credentials as a key objective. Employed effectively, Career Pathways strategies (1) accelerate attainment of educational and career goals within a specific occupation or occupational cluster, and (2) have been proven to be effective in serving disconnected youth and lower-skilled adults.
With a focus on career pathways, WSA will collaborate with employers, industry associations and organizations, high schools and colleges, community-based and private education and training providers, human service agencies, and also involve parents (e.g., for youth) to develop and integrate a coordinated approach into career advising and human capital development. This approach will include work based learning and stackable credentials.

In addition, WSA will partner with agencies that have invested resources and developed Career Pathways strategies and materials, including Alamo Colleges and SA Works, both of which have made Career Pathways a part of their service design. Alamo Colleges is also one of four grant recipients of the TWC-Texas Higher Education Coordinating Board (THECB) Accelerate TEXAS program. This initiative aims to integrate basic skills with career and technical pathways to help adult students quickly acquire skills and certificates in high demand occupations. Approximately 300 adults are expected to enroll in an integrated education and training model in health care, computer support, office technology, logistics, and building maintenance occupations. The partnership with Alamo Colleges includes WSA, Education Service Center Region 20, and San Antonio ISD.

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In alignment to the Accelerate TEXAS program, WSA supports the state's ambitious 60x30 goal, that at least 60% of WSA region residents aged 25 to 34 will have a post-secondary degree or recognized certification by 2030. Career pathways strategies and programs, for both youth and adult customers, may include:

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- Short/long-term career planning,
- Apprenticeships/Pre-Apprenticeships,
- Contextualized adult education and English as a second language,
- Internships,
- Structured mentoring,
- Career Technical Education Programs of Study with embedded industry & professional certifications,
- Dual enrollment options to work concurrently toward high school diploma, industry certifications & postsecondary credentials,
- Modularized Applied Associate & Technical Diploma programs,
- Other Structured Career Pathways,
- Stackable credentials - a sequence of credentials that accumulate over time and build qualifications in career pathways or career ladders toward higher paying jobs,
- Lattice/ladder credentials which help mobility across career pathways, and
- Processes for awarding credit for learning (for instance, give credits to veterans for experience)

WSA has developed diagrams of career pathways which reflect credentialing opportunities related to the targeted occupations. These tools will be used to develop individual employment plans for career counseling as well to identify gaps in training opportunities. Samples of these pathways are included in the Appendix section for Part B. Question 2.b.

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- **College Reengagement.** In partnership with Alamo Colleges, WSA has co-located Center staff at two campuses, San Antonio College (SAC) and St. Philip's College. Their presence at the colleges provides students who drop out or need assistance to have access to workforce development services on-site. This initiative is customized to address the growing number of those who begin college but do not complete or attain a credential.
- **Career Pathways Readiness (CPR).** WSA allocates funds provided through TWC's Workforce Commission Initiatives (WCI) and that are awarded for the Career in Texas Industries/Youth Career Fair Events in a unique way. A pilot CPR Summit was held during the 2017-2018 program year and which included individual sessions for school administrators, teachers, counselors, youth, parents, and workforce development professionals. The intent of the CPR is to promote alignment of efforts, increase our understanding of Career Pathways, and develop a unified approach and definitions to regional efforts.
- **Co-enrollment:** As appropriate and allowable, WSA explores co-enrollment opportunities for eligible individuals. For individuals who are eligible for one or more of WSA's programs, this strategy is particularly helpful when funding from one of the core programs helps cover services or activities that cannot be funded by another core program, or when funding from one program is limited. For example, support services to remove barriers for participants in the Trade Adjustment Assistance (TAA) program are offered/provided through the Dislocated Worker program. Individuals who receive SNAP benefits also qualify for WIOA Adult and WIOA Youth services (depending on age and other eligibility criteria), so that the leveraging of resources from multiple grants may benefit these customers.

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Co-enrollment of WSA customers with partner agencies and programs is also used to leverage resources and support initiatives leading to broader local community workforce development outcomes. These types of co-enrollments aim to build regional talent pipelines that lead to attachment/re-attachment into the labor force but also to mid-skill/mid-wage occupations. Programs or projects with overlapping eligible populations facilitate co-enrollment. WSA aims to be proactively engaged in the development of Memorandums of Understanding (MOUs) which promote these types of co-enrollments. MOUs of this nature require an individualized and customized approach in the relationships and processes that can be established. Because of this, the specific elements that describe each MOU vary. We include below descriptions of elements that the agency will look at for potential co-enrollments.

- Overlaps in the characteristics of eligible populations,
- Streamlining of intake (including cross-training in eligibility determinations, record development, sharing of applicant information as allowable by related law; ideally, WSA aims at supporting the development of a single intake system or mechanism for all applicants and which will require investments and TWC involvement and guidance),

- Streamlining of referrals (i.e., one-on-one direct partner staff contacts),
 - Overlaps and similarities in performance outcomes (i.e., high school or an equivalent diploma completion, enrollment into post-secondary training or education, attainment of post-secondary degrees and credentials, job gain, job and wage advancement, job retention, etc.),
 - Opportunities for the leveraging of resources (through a combination or mix of partner funding and services, including wrap-around and support services),
 - Local initiatives/investments (whether the specific program forms a part of a larger or broader local effort/investment),
 - Overlaps and similarities in activities/services (i.e., assessments, development of individualized career plans, case management, follow-up), and
 - Other similar elements.
- **Improving Access to Activities Leading to a Recognized Postsecondary Credential:** WSA promotes education and training opportunities that provide portable, stackable, and transferable credits and credentials. This includes identifying gaps in opportunities and outreaching local training providers to assist in the development of programs within the career pathways that are reflected in the Target Occupations. This effort entails offering assistance to training providers so that they may incorporate specific courses and programs of study in the Eligible Training Provider System (ETPS). This process is critical because WIOA requires training providers to apply to WSA for certification to receive WIOA funds. The Statewide List of Certified Training Providers and instructions may be found at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>.

At another level, improved access also requires having the necessary processes and tools to administer in-depth and comprehensive assessments of the educational abilities and interests of potential students. While WSA has far-reaching “job-matching” systems, improved and, or, additional “training-matching” processes will also help expand access to training opportunities. WSA plans on investing into these types of tools.

- **Adult Education and Literacy (AEL):** With the addition of AEL program services to TWC, WSA has been charged with exploring new strategies to engage training providers and encourage adults to take part in literacy advancement to achieve greater success in employment leading to self-sufficiency. The AEL Alamo Consortium incorporates relevant labor market and career information to assist with decisions regarding services and curricula that promote the occupational needs of the local area. WSA will provide guidance to and collaborate with the AEL Alamo Consortium to enhance AEL services with the goal of strengthening collaborative efforts and partnerships between AEL and WSA and with educational, public services and other service agencies. These efforts include, for example, the Skills Development Fund, which helps support credit courses

offered by colleges and other institutions to accelerate students in obtaining needed credentials.

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Strategies will aim at supporting system integration with postsecondary educational outcomes, as measured by high school equivalency, college and career readiness, enrollment in non-remedial, for-credit courses in postsecondary educational institutions, and occupational and industry skill standards and certification widely used and recognized by business and industry.

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Part 4: One-Stop Service Delivery

A. One-Stop Service Delivery System

(WIOA §108(b)(6); 20 CFR §679.560(b)(5))

Boards must include a description of the one-stop delivery system in the workforce area, including explanations of the following:

- How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers
- How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, through the use of technology and other means
- How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities
- The roles and resource contributions of the one-stop partners

Board Response: One-Stop Service Delivery

Continuous improvement of eligible providers: Eligible providers, including all agencies contracted by WSA, are required to carry out the duties consistent with all applicable federal and state laws, regulations, and other requirements, and implement all workforce services and/or programs consistent with the Board Plan, WSA policy, procedures, directives, and Memorandum of Records.

WSA requires providers to operate responsive systems and programs that embrace continuous improvement. This requires a top down commitment to performing a continuous assessment of system performance as well as the development of systemic solutions. As part of its internal controls, WSA deploys and requires providers to engage in two key strategies to drive continuous improvement in the workforce system: data analysis and customer feedback.

- **Data Analysis:** Workforce systems are data rich environments. TWC requires utilization of two large information systems, (1) The Workforce Information System of Texas (TWIST) and [WorkInTexas.com](https://www.workintexas.com). Each year critical demographic, service, and outcome information is collected on tens of thousands of participants, and available for ad hoc analysis. WSA and its providers engage in proactive internal monitoring done through random sampling, data mining, analysis, and synthesis to quantify compliance, quality, and customer flow, and evaluate opportunities for efficiencies and targets for reducing inertia and redundancy for customers accessing the system.

- **Customer Feedback:** Critical to continuous improvement initiatives is collecting qualitative and quantitative feedback regarding the system’s efficiency and efficacy in serving primary customer groups, including:
 - **Employer Customers:** Employers are the primary customers of the workforce system. Establishing meaningful relationships with employers and providing streamlined, value-added services is critical to our ability to prepare and place job seeker customers.
 - **Job Seeker Customers:** To effectively serve job seeker customers, they must be prepared to enter the local job markets and placed on Career Pathways that lead to self-sufficiency and career progression.
 - **Community Partner Customers:** To maximize the impact of workforce development resources on communities, the workforce system must leverage partnerships to fill in the gaps and provide wrap-around services to employer and job seeker customers.
 - **Internal Customers:** Staff are a critical asset of the workforce system. Their feedback is invaluable to enhancement efforts.

WSA evaluates system compliance and performance and requires providers to monitor these systems as well by collecting feedback from customer groups and developing action plans to improve systems based on analysis.

Facilitating access to services: WSA maintains five Job Centers in located in urban areas of Bexar County and one in each of the twelve rural service counties: Atascosa, Bandera, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina and Wilson.

Center capacity and staffing levels are adjusted according to the composition of the county population (i.e. demographic profile), the consumption of Center services, and available funding. Regular (annual minimum) demographic and customer flow analysis is conducted to ensure Job Center capacity is adequate to meet the community demand and that operations are efficient. Access to services in Bexar and in the surrounding counties aim to mirror population. Center traffic in the Bexar County locations was 77.9% of total traffic in the area, compared to 22.1% in the surrounding counties. In terms of total population, an estimated 76.1% reside in Bexar and 23.9% in the surrounding counties.

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In addition to physical service delivery locations, WSA utilizes its web-based resources as a “virtual information center” for customers to access information, including information about childcare eligibility, youth services, job seeker services, and labor market information. Local efforts are complemented with state technology tools. WorkInTexas.com, for example, provides a powerful platform for removing geographic barriers from the provision and dissemination of job seeker services (events calendar, bulletin board, subscriptions, etc.).

WSA utilizes social media to quickly deliver information to large numbers of users of all ages and backgrounds. It also enables WSA to assist customers in a form that they are familiar with. Furthermore, social networking capabilities provide a low-cost way to reach employers, job seekers, and others with a need for WSA services. WSA hosts a Facebook page, Twitter account, LinkedIn account, and Instagram account.

Satellite offices are strategically located in rural areas to increase access, including that for individuals with disabilities, and all customers in need of services. Particularly with VRS, Board and Job Center staff will maintain strong relationships with entities that assist individuals with disabilities in the 13-county region. Board and Job Center Business Service staff will promote the benefits of workforce services to local business and training providers throughout the region.

Accessibility: Geographic availability is a strategy for increasing access to services for individuals with disabilities. In each of the five urban and twelve rural locations, designated space is made available and VR staff and other community partners are co-located in order to increase the scope of services that are provided at the center.

Board staff conduct yearly accessibility reviews at the Centers to improve or correct barriers for individuals with disabilities. Adaptive equipment is evaluated and replaced as needed, including but not limited to TTY phones, Visikey keyboards, large trackball mouse, noise-canceling headphones, Zoom Text, and JAWS.

Interpreters are coordinated, made available, and funded by WSA upon request to ensure equal access and quality of services. One of our strongest efforts includes cross-training and the scheduling of regular on-going meetings with VR management and staff. Part of our plans include developing a common intake, WSA-VR team staffing for case management, and the alignment of the various elements that are a part of our services. This includes, for example, the alignment of eligibility determinations, assessments, individual plan development, case management, and the whole gamma of services. In addition, WSA will continue to learn and share best practices for services people with disabilities by attending workforce forums, Quality Assurance Network (QAN) meetings, and other similar events.

One-Stop partner contributions: WSA partners include employer-led organizations, associations and consortiums of employers, industry sectors, economic development organizations, training and educational institutions, labor organizations, and faith-based, other private, and community-based organizations. Regional workforce and economic development planning and execution requires a collaborative effort to fully maximize return of investments made in the interest of growing a robust and vibrant economy.

The roles and resource contributions of one-stop partners to the workforce development delivery system are many. WSA plans on leveraging these resources and complementing a comprehensive workforce development service delivery via the development of Memorandums of Understanding (MOUs). MOUs are intended to describe the services to be provided through the system, including the way the services will be coordinated and delivered. At a minimum, MOUs will:

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Commented [AG22]: Was there cross-training and regular on-going meetings?

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- Identify each partner,
- Describe the system design,
- Identify the services, including career services applicable to partners,
- Identify and describe the system's customers, and
- Describe each partner's responsibilities.

In accordance with the “*Workforce Innovation and Opportunity Act Memorandum of Understanding Provisions Checklist*,” (WD Letter 03-16, Attachment 1), and as appropriate, MOUs will include a description of how operating costs will be funded, methods for referring customers, access to services, and the duration of the MOU.

WSA plans on continuing the delivery of comprehensive workforce development services through the development of MOUs that support one or more of the following:

- Training and education,
- Labor market attachment, advancement, and retention,
- Employer attraction, expansion, and retention,
- Support and Wrap-around Services, including for example:
 - Assessments,
 - Transportation,
 - Housing,
 - Childcare,
 - Utilities, and
 - Other services
- Services that support the attainment of TWC-contracted performance measures,
- Services that support local workforce and economic development initiatives as based on their alignment with TWC's and WSA's vision, mission, and goals.

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B. Cooperative Agreements

(WIOA §108(b)(14); 20 CFR §679.560(b)(13))

Boards must provide copies of executed cooperative agreements that explain how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

Board Response: Cooperative Agreements

WSA has attached all cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

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C. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination

(WIOA §108(b)(4); 20 CFR §679.560(b)(3))

Boards must include a description of the strategies and services that will be used in the workforce area to do the following:

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- Facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations
- Support a local workforce development system that meets the needs of businesses in the workforce area
- Better coordinate workforce development programs and economic development
- Strengthen links between the one-stop delivery system and unemployment insurance programs

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Note: This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, use of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategy described above.

WSA's Business Engagement framework is based on some of the core principles of inclusive growth, specifically "Growth from Within." WSA's Growth from Within strategy prioritizes industries, occupations, and firms that:

- a. Drive local competitive advantage, innovation, productivity, and wage gains, and
- b. Boost export growth and trade with other markets.

WSA aims to focus on these industries, occupations, and firms in alignment to efforts of local partners and their workforce and economic development priorities and targets. Along with the City of San Antonio EDD, Bexar County EDD, and the Area Judges/AACOG, for example, the region has a focus on three key industries, including Healthcare, Advance Manufacturing, and Information Technology. Port SA is strong on Aerospace while portions of our region and nearby regions are tied to Oil & Gas. One of our region's primary industry focus also lies in Cybersecurity.

Our methodology to select the Target Occupations looks closely into these types of local investments and goals. WSA incorporates this “local wisdom” not only as an intricate part of our secondary data targets but mainly as our initial framework from which we began selecting industries that show the most promising projected growth, jobs, and wages.

Having selected these most promising industries, WSA aims to partner with organizations, associations, and employers with which to further help promote the needed education, upskilling, and re-skilling of our residents to meet the needs of regional employers.

In addition to working closely with Chambers, associations, economic development corporations/agencies, and employers, there are several strategies that WSA aims at strengthening and/or implementing. These include the following:

- 1) Electronically surveying employers from these key industries in a regular basis. This will help WSA and the region stay in touch of industry labor and skills needs.
- 2) As based on industry needs, work to address local educational and training needs.
- 3) Develop Business Plans that address labor/skills needs in the immediate term (within 1 year), medium term (1 -3 years), and long-term (3-5 years).

Overall Goal. The overall goal of these strategies is to create pipelines into mid-skill/mid-wage occupations. WSA aims to achieve this goal by offering services that can be classified into the following three types: Traditional Services, Sector Strategies, and Place-based Strategies.

- A. **Traditional Services.** In addition to meeting/exceeding our TWC-contracted performance measure of Workforce Services to Employers, traditional services include the promotion and development of job postings through WorkInTexas and the participation of employers into our labor exchange system. Job Fairs, Hiring Fairs, providing space at our Job Centers for promotion and interviewing, and other similar services are also included. These services also include working with employers to created ‘transitional’ jobs programs, such as short-term subsidized employment and supportive services for people with limited work experience and barriers to employment, as well as other Job Center services. Job Center services focus on in-person and individualized assistance, including skill and interest assessments that help match employer needs, as well as career and training planning, and others with a view on ensuring that these services match employer needs.
- B. **Sector-Based Strategies.** Sector strategies work to identify employer skill and workforce needs in a given industry cluster and region and develop recruiting, assessment, and training strategies to help employers find workers with the right skills. The following are examples of sector strategies:
 - a) **Industry Partnerships.** Collaborations of businesses from a particular industry that meet regularly with the assistance of a workforce intermediary to address their region and industry’s collective workforce and talent needs. Includes discussions of shared human-resources issues, exchange of information about industry practices, and specific actions to address workforce challenges.

- b) **Sectoral Skills Partnerships.** Bring together multiple employers within an industry to collaborate with colleges, schools, labor/workforce agencies, community organizations and other stakeholders to align training with the skills needed for that industry to grow and compete. Sector partnerships can help facilitate the advancement of workers at all skill levels, including the least skilled.
- c) **Regional Skills Alliances.** These can take many forms. Broadly, they can be defined as collaborations within a regional labor market among multiple firms with similar labor market needs and other key stakeholders (such as labor, educational institutions, community organization, the public sector) to identify and address skills shortages.
- d) **Industry Skills Panels.** Private/public partnerships work to ensure that employees in key industries have the skills needed to quickly and competently meet the changing needs of businesses. Harnessing the expertise of leaders in business, labor, education, economic development, and other sectors. Skill Panels bring competitors within a specific industry together to collaboratively address critical issues, skill gaps, training needs, and performance outcomes that affect the industry as a whole.
- e) **Value-Chain Models.** NAICS classifies industries by processes of production, and so do not account for activities that contribute to the processes of production (upstream) nor activities on which the outputs of production depend on (downstream). Value-Chain Models look into these upstream and downstream processes to better capture, understand, and meet the needs of industry.
- f) **Entrepreneurship.** Starting a business is challenging, but women and minorities have traditionally faced increased challenges (perhaps they have less access to capital and/or weaker networks). These strategies aim at closing these gaps by broadening access and building trust in under-represented communities.
- g) **Incumbent Worker Training.** Workplace-based learning has critical advantages, particularly in rapid changing contexts. This type of training helps to keep training relevant to the job. These strategies help firms because it's an efficient way to up-skill workers and often open up new possibilities for lower skilled workers, and/or advancement opportunities for workers.
- h) **Customized Training.** Involves tailoring of training programs to meet both the requirements of the targeted jobs and the learning needs of those being trained. Off-the-shelf programs often are in need of customization and/or to be offered at times and places that are accessible to the target population. Customized training helps to respond to competitive pressures and new technologies.
- i) **Career Pathways.** A combination of rigorous and high-quality education, training, and other services that align with the skill needs of industries, prepare individuals to be successful in education, includes counseling and support in education and career goals, and includes education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster,

organizes education/training to accelerate educational and career advancement, and enables the attainment of recognized diplomas or credentials and advancement within a specific occupation or occupational cluster.

- C. **Place-based Strategies.** These strategies involve offering traditional services and/or developing sector strategies in specific locations, particularly those that have historically experienced isolation, such as lack of transportation and other services, in segregated areas, and/or areas that experience high poverty or unemployment.

Our Business Engagement team will work to remove barriers to inclusive growth by identifying barriers and working with partners to remove these.

1. **Dynamism Barriers.** These barriers inhibit the process of firm creation and expansion that fuels employment and productivity growth.
2. **Skills Barriers.** These inhibit individuals from gaining the knowledge and capabilities to fill good-paying jobs and reach economic self-sufficiency.
3. **Access Barriers.** These barriers isolate individuals' communities with limited access to economic opportunity.

Engagement of Employers: WSA's Business Engagement (BE) Team serves as the Board's ambassador to businesses by connecting them to workforce system services throughout the 13-county region. The focus is on multiple activities in which services are prioritized based on employer needs. These include but are not limited to:

- Assessment and delivery of system-wide services to assist businesses in meeting their workforce needs
- Support economic efforts and initiatives throughout the region by providing socio-economic and labor market data, analysis, and information;
- Outreach targeted businesses to inform them of system-wide workforce services and connect them to those services through a "warm-handoff" referral to service providers
- Implement marketing and communications to expand access to employment through partnerships with local community colleges within our region
- Expand career pathways by connecting employers to Department of Labor Registered Apprenticeship (work/education blended training) and TWC's Employer Initiatives, Skills Development, Self-Sufficiency grants, Skills for Small Business, and Skills for Veterans
- Expand career pipelines by identifying eligible candidates, implementing in-depth assessments and matching, and developing intake/referral mechanisms to help enroll these candidates into training that meets employer skills needs
- Facilitate the development of work-related opportunities for program participants; and,

- Educate businesses about benefits offered that are available through partner agencies and refer as needed.

Business Engagement Model. The role of the BE Team and model aims at aligning business services and operations with WSA’s strategic goals. This involves capitalizing on the “Texas Model.” This model strengthens and streamlines integration, coordination, and collaboration across programs and partners for improved business services. The Texas Model was created by TWC in 1995 through House Bill 1863. HB 1863 integrates both TWC staff and Job Center staff under one roof and line of supervision, thereby creating a unified workforce system and holistic approach to service delivery.

The BE strategy also includes a division of the region into two sectors in a way that it supports the economic development and business needs of both the surrounding counties and the San Antonio metro area. By assigning staff by region (East/West), WSA engages all communities in the 13- counties.

Small Employers

WSA recognizes the critical role that small businesses play in economic and workforce development and, particularly, job creation. To that effect, the WSA BE Team will work closely with local business incubators and startup initiatives, small business ambassadors, entrepreneurial training providers, and the small business committees that participate in various chambers. A non-exhaustive list of efforts in which the BE Team engages in support of small business is included in the Appendix section for Question 4.b.

Business Human Resource Needs.

BE staff supports the human resource needs of businesses by:

- Offering opportunities to help businesses improve their current workforce through easy access to incumbent worker training resources,
- Working with businesses who are downsizing through “rapid response” to manage economic transition, including the potential for lay-off aversion,
- Developing a profile of the workforce system talent pool to help businesses appreciate the potential for recruiting from the workforce system,
- Presenting services available via TWC, Employer Initiatives Skills for Small Businesses,
- Offering benefits of the Work Opportunity Tax Credit (WOTC) which is a federal income tax benefit administered by the U.S. Department of Labor (DOL) for employers who hire individuals from specified target populations. The WOTC reduces a business’s federal tax liability, and serves as an incentive to select job candidates who may be disadvantaged in their efforts to find employment,

- Providing specialized recruiting events at the Job Centers for small employers, and directing Business Service Representatives (BSRs) to assist in identifying leads prior to scheduled hiring events, and
- Recruiting and specifically targeting employers from In-Demand Industry Sectors/Occupations to utilize services.

WSA's BE Team will work to promote target industries and occupations by:

- Developing industry-specific partnerships to meet the specific human resource needs of Alamo regional targeted industries,
- Giving priority to outreaching and facilitating service delivery to businesses within these targeted industries,
- Prioritizing hiring events based on Targeted occupations and wages, and
- Developing externships for Teachers Program for the facilitation of Career Pathways in STEM fields.

Meeting Business Needs. WSA's BE Team assesses business needs and helps determine the best plan of action for workforce growth and/or any potential grants, TWC grants, and board special programs/grants to help fill workforce needs.

- WSA works with local economic development councils, chambers, and professional organizations to provide support for new and expanding business,
- WSA's BE Team participates in various committees in our 13-counties supporting local business and economic development needs,
- BE Team utilizes a monthly dashboard to identify active WIT job seekers and recruit businesses,
- WSA builds upon what already exists with partners in communities (SA Promise Zone, Fredericksburg Labor Force Taskforce, Hondo Economic Development Council-Go Medina, and other efforts), and
- WSA also works with community partners to assist in identifying individuals that meet recruiting needs. (i.e., Goodwill Ind. SAMMinistries, career training schools, and others)

Workforce and Economic Development Coordination: WSA has a strong commitment to engage and align workforce development, economic development and educational efforts to ensure the Alamo region remains competitive in the global economy. WSA is actively involved with many economic development entities, chambers of commerce, and industry/employer associations within the region. A list of these organizations is included in the Appendix section for Question 4.c.

With a market-driven approach, WSA will continue to engage multiple organizations involved with economic development. WSA staff will maintain membership and participation in related

boards, committees, task-forces, and/or panels. WSA and American Job Center staff play a consultative role and serve as a principal resource for regional labor market information, economic data, demographic information, and other forms of data analysis. WSA will collaborate in meetings with prospective employers and business clients seeking to relocate or start a business in the region. WSA will also participate in joint planning activities and in economic impact studies and analysis. Collaboration with local and regional economic development organizations allows us to better identify future workforce needs to develop timely and responsive solutions.

In addition, WSA will collaborate with TWC in the presentation of and promotion of resources through the Governor's Small Business Forums. These forums offer businesses with opportunities, best practice methodologies, and access to credit and needed supply chains.

Other services that WSA offers to local area EDC's include:

- **Grant application partnerships:** for example, Access High Demand Job Training Program which supports collaborations between Workforce Solutions partners and local economic development corporations (EDCs). These grants are part of a statewide effort to create occupational job training programs that will improve the skill sets of individuals for jobs in high-demand occupations in Texas communities;
- **Labor Market Analysis and Information:** for business development, attraction, and retention resource; and,
- **Business Summits:** information dissemination of programs/services to communities.

Linkages Between One-stop Delivery and Unemployment Insurance Programs: Acting as 'head-hunters,' WSA's Business Engagement (BE) Team targets employers whose needs align with identified skill sets of UI recipients. WSA evaluates active WIT job seeker and program participant qualifications to perform quality job matches and develop employment-related opportunities. This is accomplished through networks and collaborative strategies which include labor exchange and career counseling services that aim at providing enhanced services to UI job seekers.

D. Coordination of Wagner-Peyser Services

(WIOA §108(b)(12); 20 CFR §679.560(b)(11))

A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.

Board Response: Coordination of Wagner-Peyser Services

WSA has fully implemented and operates the Texas Model for workforce system service delivery. In 2003, the Texas Workforce Commission (TWC) implemented the Texas Model for the delivery of Employment Services (ES) (Wagner-Peyser Act services). In the Alamo region, the contractor managing and operating the region's American Job Centers has full responsibility for day-to-day guidance of TWC (state) ES staff. TWC maintains administrative responsibility, but the WSA contract or shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

Operating under the Texas Model ensures system coordination and that duplication of services is minimized. In addition, WSA engages in joint strategic planning with all contractors and partners, stressing the importance of coordination and consistent services provision.

Commented [AG28]: Do we have data to report here?

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E. Integrated, Technology-Enabled Intake and Case Management

(WIOA §108(b)(21); 20 CFR §679.560(b)(20))

Boards must include a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

Board Response: Integrated, Technology-Enabled Intake and Case Management

WSA aggressively incorporates technology into the one-stop service delivery system in the Alamo region, including incorporation of integrated, technology enabled intake and case management information systems for programs carried out under WIOA and by one-stop partners. The backbone of WSA's approach are systems administered by the Texas Workforce Commission (TWC), which include:

- WorkInTexas.com (WIT): Labor-exchange online system mandated by the Wagner-Peyser Act and operated in cooperative effort with JobCentral, the National Labor Exchange system
- The Workforce Information System of Texas (TWIST): integrated intake, eligibility, case management, and reporting system for employment and training services. TWIST acts as the central repository for customer information. Includes interfaces with WIT, the UI benefits system, and HHSC's system
- Child Care Attendance and Automation (CCAA): allows parents to record attendance using a swipe card at a point-of-service device located at authorized childcare facilities
- Cash Draw and Expenditure Reporting: TWC's online Cash Draw and Expenditure Reporting (CDER) system is a web application used by Boards to draw funds from their program allocation. Handles all financial transactions
- Workforce Job Center Traffic (WCCT): traffic tracking system used at career center locations, job fairs, and other events/activities to record and report on usage

TWC systems are supplemented by local technology investments that include:

- Cabinet: local network document management and workflow system used in the delivery of Child Care Services. WSA plans to expand this technology throughout the workforce system.
- MyAlamoCareer.org, Virtual Job Center: Jointly funded project through WSA and the Alamo Colleges to bring online career services to the community in an interactive environment that is engaging and multidimensional
- Online applications and reporting: to expand accessibility and improve customer service, WSA plans to develop online applications and reporting for all workforce services programs.

Commented [AG29]: How to describe our current transformation? Work with Chuck to get details.

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- Cisco Contact Center: to expand call center services and out-bound (robo-call) campaigns, for instance, to remind customers about scheduled activities.
- Kiosks: plan to provide remote access locations to career center services and staff.
- Customer Relationship Manager: WSA is in the process of implementing a customer relationship manager (CRM, Salesforce). The CRM will assist in the capturing and sharing of information with key partners related to contacts and relationships with employers, business associations, and social-service and other agencies.
- EMSI: WSA will continue procuring/utilizing labor market tools which facilitate the analysis and reporting of key local and state-level data.
- Learning Management Systems: contractor uses a learning management system for staff development and policy implementation.
- Viridis: a data platform that aims to allow co-case and career management of participants with partners, particularly COSA's Delegate Agencies.

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Part 5: Workforce Investment Activities**A. Economic Development and Entrepreneurial/Microenterprise Activities**

(WIOA §108(b)(5); 20 CFR §679.560(b)(4))

Boards must include an explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the workforce area and how the Board will promote entrepreneurial-skills training and microenterprise services.

Board Response: Economic Development and Entrepreneurial/Microenterprise Activities

WSA actively engages with regional economic development partners and helps lead and coordinate local workforce investment activities in the region. WSA's efforts goals include:

- developing regional service strategies
- facilitating job fairs
- perform targeted talent development
- participating in the development of community partnerships
- participating in business recruitment
- promotion of entrepreneurial-skills training and microenterprise services

Entrepreneurial skills training and microenterprise services: The Alamo region benefits from a significant footprint of agencies providing small business development and microenterprise services, to include micro-lending. Established regional Small Business Development Centers (SBDC) have a long history of assisting burgeoning entrepreneurs, and new investments by governments and professionals such as the Maestro Entrepreneur Center, Launch SA, Lift Fund, and TechBloc are injecting new energy into community startups.

Consistent with priorities put forth in WIOA, WSA has established efficient two-way referral processes with these agencies to provide entrepreneurial training and resources to customers of the workforce system. These services are offered through strong partnerships, including:

- UTSA, Small Business Development Center
- Launch SA
- TechBloc
- San Antonio Entrepreneur Center
- Alamo Colleges
- Minority Week Development (MED Week)
- San Antonio Hispanic Chamber of Commerce-Small Business Committee and Maestro Entrepreneurship Center
- Texas Governor's Forum
- Texas Business Conference
- Bexar County Small Minority Women-Owned Business Enterprise
- Lift Fund

Services from these partners will be incorporated into the portfolio of services offered by WSA to customers, highlighting a broad range of opportunities supported by the local community.

Examples of local entrepreneurship and microenterprise services to be incorporated include Launch SA's 'Breakfast and Launch' (culinary business accelerator), and 'Venture Challenge SA' (startup/business growth challenge).

Commented [AG31]: Update examples

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B. Rapid Response Activity Coordination

(WIOA §108(b)(8); 20 CFR §679.560(b)(7))

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Boards must include a description of how the Board will coordinate workforce investment activities carried out in the workforce area with statewide rapid response activities described in WIOA §134(a)(2)(A).

Commented [AG32]: Confirm new business services model

Board Response: Rapid Response

WSA Board staff coordinate Rapid Response services with employers, and subcontractors are utilized for all service provision. Rapid Response is an early intervention service to quickly transition dislocated workers to new employment. Rapid Response services are provided to layoffs and closures of all sizes. Per the statutory reference to mass layoffs, rapid response services must be provided to plant closures or layoffs of 50 or more. Additionally, rapid response services must be provided for any layoff which receives a WARN notice.

During the Rapid Response orientation session, workers are provided:

- overview of the WIOA Dislocated Worker program
- job readiness services
- job placement assistance
- unemployment insurance
- and an explanation of occupational skills training offered at the Job Centers

With the consent of the employer, affected employees are contacted on-site by the Rapid Response Team before they become unemployed. Workers learn about workforce services and are given the opportunity to complete a Rapid Response Registration Form. Affected workers may immediately begin receiving workforce services without waiting to complete the intake process at the Job Center. To ensure accessibility to all available services, and to obtain employment or occupational skills training, affected employees are given the opportunity to enroll into the WIOA Dislocated Worker program.

Activities under Rapid Response acknowledge the importance of early intervention and are designed to address the most recognized needs of dislocated workers. The services provided through Rapid Response are designed to help make the period of unemployment as manageable and brief as possible. Through Rapid Response, on-site workshops at the employer's location are made available to help prepare employees to seek employment. The workshops that are offered include resume writing, interviewing, job search, stress management, and financial management.

Commented [AG33]: Insert post-covid process

At the request of the employer, on-site job fairs are coordinated with local area employers who may be interested in hiring affected workers with known skills sets. Services are tailored as needed to meet the various levels of need of the affected workers. To successfully return to the workforce, some workers require only minimal assistance while others may need more intensive services. The focus is to assist everyone regardless of their level of need.

C. Youth Activities and Services

(WIOA §108(b)(9); 20 CFR §679.560(b)(8))

Boards must include a description and assessment of the type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. This description must include an identification of successful models of such activities.

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Board Response: Youth Activities and Services

The 13-county WSA region is home to significant, but decentralized support structures to serve WIOA youth target populations. This includes a complex network of more than 50 Independent School Districts, fragmented dropout recovery efforts, and numerous agencies whose service communities are marbled throughout the Alamo region. Providing for a consistent type of coverage of WIOA elements and related services is one of WSA's primary goals. An inventory of significant youth serving community partners, with service area descriptions is contained below. While not entirely inclusive of all agencies, the resource mapping provides for an assessment of availability and gaps in workforce investment services available to youth in the region.

Table 1. Workforce Investment Activities for Youth

Agency	Workforce Investment Services	Service Region
Communities in Schools	Needs assessment, service planning, support services, mentoring, and case management.	San Antonio (ISDs: Dilley, Harlandale, Edgewood, IDEA, Northeast, Northside, Pearsall, San Antonio, Somerset, South San Antonio, Southwest), New Braunfels (ISDs: New Braunfels, Canyon, Marion, Schertz-Cibolo-Universal City).
SA Works	Internships.	San Antonio.
Connections	Counseling, life skills training, housing.	Counties: Atascosa, Comal, Frio, Guadalupe, Karnes, Wilson.
Goodwill Industries	Career services, support services, and training.	Alamo region with locations in San Antonio, New Braunfels, and Seguin; City of San Antonio delegate agency.
George Gervin Youth Center	Youth Build, Education, tutoring, transitional living, job readiness, counseling, and mentoring.	San Antonio.
Good Samaritan	Counseling, mentoring, leadership development/life skills, civic engagement, and career readiness.	San Antonio.

Agency	Workforce Investment Services	Service Region
San Antonio Youth Literacy	Education and tutoring.	San Antonio.
United Way	Education, tutoring, emergency assistance, food/shelter, and referrals.	San Antonio and Bexar County.
Alamo Academies (Alamo Colleges)	Occupational skills training, dual credit, tutoring, and internships.	Alamo region with concentration in San Antonio, New Braunfels, and Seguin.
BCFS Health and Human Services	Workforce assistance, dropout prevention activities, self-esteem and leadership activities, and counseling.	San Antonio.
TWC Vocational Rehabilitative Services	Career readiness, employment, assistive technology (for youth with disabilities - see further detail below).	Alamo region.
SA Lighthouse for the Blind	Educational programs, work skills, assistive technology, and scholarships.	San Antonio.
Chrysalis Ministries	Job readiness, money management, substance abuse and other counseling.	Alamo region (City of San Antonio delegate agency).
SA Youth	Youth Build – workforce training,	San Antonio
Haven for Hope	Housing and counseling. Needs assessment, service planning, support services, mentoring, and case management for homeless youth.	San Antonio.
SA Children's Shelter (TAPPESTRY)	Needs assessment, service planning, support services, mentoring, and case management for youth transitioning out of foster care.	San Antonio.
Catholic Charities of San Antonio	Parenting education and counseling.	San Antonio.
Texas Juvenile Justice Department	Education, life skills, support services, and counseling.	Alamo region.

Agency	Workforce Investment Services	Service Region
Adult Education and Literacy (AEL) Partners / Numerous TWC funded headed by ESC-20 and private funded agencies	Adult education, English as a second language, and remediation.	Alamo region.
Independent School District (ISD) Partners	Education, tutoring, dropout recovery, and credit recovery.	Alamo region.
Healy-Murphy Center	High school, GED, and high school equivalency programs	Alamo region.

Due to the significant need for youth workforce investment activities in the region, and the high concentrations of WIOA youth target populations, WSA's focus is on (1) fostering partnerships with youth serving agencies in the region to ensure the availability of services, (2) strengthening the service delivery system and (3) supplementing community services with WIOA resources, and (4) working to fill service gaps.

To increase accessibility for youth, WSA's definition of the Board's WIOA definition of "additional assistance" has been made sufficiently broad to incorporate disconnected low-income youth experiencing a wide variety of barriers.

Youth with Disabilities: Active partnerships with youth-serving agencies in the region help build the resources and competencies needed to serve youth with disabilities. WSA's partnership with the TWC Vocational Rehabilitative Services Department (formerly Department of Assistive and Rehabilitative Services) aims to do just that. VRS serves youth with vision related disabilities, behavioral and mental health conditions, hearing impairments, including deafness, alcoholism or drug addiction, Intellectual, learning and developmental disabilities, and physical disabilities, including traumatic brain and spinal cord injury, back injury, paralysis and impaired movement.

In addition to VRS, WSA also partners with numerous agencies deploying highly successful service strategies in benefit of youth with disabilities, including:

- Alamo HireAbility Coalition (Established by WSA in 2018 to bring together youth-serving agencies to expand and enhance pre-employment transition services to students with disabilities.
- San Antonio Lighthouse for the Blind,
- BCFS Health and Human Services,
- Family Endeavors, and
- San Antonio Independent Living Services.

Youth services include:

- Vocational counseling, including counseling in job exploration and post-secondary training opportunities;

- Counseling concerning opportunities for post-secondary education such as college and vocational schools;
- Work-based learning experiences, including internships and on-the-job training;
- Training related to workplace and employer expectations;
- Training in self-advocacy and social skills;
- Referrals for hearing, visual and other examinations;
- Assistance with medical appointments and treatment;
- Rehabilitation devices, including hearing aids, wheelchairs, artificial limbs and braces;
- Therapy to address a disability, including occupational or speech therapy and applied behavioral analysis;
- Medical, psychological and vocational assessments;
- Assistive technologies, including screen reader software, computer equipment and other items;
- Job matching and placement services;
- Transportation assistance to and from the job, college or certification program;
- Referral to other state, federal and community agencies and organizations;
- Rehabilitation Teachers Services to help learn Braille, orientation & mobility, and home and health management skills for youth with a vision-related disability;
- Vocational adjustment training; and
- Supported employment services.

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D. Coordination with Secondary and Postsecondary Education Programs

(WIOA §108(b)(10); 20 CFR §679.560(b)(9))

Boards must include a description of how the Board will coordinate its workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

Board Response: Coordination with Secondary and Postsecondary Education Programs

WSA supports partnerships with employers, training institutions and providers, and agencies to facilitate institutionalization of opportunities for youth and adult learners toward the goal of transitioning to and attaining needed postsecondary credentials.

The continuity of these partnerships leads to varied opportunities in licensing and certification, including registered apprenticeship certifications, industry-recognized certificates, diverse licenses, and certifications that are both portable and stackable. To that effect, regional Independent School Districts, Alamo Colleges and regional community colleges and universities, including the University of Texas at San Antonio, Texas A&M San Antonio, and Coastal Bend College are progressive in developing fully articulated education pathways.

WSA helps to infuse these initiatives by sponsoring education, training, work experience and related services with workforce development resources, including WIOA, TANF, SNAP, and other sources of funding. Our Career Pathway partnerships help to:

- leverage the entire larger workforce and education communities
- ensure agency coordination to minimize duplication of services in the community
- allow for customers to take advantage of their educational backgrounds and prior experience by granting them entry at the most advanced point possible along their Career Pathway.

Examples of some of these partnerships are included in the Appendix section for Part B, Question 10.

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WSA and the City of San Antonio Goal of Economic Competitiveness

WSA and the City of San Antonio (CoSA) enjoy a robust partnership, and WSA's mission, vision, and values are consistent with CoSA's focus on economic competitiveness for the region. Economic Competitiveness is the engine of prosperity in San Antonio. To that effect, SA supports programs that help ensure families have the skills and support needed for high standards of living. The primary focus lies on helping participants transition from dependency on public assistance or unemployment into full-time employment, with the aid of training that will increase job marketability. These programs have two primary goals, long-term job training and adult education/short-term services.

Long-Term Job Training: Long-term job training programs primarily focus on helping participants obtain a training certificate or associated degree in a target occupation that pays an entry rate equal to or higher than the current "living wage" of \$11.68 per hour.

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Adult Education/Short Term Services: these programs focus on long and short-term job training and certificate programs that include basic life and work skills, high school equivalency, workplace competency training, interviewing skills, resume writing, successful work habits, and job search assistance. These services aim at helping participants transition from unemployment or underemployment into full-time employment, and they provide the opportunity for participants to pursue training that will increase their marketability.

The WSA partnership with CoSA centers upon three main drivers:

- SA Works,
- Economic Development Agents, and
- Delegate Agencies.

SA Works is widely supported by both private and public organizations in the local area, particularly in San Antonio and Bexar County. Our partnership efforts with SA Works aim at leading, facilitating, and developing opportunities that advance both economic development and the well-being of residents in these communities.

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Economic Development efforts revolve around the following agencies:

- SA Works (with its additional focus on youth and overall well-being of the community),
- Bexar County Economic Development,
- CoSA Economic Development Department, and
- Economic Development Foundation (EDF).

Specific elements of the partnership include:

- Key input into the analysis and determination of Targeted Industries/Occupations;
- United/collective front in assisting industry and employers; and,
- Salesforce (Customer Relationship Management/CRM).

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E. Child Care and Early Learning

(40 TAC §809.12 Board Plan for Child Care Services)

Each Board must include a description of how the Board is strategically managing childcare and early learning within its workforce system to enhance school readiness and strengthen and support the child care industry.

Note: This may include efforts to:

- Coordinate with employers, economic development, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool
- Support improved school readiness through higher-quality child care, including Texas Rising Star, and through partnership opportunities such as prekindergarten partnerships
- Support the needs of the childcare industry, which could include assistance with business development or shared services, as well as opportunities to support professional growth and career pathways for early education

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F. Transportation and Other Support Services

(WIOA §108(b)(11); 20 CFR §679.560(b)(10))

Boards must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in

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coordination with WIOA Title I workforce investment activities.

Board Response: Transportation

WSA recognizes the need to provide convenient and efficient transportation supportive services to customers and to remove or alleviate the negative effects of a lack of transportation has on the ability to secure and maintain employment. WSA accomplishes this through a combination of utilizing gas cards/mileage reimbursement and leveraging of public transportation.

- Gas cards/mileage reimbursement: This service option is utilized for eligible program customers that have access to personal transportation but require transportation assistance to fully participate in workforce programs. Assistance is provided within policy allowances and limitations specific to the program in which the customer is enrolled.
- Public transportation: The Alamo region benefits from efficient large-scale public transportation system in Via Metropolitan Transit (www.viainfo.net). Via provides affordable transportation to 98 percent of Bexar County, including unincorporated parts of Bexar County and the following municipalities: Alamo Heights, Balcones Heights, Castle Hills, China Grove, Converse, Elmendorf, Kirby, Leon Valley, Olmos Park, San Antonio, Shavano Park, St. Hedwig, Terrell Hills, and Bexar county portions of Cibolo. Via offers Bus services, Van Sharing, Primo (rapid bus transit), and Paratransit services at low costs.

Rural areas are served by Alamo Regional Transit through the Alamo Area Council of Governments (www.aacog.com). Public transportation cost is subsidized for customers within policy allowances and limitations specific to the program in which the customer is enrolled.

Leveraged Community Resources: WSA is also aggressive in braiding community funding with partner agencies to leverage community resources and expand availability of supportive services to joint agency customers in the Alamo region. WSA actively partners with several community agencies to expand the pool of resources. Examples of these partnerships are in the Appendix section Part. B. Question 11.

Commented [AG40]: Update this

Commented [AG41]: Which resources/which agencies?

F. Coordination of Adult Education and Literacy (AEL)

(WIOA §108(b)(13); 20 CFR §679.560(b)(12))

Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL activities under WIOA Title II. This description must include how the Board will carry out the review of local applications submitted under Title II consistent with WIOA §§107(d)(11)(A) and (B)(i) and WIOA §232.

Commented [AG42]: Need full description of AEL

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Part 6: Adult, Dislocated Workers, and Youth Services

A. Adult and Dislocated Worker Employment and Training

(WIOA §108(b)(7); 20 CFR §679.560(b)(6))

Boards must include a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the workforce area. Boards must include a description and assessment of the type and availability of adult, dislocated worker and youth employment and training activities in the workforce area.

Boards must also include the list of assessment instruments (tools) used for adult, dislocated worker, and youth.

Board Response: Adult, Dislocated Workers, and Youth Services

WSA operates a total of 16 American Job Centers and satellite offices located throughout the 13-county Alamo region. In determining optimal location of American Job Centers, WSA staff conducts a cost-benefit analysis of:

- local demographics to identify significant population centers and projected population centers
- concentrations of historical WSA job seeker customers
- geographic areas with characteristics that are likely to utilize workforce services
- feedback from local stakeholders regarding community need and planned development
- alignment with HHSC (for TANF/Choices and SNAP E&T customers) and UI Offices (for UI customers)
- costs and funding availability

All Centers provide access to the full range of programs and services offered by WSA, including resource room services, informational services, orientations, training, employment, supportive services, and all related program services. The following table lists Center locations:

Table 2. American Job Center Locations

	Job Center	Address
1	Hillcrest Job Center	1499 Hillcrest Dr. San Antonio, TX 78228
2	Fredericksburg Job Center	221 Friendship Lane Fredericksburg, TX 78624
3	Kerrville Job Center	1700 Sidney Baker Suite 200 Kerrville, TX 78028
4	Bandera Job Center	702 Buck Creek Bandera, TX 78003
5	Boerne Job Center	1415 E. Blanco Suite 10A Boerne, TX 78006

Commented [AG44]: Verify addresses; redo table

	Job Center	Address
6	Hondo Job Center	402 Carter St. Hondo, TX 78861
7	New Braunfels Job Center	183 North IH-35, New Braunfels, TX 78130
8	Walzem Job Center	4615 Walzem Rd. San Antonio, TX 78218
9	Marbach Job Center	7008 Marbach Rd. San Antonio, TX 78227
10	East Houston Job Center	4535 E. Houston St. San Antonio, TX 78220
11	South Flores Job Center	6723 S. Flores Suite 100 San Antonio, TX 78221
12	Seguin Job Center	1500 E. Court St. Seguin, TX 78155
13	Pearsall Job Center	107 E. Hackberry Pearsall, TX 78061
14	Floresville Job Center	1106 10th St. (Hwy 181) Suite C Floresville, TX 78114
15	Pleasanton Job Center	1411 Bensdale Pleasanton, TX 78064
16	Kenedy Job Center	491 N. Sunset Strip St. #107 Kenedy, TX 78119

WSA also makes services available off-site at partner offices and other ad hoc locations in the community. This approach allows center staff to take advantage of partner agency locations that are more accessible to that partner's client base is consistent with a culturally responsive strategy to leverage rapport and trust of the partner agency. It creates an added convenience to both customers and partners and expands our offering of immediate access to services i.e. customers are not obliged to visit a center to access services. Our services become immersed within or as a part of the broader system of services that are offered throughout the community. Serving customers who also receive additional services from partner agencies helps create stronger safety nets and supports in ways that contribute to improved outcomes. This applies to both adults and youth.

WSA partners with Joint Base San Antonio (JBSA) to offer workforce services to veterans and transitioning military members and military spouses at the Military and Family Readiness Center at JBSA Fort Sam Houston. WSA's contractor also has a case manager at Haven for Hope to provide workforce services to homeless individuals.

Another example of this type of co-location is the manifestation of a partnership with the Bexar County court system, WSA provides employment and training services on location to non-custodial parents who are mandated by the court to obtain and retain employment for child support purposes. This relationship facilitates continuity of services and alleviates the need for parents to visit an additional location while accomplishing the goal of increased compliance with court orders.

Potentially eligible customers apply for training and educational services at partner agency locations (i.e., Alamo Colleges, CodeUp, Iron Yard, CodeBound, etc.). Recruitment and initial information are provided to students by a partner agency with training or educational opportunities. Partner agencies and Job Center contacts collaborate to determine eligibility facilitate the provision of other services. This approach increases enrollments into IT and cybersecurity-related target occupations.

To supplement WSA program services and better serve customers, WSA has established partnerships with numerous agencies. MOUs in place with all agencies include agreed upon responsibilities and costs for space and/or delivery of program services, as applicable.

Some of key partnerships include those which offer expanded services for job seekers, share similar performance goals, and help leverage our resources. A prime example of these agencies are the City of San Antonio's Delegate Agencies. A non-exhaustive list of partnerships and MOU's is included in the Appendix section for Part B. Question 7.

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B. Priority to Recipients of Public Assistance and Low-Income Individuals

(20 CFR §679.560(b)(21))

Boards must include the Board policy to ensure that priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations, as well as veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.

Board Response: Priority to Recipients of Public Assistance and Low-Income Individuals

WSA has incorporated and follows the priority of services as established by federal and state guidelines. Career and training services must be given on a priority basis, regardless of funding levels, to the following populations in the following order:

- Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient (TEGL 19-16; WD 25-15)
- Foster youth and former foster youth (as defined in WD 43-11) who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient
- All other individuals who are recipients of public assistance, low-income, or basic skills deficient (as referenced in WIOA §134(c)(3)(E) and Final Rule §680.600)
- All other eligible veterans and eligible spouses (e.g., not included in #1)
- All other foster youth and former foster youth (not included in #2)
- All other eligible persons (not included in #3)
- *Local Priority*: individuals potentially eligible for co-enrollment into programs of and services offered by local partners (e.g., City of San Antonio Delegate Agencies and other partners)
- *Local Priority*: individuals with barriers to employment.

WSA Contractors are required to ensure that priority populations are made aware of:

- their entitlement to priority service
- the full array of career and training services available under priority of service
- any applicable eligibility requirements for those programs and/or services.

It is expected that WSA Contractors monitor operations to ensure that policies, procedures, and processes comply with priority of service requirements (TEGL 10-09).

Commented [AG46]: Confirm these WD and other references

Definitions

Priority of Service

“Priority” means that these populations are entitled to precedence and receive access to a service earlier in time or, if the resource is limited, receive access to the resource instead of or before than lower priority populations. If a waiting lists exists, priority of service requires these populations to be placed first on the list in the order listed above. If a service has already been approved or funds have already been encumbered (e.g., approval for training or a support service, etc.), priority of service is not intended to allow a person from a priority group who is identified subsequently to displace or deprive the participant of that service or resource.

WSA has not established priority of services for any additional populations. However, WSA has approved services for Youth who exceed low-income guidelines, which fall under priority #6 (WSA WIOA 48).

Commented [AG47]: Is this still true?

Basic Skills Deficient

- WSA utilizes the TABE test including the three functional areas of Reading, Language, and Math. A score below 9.0 in any of the three areas is considered basic skills deficient.
- Behind grade level (e.g., based on age and scores from a recognized/standardized test showing grade-level, or attending secondary school but being behind one or more grade levels).

English language learners also meet the criteria and must be included in the priority populations for the title I Adult program (TEGL 19-16).

Individuals with Barriers to Employment

WIOA emphasizes the goal of helping job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy.

Part 7: Fiscal Agent, Grants, and Contracts

A. Fiscal Agent

(WIOA §108(b)(15); 20 CFR §679.560(b)(14))

Boards must include identification of the entity responsible for the disbursement of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).

Board Response: Fiscal Agent, Grants, and Contracts

The Alamo Workforce Development Board, DBA Workforce Solutions Alamo, is responsible for the disbursement of grant funds for the 13-county Alamo region, as described in WIOA §107(d)(12)(B)(i)(III), as determined by the chief elected official or the governor under WIOA §107(d)(12)(B)(i). The area Inter-local Agreement and the Partnership Agreement both identify the Alamo Workforce Development Board as the grant recipient.

Commented [AG48]: Confirm references.

B. Sub-Grants and Contracts

WD Letter 18-20, Attachment 2 10

(WIOA §108(b)(16); 20 CFR §679.560(b)(15))

Boards must include a description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

Board Response: Sub-Grants and Contracts

Commented [AG49]: Confirm this process with LaVonia

Competitive proposal procedures are conducted in accordance with applicable administrative requirements as outlined in Chapter 14 of the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts (FMGC). The competitive proposal method of procurement is utilized when purchasing goods or services for which the aggregate cost exceeds the simplified acquisition threshold of \$150,000. Competitive proposal procurements adhere to the following federal requirements:

- Requests for proposals (RFPs) are publicized and identify all evaluation factors and their relative importance
- RFPs are solicited from an adequate number (usually two or more) of qualified sources
- Technical evaluations are completed of the proposals received and for selecting awardees
- Awards are made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered

In preparation of the competitive proposal procurement, an assessment of need is determined, and an initial cost analysis conducted. With the Chief Executive Officer's (CEO) or his/her designee approval, a solicitation is developed and identifying the following:

- Purpose,
- Eligibility,
- Scope of work,
- Type of contract,
- Term of contract,
- Administrative/Governance provisions,
- Required certifications,
- Evaluation criteria,
- Proposal submission instructions, and
- Protest procedures.

Prior to finalization, an evaluation tool is developed based on the evaluation criteria defined within the solicitation. Upon finalization and approval of the CEO or his/her designee, the solicitation is publicly advertised on the (WSA) website and on the Electronic State Business Daily (ESBD). In addition, the solicitation is distributed to applicable bidder's listings of interested parties.

A minimum of three (3) evaluators are selected from either internal or external subject matter experts. Evaluators must declare and sign conflict of interest and non-disclosure forms. Proposals received are date stamped and documented. Timely proposals are initially reviewed for responsiveness to the RFP requirements. Once deemed responsive, the proposals and evaluation tools are distributed to internal/external evaluators to score the proposals. The scores are averaged and ranked accordingly. Costs are analyzed. Results are presented to the CEO. The CEO communicates results to the Board Chair. A recommendation is taken to the appropriate Committee(s) for approval and taken to the Board of Director's for action.

If the services solicited meet the definition of workforce services, a pre-award survey/fiscal integrity evaluation is conducted prior to the Board of Director's action. The pre-award survey/fiscal integrity evaluation is approved by key management staff and WSA's CEO.

The approval is documented on the appropriate review form and the Board of Director's approval is documented in the meeting minutes. Upon approval, the awarded contractor is notified, and contract negotiations begin. Non-select notifications are sent to any other entity that submitted a proposal.

Part 8: Performance

A. Board Performance Targets

(WIOA §108(b)(17); 20 CFR §679.560(b)(16))

Boards must include a description of the local levels of performance negotiated with TWC and the CEOs consistent with WIOA §116(c), to be used to measure the performance of the area and to be used by the Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the area.

Board Response: Board Performance Targets

To meet employer and job seeker needs, WSA performance strategies aim to strengthen the alignment of TWC-Contracted common performance accountability measures with requirements governing the one-stop delivery system. The WIOA measures currently focus on Credentials, Median Wages, and Employment (or wages) at the 2nd and 4th quarters after Exit (enrolled or employed for some measures). While TWC-Contracted Performance measures take priority, WSA also aims at facilitating living, self-sustaining wages, particularly for priority populations and individuals with barriers to employment.

WSA supplements performance negotiated with TWC with Local Expenditure Measures, Eligible Training Provider Measures, and Customer Satisfaction Measures.

Commented [AG50]: Review with Ricardo

Commented [AG51]: Need update or confirm

Negotiated TWC-Contracted Performance

For each measure, the performance target set by TWC is evaluated based on the “Percent of Target” met. WSA adheres to TWC’s method of calculating whether a measure is Met, Not Met, or Exceeded. Currently Meeting performance is set at 90% to 110% of target, above 110% is considered to be Exceeding and under 90% Not Meeting.

Local Expenditure Measures

WSA contractor expenditure benchmarks are set during contract negotiations. Negotiated benchmarks facilitate meeting TWC expenditure benchmarks for which WSA is responsible. TWC sets specific benchmarks for each of the core formula grants (i.e., WIOA, TANF, SNAP E&T, Child Care), and for special grants (i.e., NCP, NDW). WSA performs contractor oversight to ensure that all benchmarks are adequately met.

Eligible Training Provider Measures

Eligible Training Providers (ETPs) must adhere to standards articulated in Texas’ WIOA ETPS Certification System Notification of Board Performance Requirements. WSA has amended these standards with local ETPS performance measures, to include:

Table 3. Training Provider Performance Requirements

Measure	PY '15 Recommended Minimum	Board Standard
Program Completion Rate (ALL)	60%	60%*
Entered Employment Rate (ALL)	60%	60%*

**Must be equal to 60% or higher*

Customer Satisfaction Measures

Local area performance measures include both job seeker and employer satisfaction surveys. These are used to evaluate quality in the services provided to our primary customers.

DRAFT

Part 9: Training and Services

A. Individual Training Accounts (ITAs)

(WIOA §108(b)(19); 20 CFR §679.560(b)(18))

Boards must include a description of how training services outlined in WIOA §134 will be provided through the use of ITAs, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.

B. ITA Limitations

(20 CFR §663.420)

Boards may impose limits on the duration and amount of ITAs. If the state or Board chooses to do so, the limitations must be described in the Board Plan, but must not be implemented in a manner that undermines WIOA's requirement that training services are to be provided in a manner that maximizes customer choice in the selection of an Eligible Training Provider. Exceptions to ITA limitations may be provided for individual cases and must be described in Board policies.

Board Response: Individual Training Accounts (ITAs) and Limitations

Individual Training Accounts (ITA): Training services authorized under the WIOA Eligible Training Provider System (ETPS) are provided through the use of ITAs. Using funds as authorized under WIOA Title I, TANF, and SNAP E&T, ITAs have established maximum reimbursement amounts for eligible program participants. Customers use ITAs to purchase training services for skill attainment in occupations identified by WSA in the Target Occupation List. The Texas Workforce Commission (TWC) sets provider application requirements by which Eligible Training Providers (ETPs) become certified. TWC publishes the ETPS, a statewide list of all approved Providers, and monitors to ensure training providers meet established performance minimums for each board area.

ITA funds may be used to pay for:

- Training costs to include tuition, fees, books, supplies/materials, testing fees, review courses, and other training-related expenses required for participation in the eligible program not to exceed \$7,500
- “Highly technical”, in-demand job training may be paid at a rate not to exceed twice the standard rate, or \$15,000, and these are allowable only for the occupations listed below:
 - Software Developers, Applications
 - Software Developers, Systems Software
 - Network & Computer Systems Administrators

- Registered Nurses
- Electro-Mechanical Technicians

Commented [AG52]: Confirm these occupations

These occupations will be updated to reflect training programs that exceed the \$7,500 threshold for “highly technical” occupations in the Target List for 2020, until the Plan or other policy is amended (as approved by the Board).

All customers funded with an ITA develop Individual Employment Plans (IEPs) with goals and objectives related to their selected training, and subsequent employment goals. In all cases, evaluation of lowest cost provider must be considered. If the cost of training exceeds the WSA fund limitation guidelines of \$7,500, and the occupation is not “highly technical,” Career Advisors assist customers in developing a financial plan to cover the total cost of training.

ITAs expire two (2) years from the date of the account's establishment. Therefore, customers must attend classes on a full-time basis, as determined by the training provider's catalog/policy, with the following exceptions:

- If a customer is employed, the customer may attend on a part-time basis, if half time scheduling is available with the training provider and the training program can be completed within a two-year timeframe.
- Contractor’s management may approve exceptions to time/duration limitation in writing, on a case-by-case basis. Requests for exceptions must include a justification and evidence that financial support is available during this extended training period.

Funding may be provided for post-secondary instruction only when both criteria listed below are met:

- Training Service Priority consideration shall be given to programs leading to recognized post-secondary credentials that align with Board approved sectors and targeted in-demand occupations. ITA funds may be provided for general academic programs (including bachelor’s Degrees) whose CIP codes are cross walked or matched to a program of study/training in a Board-approved targeted demand occupation or Board-approved sector (on a case by case basis, with documented Labor Market Information); and,
- The customer has demonstrated ability to meet all training program prerequisites and requirements.

Note: Contracts for training services will not be used (except for special initiative grants, pilot projects or other non-WIOA funding sources if allowable).

Part 10: Apprenticeship

A. Registered Apprenticeship Programs

Boards must include a description of how the Board will encourage Registered Apprenticeship programs in its workforce area to register with the Eligible Training Provider System in order to receive WIOA funding.

Board Response: Apprenticeship

WSA will use the apprenticeship model as a key strategy in meeting the needs of business in the Alamo Region, integrating this service offering into business services and training strategies. WSA will design Registered Apprenticeship service strategies around recommendations outlined by the Department of Labor (Workforce Investment and Opportunity Act, Advancing Apprenticeship as a Workforce Strategy <https://www.dol.gov/apprenticeship/docs/WIOA-RA-Fact-Sheet.pdf>) and ApprenticeshipUSA (Making ApprenticeshipUSA Work for the Public Workforce System: Using Funds to Support Apprenticeship <https://www.dol.gov/apprenticeship/toolkit/docs/Desk-Aid-Use-of-Funds.pdf>).

To encourage Registered Apprenticeship programs to register with the Eligible Training Provider System (ETPS) and increase the overall utilization of Registered Apprenticeships among regional employers, WSA will:

- **Educate regarding Registered Apprenticeship program eligibility in the ETPS:** Under WIOA, all Registered Apprenticeship program sponsors are automatically eligible to be placed on the ETPS. The WSA Business Engagement Team will actively educate employers regarding their eligibility to receive federal workforce funding as pre-approved training providers. This is one of the most important changes in WIOA, as it expands opportunities for job seekers and for the workforce system to use WIOA funds for related instruction and other apprenticeship costs.
- **Educate regarding Registered Apprenticeship benefits:** Registering an apprenticeship program provides several benefits, such as a national credential for apprentices and potential state tax credits for businesses. The WSA Business Engagement Team will educate employers regarding these additional benefits.
- **Promote work-based learning to meet employer skilled worker's needs:** The WSA Business Engagement Team will promote the use of work-based learning services to employers, including use of On-The-Job Training (OJT) and Registered Apprenticeships. WSA will also encourage use of OJT to support non-registered apprenticeship programs.

B. Apprenticeship Texas

WD Letter 18-20, Attachment 2 11

Boards must include a description of the Board's strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.

Board Response: Apprenticeship Texas

WSA will employ the strategies below to increase the utilization of Apprenticeship as a service option and support Apprenticeship Texas statewide and regional efforts:

- **Using Pre-Apprenticeships and Registered Apprenticeships to build Career Pathways for youth:** WIOA supports apprenticeship as a workforce strategy for youth, including the use of pre-apprenticeship activities and work-based learning as program elements. WSA youth programs will work with regional employers to emphasize these service strategies. The WSA youth program will also coordinate with Job Corps which recognizes apprenticeship as a career pathway, and coordinate with Youth Build to utilize pre-apprenticeship and apprenticeship programs.
- **Leverage related WIOA Youth Elements:** WSA will utilize WIOA youth services including tutoring, mentoring, and work experience, in combination with pre-apprenticeship and apprenticeship programs, to strengthen Career Pathway opportunities available to youth customers.
- **Customized Training/Incumbent Worker Training Options:** Using WIOA funds, customized and incumbent worker training will be leveraged to support businesses that sponsor apprenticeships and other training programs. Customized training will be used as an option to support apprenticeship programs by meeting the special requirements of an employer or a group of employers. Apprenticeships will also be used as an option to up-skill entry-level (incumbent workers) employees, retain them, and provide workers with an upward career path. In addition, WSA will explore other customized training and incumbent worker training opportunities.

WSA recognizes that WIOA emphasizes work-based learning/training and employer engagement and provides workforce systems with enhanced flexibility in deploying resources to support regional employers. WSA will continue to work with representatives of the Texas Workforce Commission, US Department of Labor, and the regional employer community to identify further strategies that encourage use of Apprenticeship to develop Career Pathway opportunities for residents and efficiently supply employers with labor.

MEMORANDUM

To: Strategic Committee

From: Adrian Lopez, WSA CEO

Presented by: LaVonnia Horne-Williams, Procurement & Contracts Director

Date: November 17, 2020

Subject: Procurement Projects and Contracts Summary

Summary: Workforce Solutions Alamo (WSA) issues Request for Qualifications (RFQ), Request for Proposals (RFP), and Request for Quotes (RFQ) to acquire services and goods. Procurements are conducted in a manner which provides for full, open and free competition. The procurement of all goods and services for WSA is governed by the requirements and specifications outlined in the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts, Chapter 14, Office of Management and Budget's "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Uniform Guidance (UG)) which is codified at Title 2, Part 200 of the Code of Federal Regulations (2 CFR part 200) and the Uniform Grant Management Standards (UGMS), Part III, Chapter 783 Texas Government Code.

Analysis: As an entity supported by public funds, WSA has a legal obligation to spend public funds wisely and prudently, to act in the public interest, to be transparent in its actions, and be accountable to the public. As the Director of Procurement and Contracting, the goal of my team is to ensure our department reviews all requests for purchases of goods, services, equipment, software, hardware, and subscriptions for best value.

Currently we have one renovation project completed and one renovation project underway. The East Houston workforce center location was completed in September. The Seguin Workforce Center will be completed by late November. The Seguin workforce center was relocated from 1500 E. Court Street to 1411 E. Court Street. As we plan for the re-opening of both workforce centers, we have procured all the necessary PPE and will coordinate installation at both workforce centers.

Our lease for the Floresville Workforce Center is due to expire on December 31, 2020. We have engaged our commercial real estate agent to conduct a market study to

determine next steps. Our lease for the Marbach Workforce Center is due to expire May 31, 2021. We plan to begin the market study for this location next month.

Location	Budget	Spent	Remaining
E. Houston Renovation	\$268,000.00	\$199,350.00	\$68,650.00
		<ul style="list-style-type: none"> Furniture- \$174,000.00 Cubicle Signage- \$1,100.00 Exterior Signage- \$2,300.00 Access Control- \$8,700.00 ADA Doors- \$9,500.00 Appliances (Microwave, Keurig System, Refrigerator)- \$1,500.00 Water Fountain Bottle Filler- \$1,450.00 Storage/delivery fees- \$800.00 	<ul style="list-style-type: none"> IT pending
Seguin Renovation	\$175,000.00	\$140,136.87	\$34,863.13
		<ul style="list-style-type: none"> Furniture-\$109,546.87 Electrical-\$1200.00/ Delivery/Install/Design- \$14,890.00 ADA Doors- \$6,500.00 Cubicle Signage- \$1,100.00 Bathroom revisions- \$4,900.00 Cleaning/Repairs old facility- \$300.00 Front Office window tinting- pending Storage and delivery fees- \$1700.00 	<ul style="list-style-type: none"> IT pending

Market Study for Floresville WFC

PROVIDENCE COMMERCIAL REAL ESTATE SERVICES

Alamo Workforce Development - Floresville

By: Dan Gostylo, Steve Garza & Seth Prescott (210)366-4444

November 3, 2020

Map #	Property	Address	Total Size (SF)	Available (SF)	Base Rent (PSF)	Est. OPEX	Esst. Monthly Rent	Comments
1	McBride Thuney Enterprises	1106 Tenth St. (US Hwy. 181)	---	1,600	\$18.75	2016 Base Year	\$2,500.00	<ul style="list-style-type: none"> • Full-Service Gross Lease with Landlord responsible for all Base-Year (2016) operating expenses. • Expires 12/31/20
2	Former Pronto Insurance	935 Tenth St. (US Hwy. 181)	4,147	1,500	\$23.00	\$7.00 PSF/Year	\$3,750.00	<ul style="list-style-type: none"> • NNN Lease structure with all OPEX the responsibility of Tenant.
3	Former Health Care Building	104 Turner Lane	6,437	1,400	\$22.00	\$7.00 PSF/Year	\$3,383.00	<ul style="list-style-type: none"> • NNN Lease structure with all OPEX the responsibility of Tenant. • Broker claims building can be subdivided, but Landlord may not be willing. • Per floor plan, there appears to be only two reasonable divisions - 1,124 SF or +/- 1,400 SF.
4	Storefront Retail	1705 Tenth St. (US Hwy. 181)	2,475	2,475	\$20.00	\$7.00 PSF/Year	\$5,569.00	<ul style="list-style-type: none"> • Owner prefers to sell the property (asking \$525,000), but may consider Lease.
5	Guerrero's Construction	602 Tenth St. (US Hwy. 181)	2,000	2,000	\$25.00	TBD	\$4,167.00	<ul style="list-style-type: none"> • LoopNet information only.

Map #	Property	Address	Total Size (SF)	Available (SF)	Base Rent (PSF)	Est. OPEX	Esst. Monthly Rent	Comments
6	Former Home Health	1815 Tenth St. (US Hwy. 181)	4,160	2,000				<ul style="list-style-type: none"> • Karen Gulick, Listing Broker (210) 531-6695. • For Sale asking \$435,000, but Broker checking on Lease.

We have the following executed contracts, agreements, extensions and amendments for services:

Wireless Services all WFCs
Call Center Services Agreement
KGBTexas Act Now Agreement
SA Trainers- Extension & Renewal
New Foundation Educational Consultants – Extension & Renewal
Christine Nguyen – Fiscal Monitoring Contract Extension
ATEAMS- Amendment
Cabinet Software Renewal
Cares Program Procurements

We have the following pending solicitations and contract renewals:

Adult Services Contract Renewal
Adult Services - Amendment - Military Spousal Support
Urban Youth Services Contract Renewal
Rural Youth Services Contract Renewal
Fiscal Monitoring RFP
Childcare Quality RFP
Data Analyst RFQ
Local Plan Consultant RFQ

Alternatives: N/A

Fiscal Impact: N/A

Recommendation: Continuing current course of action to complete center renovations on time and on budget. Utilize procurement technology and software to create workflow efficiencies.

Next Steps: Attending weekly progress meetings and providing guidance to ensure the critical path timeline of all parallel tasks and jobs in sequence are met so that our center reopen as scheduled. Working with department staff to create process flows that get contracts, renewals and amendments completed timely.

Procurement Department

Contracts and Procurement

November 17, 2020





Current Procurements

- Wireless Services all WFCs
- Call Center Services Agreement
- KGBTexas Act Now Agreement
- SA Trainers- Extension & Renewal
- New Foundation Educational Consultants – Extension & Renewal
- Christine Nguyen – Fiscal Monitoring Contract Extension
- ATEAMS- Amendment
- Cabinet Software Renewal
- Cares Program Procurements

Pending Procurements

- Adult Services Contract Renewal
- Adult Services - Amendment - Military Spousal Support
- Urban Youth Services Contract Renewal
- Rural Youth Services Contract Renewal
- Fiscal Monitoring RFP
- Childcare Quality RFP
- Data Analyst RFQ
- Local Plan Consultant RFQ



East Houston Renovation Completed









Seguin Renovation Schedule

Scheduled to complete this month.



secured by ADT

secured by ADT

Workforce Solutions
ALAMO

American Job Center

Monday - Friday
8:00 am - 5:00 pm

PULL

Plaza Del Ray - 1411 East Court Street









Floresville WFC Relocation

Market Research

Currently, our commercial agent is conducting research to locate available office space in Floresville. They will proceed with the property survey and gathering input from WSA on current sentiments about operating out of the current Floresville office.



1311 3rd St
Floresville, TX 78114 - Wilson County Submarket



602 10th St
¹¹¹ Floresville, TX 78114 - Wilson County Submarket

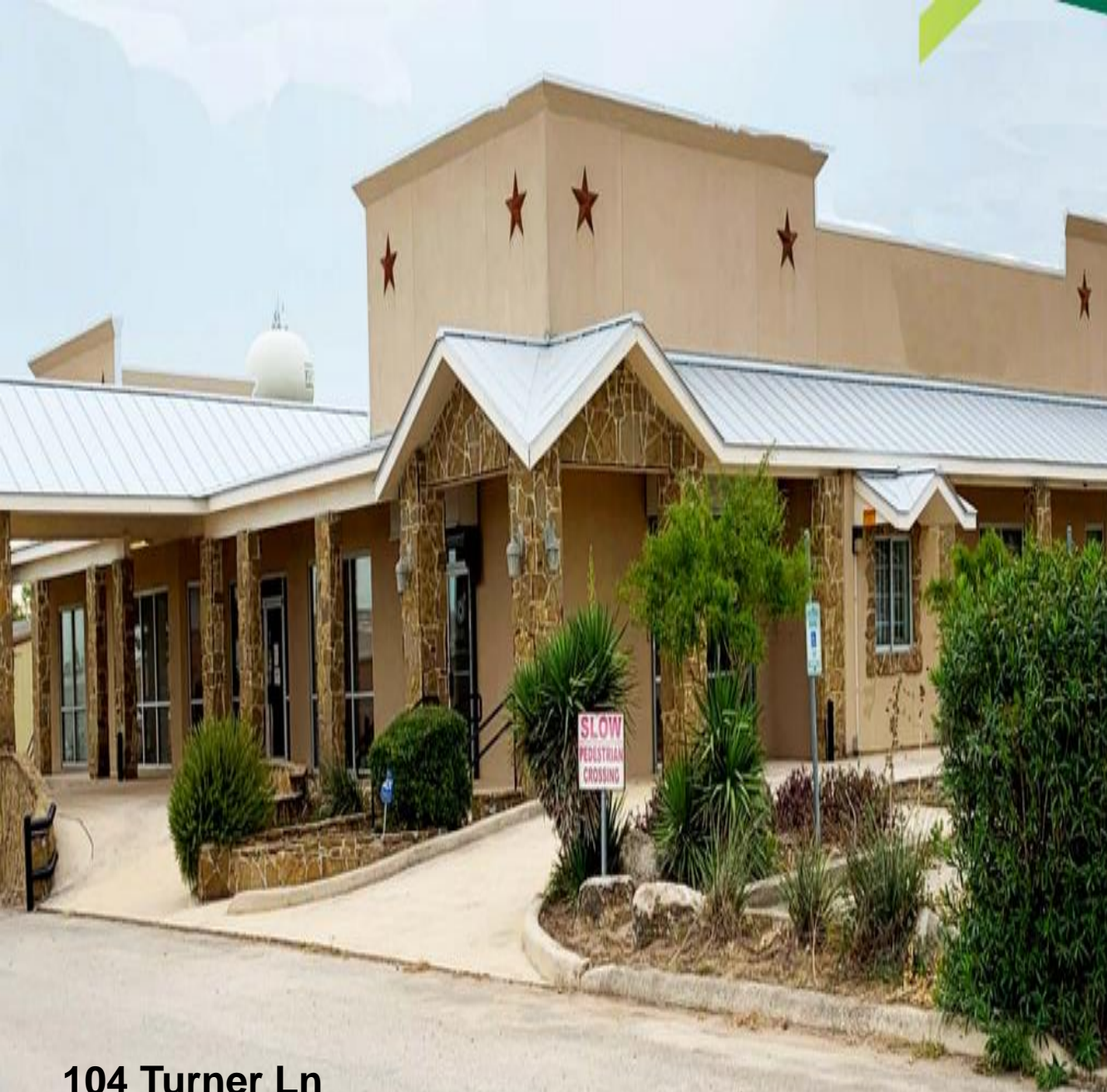


935 10th St
Floresville, TX 78114 - Wilson County Submarket

112



1705 10th St
Floresville, TX 78114 - Wilson County Submarket



104 Turner Ln
Floresville, TX 78114 - Wilson County Submarket

113



558 US Highway 181
Floresville, TX 78114 - Wilson County Submarket

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PROVIDENCE COMMERCIAL REAL ESTATE SERVICES

Alamo Workforce Development - Floresville

By: Dan Gostylo, Steve Garza & Seth Prescott (210)366-4444

November 3, 2020

Map #	Property	Address	Total Size (SF)	Available (SF)	Base Rent (PSF)	Est. OPEX	Esst. Monthly Rent	Comments
1	McBride Thuney Enterprises	1106 Tenth St. (US Hwy. 181)	---	1,600	\$18.75	2016 Base Year	\$2,500.00	<ul style="list-style-type: none">• Full-Service Gross Lease with Landlord responsible for all Base-Year (2016) operating expenses.• Expires 12/31/20
2	Former Pronto Insurance	935 Tenth St. (US Hwy. 181)	4,147	1,500	\$23.00	\$7.00 PSF/Year	\$3,750.00	<ul style="list-style-type: none">• NNN Lease structure with all OPEX the responsibility of Tenant.
3	Former Health Care Building	104 Turner Lane	6,437	1,400	\$22.00	\$7.00 PSF/Year	\$3,383.00	<ul style="list-style-type: none">• NNN Lease structure with all OPEX the responsibility of Tenant.• Broker claims building can be subdivided, but Landlord may not be willing.• Per floor plan, there appears to be only two reasonable divisions - 1,124 SF or +/- 1,400 SF.
4	Storefront Retail	1705 Tenth St. (US Hwy. 181)	2,475	2,475	\$20.00	\$7.00 PSF/Year	\$5,569.00	<ul style="list-style-type: none">• Owner prefers to sell the property (asking \$525,000), but may consider Lease.
5	Guerrero's Construction	602 Tenth St. (US Hwy. 181)	2,000	2,000	\$25.00	TBD	\$4,167.00	<ul style="list-style-type: none">• LoopNet information only.

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November 3, 2020

Map #	Property	Address	Total Size (SF)	Available (SF)	Base Rent (PSF)	Est. OPEX	Esst. Monthly Rent	Comments
6	Former Home Health	1815 Tenth St. (US Hwy. 181)	4,160	2,000				<ul style="list-style-type: none">• Karen Gulick, Listing Broker (210) 531-6695.• For Sale asking \$435,000, but Broker checking on Lease.
7								
8								

Questions?



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