

EXECUTIVE COMMITTEE MEETING

Workforce Solutions Alamo 100 N Santa Rosa Ave San Antonio, TX 78207 September 24, 2021 1:00 PM

AGENDA

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

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I. CALL TO ORDER AND QUORUM DETERMINATION Presenter: Leslie Cantu, Chair

II. DECLARATIONS OF CONFLICT OF INTEREST Presenter: Leslie Cantu, Chair

III. PUBLIC COMMENT Presenter: Leslie Cantu

IV. CONSENT AGENDA: (DISCUSSION AND POSSIBLE ACTION)

Presenter: Leslie Cantu, Chair

- a. Executive Committee Meeting Minutes July 23, 2021
- b. Facility Renovation Update:
 - i. Boerne

ii. Floresville

- c. Update Local Plan Progress
- d. Staffing

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e. Education In Training Evaluation Proposal

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V. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Eric Cooper, Committee Chair

- a. Return on Investment (ROI)
- b. SERCO & C2 Global Report Out
- c. San Antonio Food Bank Lease
- d. Hondo Lease Renewal
- e. Kenedy Renewal
- f. New Braunfels Lease
- g. Marbach Relocation

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VI. CEO REPORT

Presenter: Adrian Lopez, CEO a. Ready to Work Consortium Proposal

VII. CHAIR REPORT

Presenter: Leslie Cantu, Chair

- a. 2nd Chance Initiative
- b. BOD Attendance

VIII. Next Meeting: December 3, 2021

IX. Executive Session

Pursuant to Chapter 551 of the Texas Open Meetings Act, the Board 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;

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b. Government Code §551.071 - All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas:

c. Pending or Contemplated Litigation;

d. Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and"

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EXECUTIVE COMMITTEE MEETING MINUTES

100 N. Santa Rosa, Suite 120 San Antonio, TX 78207 July 23, 2021 10AM

WSA BOARD MEMBERS: Leslie Cantu (Chair); Jamie Allen (10:02am) (Vice Chair), Frank Crowder, (Secretary), Ben Peavy, (10:06am), Doug Watson, Dr. Mark Niederauer, Mitchell Shane Denn, Diana Kenny, Tony Magaro, Dr. Sammi Morrill, Lindsay Dennis, Eric Cooper, Mary Batch, Lisa Navarro Gonzales, (10:32am)

WSA BOARD STAFF: Adrian Lopez, Angela Bush, Manuel Ugues, Latifah Jackson, Ricardo Ramirez, Gabriela Horbach, Joshua Villella, Jessica Villarreal, Cristina Bazaldua, Barbetta Womack, Rick Zamarripa, Cathi Cohen, Linda G. Martinez, Michael DeFrees, Roberto Corral, Trema Cote Chuck Agwuegbo, Monica Arambula, Brenda Garcia, Elizabeth Eberhardt, Chakib Chehadi

LEGAL COUNSEL: John Lowe for Frank Burney

PARTNERS: Pooja Tripathi, Alex Lopez, Diane Rath

GUEST: None

AGENDA

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

Citizens may appear before the Board to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Linda Martinez at (210) 272-3250.

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

Please join WebEx meeting from your computer, tablet or smartphone. You can also dial in using your phone. United States (Toll Free): 1-415-655-0002 https://wsalamo.webex.com/wsalamo/j.php?MTID=m4963713fec8a32e423cc96ac9c83ce29

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

- CALL TO ORDER AND QUORUM DETERMINATION I. Presenter: Chair Leslie Cantu At 10 a.m., Chair Cantu called the meeting to order. The roll was called, and a quorum was declared present.
- II. DECLARATIONS OF CONFLICT OF INTEREST Presenter: Chair Leslie Cantu There are no conflicts of interest.
- PUBLIC COMMENT III. Presenter: Chair Leslie Cantu There are no public comments.
- CONSENT AGENDA: (DISCUSSION AND POSSIBLE ACTION) IV. Presenter: Chair Leslie Cantu a. Executive Committee Meeting Minutes June 4, 2021
- Upon motion by Board Member Mr. Eric Cooper and 2nd by Board Member V. Dr. Mark Niederauer, Executive Committee unanimously approved the June 4, 2021 meeting minutes.
- AUDIT & FINANCE COMMITTEE (DISCUSSION AND POSSIBLE ACTION) VI. Presenter: Mary Batch, Chair
 - a. Financial Reports
 - Board Member Mary Batch, Audit & Finance Committee Chair provided summary of the financial reports.
 - Corporate Expenditures:
 - The board has expended 46.03% of the budget against a straight-line budget target of 58.33%, representing a 12.3% variance is primarily related to:
 - Personnel Cost- The board has hired a HR Generalist to assist in filling vacant positions.
 - Professional Services- Timing Difference related to the audit and monitoring services.
 - Facilities:
 - The facilities budget has a current surplus of 9.81%. WSA is requesting to modify the facilities budget in Budget Amendment #2 to reflect the following:
 - Seguin Equipment & Furniture was budgeted in FY20 but was not purchased until FY21. (\$104,348)
 - Floresville renovations will require furniture and an update to the resource room (\$40,000)
 - San Antonio Food Bank Initiative. (\$42,500)
 - Resource Room Updates. (\$180,000) _
 - b. FY21 Budget Amendment #2

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<u>Upon motion by Board Member Mr. Eric Cooper and 2nd by Board Member</u> <u>Mr. Frank Crowder, Executive Committee unanimously approved the FY21</u> <u>Budget Amendment #2.</u>

c. FY22 Annual Budget

CEO Lopez added, any other funding sources received throughout the fiscal year, will be brought to the Executive Committee for approval.

Upon motion by Board Member Dr. Sammi Morrill and 2nd by Board Member Ms. Diana Kenny, Executive Committee unanimously approved the FY22 Annual Budget.

VII. PROCUREMENT (DISCUSSION AND POSSIBLE ACTION)

a. Contract Renewals

Ms. Latifah Jackson, Director of Contracts and Procurement provided a summary contract that are up for renewal and seeking Executive Committee approval.

- i. Legal Services
 - Martin & Drought, P.C., fixed fee contract for Legal Services was initiated 10/01/2020 with four one-year subsequent renewal options.
 - The option to renew the contract for the upcoming is 10/01/2021 09/30/2022 term. This will be the of second one-year renewal option in the procurement cycle of this contract with a not to exceed \$90,000.

Upon motion by Board Member Ms. Jamie Allen and 2nd by Board Member Ms. Mary Batch, Executive Committee unanimously approved the legal contract renewal for Martin & Drought, P.C.

- ii. Janitorial Services
 - M&R's Elite Janitorial Solutions, LLC, which is a Hispanic Owned business, fixed fee contract for Janitorial Services was initiated 02/01/2019 with three one-year subsequent renewal options.
 - This vendor services eight of our centers including some rural and urban centers.

Upon motion by Board Member Mr. Eric Cooper and 2nd by Board Member Ms. Mary Batch, Executive Committee unanimously approved the renewal of the janitorial services for M&R's Elite Janitorial Services.

iii. Program Monitoring

- Christine H. Nguyen's, CPA, fixed fee contract for Program Monitoring Services was initiated 09/10/2018 with three one-year renewal options.
- The option to renew the contract for the upcoming 10/01/2021 -
- 09/30/2022 term. This will be the last of three one-year renewal options in the procurement cycle of this contract, and the services will need to be procured or brought in-house after this final year.

Upon motion by Board Member Mr. Frank Crowder and 2nd by Board Member Ms. Mary Batch, Executive Committee unanimously approved the renewal of the program monitoring services provided by Christine H. Nguyen.

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- iv. Audit Renewal
 - ABIP, PC, fixed fee contract for Financial Audit Services was initiated March 2021 with four one-year subsequent renewal options.
- The option to renew the contract for the upcoming 10/01/2021 09/30/2022 term. This will be the of first one-year renewal options in the procurement cycle of this contract with a not to exceed \$67,050.
- Contractor will provide the required annual single audit of WSA financial statements and federal programs. The contractor has performance was satisfactory and they are knowledgeable with WSA financial/procurement practices. They did not request a rate increase from the initial term.

Upon motion by Board Member Ms. Mary Batch and 2nd by Board Member Mr. Mitchell Shane Denn, Executive Committee unanimously approved the renewal of the auditing services provided by ABIP, PC.

- b. Expiring Contracts for FY2021-2022 Update
 - Ms. Jackson provided the committee with a list of informal and formal expiring contracts included in their packets.
 - Board Member Jamie Allen asked where the marketing and public relations contracts are.
 - CEO Lopez stated WSA is evaluating the exiting contract and determine if we will solicit bids. The existing contract expires in September and is an informal contract. We will refine the scope of work so there is an understanding of the expectations from the agency's perspective.

VIII. CHILD CARE COMMITTEE (DISCUSSION AND POSSIBLE ACTION) Presenter: Doug Watson, Committee Chair

Child Care Committee Chair, Doug Watson was on vacation and Mrs. Jessica Villarreal, Child Care Director presented on his behalf.

a. Child Care Performance Briefing

- WSA continues to work with Child Care Contractor as they monitor & process enrollments. WSA maintains ongoing communication with Child Care Contractor, on TWC's performance goal of 95%.

b. Child Care Services (CCS) Contract Recommendation

- Ms. Jackson provided the Executive Committee with an update on the CCS contract.

- The Child Care Services (CCS) program provides subsidized care for eligible families engaged in work or education and/or training activities. It also provides support for quality initiatives (i.e. early childhood development activities). CCS funding represents approximately 60% of WSA's total funding.
- The City of San Antonio (CoSA) is WSA's current CCS contractor. CCS was last procured in 2017. WSA staff issued a solicitation for a single contractor to provide childcare services for the Alamo region.
- WSA received one bid from the City of San Antonio despite that the document was downloaded by 4 different vendors.

Upon motion by Board Member Mr. Frank Crowder and 2nd by Board Member Mr. Eric Cooper, Executive Committee unanimously approved the recommendation to approve the contract with option to renew.

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c. Texas Mutual Grant Briefing (2nd application)

- WSA was invited to apply for a second COVID-19, \$100,000 grant from Texas Mutual Fund. This grant would provide Child Care Centers an opportunity to enhance indoor environment for children. If awarded, WSA will award \$4000 to 25 providers.

d. Texas Rising Star Certification Briefing

- The purpose is to have all TRS assessors gain a unified approach to assessments for Child Care centers across TX.

- The roll out began in January 2021. Originally TWC planned for assessments to resume in April, however, due to many technological issues, corrections, and adjustments that required attention within the course itself, TWC, has delayed the assessments and is currently looking at a Sept. roll out.

- e. TWC WD 13-21 Initial Job Search Child Care WD 13-21 Briefing
 - This new policy is to aid families on "Initial Job Search".

- One of the requirements is the employment participation outlines the number of required hours a single parent family and a dual parent family must be working, which is 25 single/50 dual.

- As a result of COVID and the displacement of many parents from work, TWC is making a temporary waiver, which will allow families who do not meet the activity requirement, up to three months of Child Care, with a zero co-payment/parent fee while they search for work.
- After three-month period, participants must show proof of meeting employment participation requirements, otherwise care will be terminated.
- TWC outlined this waiver is effective July 1, 2021 Sept.30, 2022.
- f. Early Matters Welcome & Introduction
 - The goal of Early Matters is to raise awareness and connection between investments in high quality early education and create a strong economic future for San Antonio.
 - Mr. Mark Larson recently was hired as the Early Matters Officer for San Antonio and will work with corporate leaders, stakeholders, examine public policies related to Early Child Care, advocate for new legislation, foster parent engagement and strengthen partnerships. Chair Watson invited Mr. Larson to be on the Child Care Committee.
 - The Early Matters Quality Improvement partnership team composed of PreK 4-SA, WSA, United Way, and Bexar County.
- g. Educare (previously presented by Dr. Henrietta Munoz at the Child Care Committee)
 - Educare model is based on research from early childhood development, education, social work and other allied fields. Educare works towards strong/equitable relationships with children and families.

- The four core features that compose the Educare model are: data utilization, embedded professional development, high quality teaching and intensive family engagement.

- Outcomes at Educare throughout the country have reflected an increase in student achievement and kinder readiness, but also significant outcomes for parents and families due to the dual gen support.
- Educare will officially join the National Educare Network within a few months. A lot for construction has been purchased, it is near TX A&M on S. Zarzamora, where there is a high-quality childcare urgently needed. This

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facility is slated to open its doors in the Fall of 2022 and is projected to provide childcare for 125+ children, ages 0-5.

- Educare SA's major goal is to ensure equity for children, families, teachers and staff. Professional Development is a key component, but Professional Development and experience should translate into career progression. Staff, student teachers and early childhood education degree seekers will receive high quality professional development that PK-4SA is known for, and TX A&M SA will work with WSA and Early Matters to determine how individuals can continue the progression into the workforce.

IX. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Mark Niederauer, Committee Chair

- Dr. Mark Niederauer provided a summary to the Executive Committee.
- a. Operational Updates
- b. Performance and Programs Reports
- CEO Lopez provided the accomplishments that WSA has achieved.
 - Disaster Dislocated Worker Grant provided training and work experience to individuals impacted by the pandemic. This impacted 200 people.
 - Also working closely with the employers such as Caterpillar in which the incumbent workers upgrade their skills. This impacted 50 people.
 - CEO Lopez also mentioned WSA has met 80% overall performance compared to other boards.
 - WSA has 3600 participants enrolled in programs. In terms of traffic, in our job centers, we have provided services to 17,000. From Oct. 2020 to May 2021 our centers have seen 42,000 that have been to our centers in person. WSA has also provided virtual services to approximately, 376,000.
 - Chair Cantu expressed her appreciation to CEO Lopez and the WSA Team for the effort that went into the additional grants and projects, outside of our normal funding.
 - Board Member Dr. Morrill also echoed Chair Cantu's comment in addition to COO, Mark Milton for replicating the data and performance outcomes.
- b. Quality Assurance Briefing
 - Mr. Ricardo Ramirez, Director of Quality Assurance provided the Executive Committee with a Quality Assurance briefing on its activities, including operations, an updated timeline, progress, and outcomes.
 - The timeline will continue to be adjusted to meet goals and other requirements.
 - WSA has hired Ms. Monica Arambula as a Fiscal Monitor II within Quality Assurance.
- c. Adult Service Contract Renewal
 - Ms. Latifah Jackson, Contracts and Procurement Director provided the Executive Committee with information regarding service contract renewals.
 - C2 GPS's Adult and American Job Services contract was initiated

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- 10/01/2019 with three one-year renewal options. Term would be October 1, 2021, thru September 30, 2022.
- Board Member Ben Peavy asked if WSA has discussed the diversity initiatives with the contractor.
- This discussion has not taken place with the contractor. WSA is still in the process of evaluating how we will pass on those responsibilities to the contractors.
- Board Member Jamie Allen also asked if C2 Global is qualified as a minority small business or woman owned business.
- C2 Global has not been asked to identify itself. WSA has not had a diversity policy in place.
- Board Member Peavy requested that contractors/partners are made aware that WSA will begin to focus more on diversity and if there is something they can do to help us from a diversity or inclusion perspective would be appreciated.

<u>Upon motion by Board Member Mr. Ben Peavy and 2nd by Board</u> <u>Member Dr. Mark Niederauer, Executive Committee unanimously</u> <u>approved the recommendation to approve the contract renewal.</u>

- d. Urban Youth Contract Renewal
 - C2 GPS's Youth Urban Services contract was initiated 10/01/2018 with three one-year renewal options. The Board elected to renew the contract for the second; term for 10/01/2020 09/30/2021.
 - New term would be October 01, 2021, thru September 30, 2022.
 <u>Upon motion by Board Member Ms. Mary Batch and 2nd by Board</u> <u>Member Mr. Frank Crowder, Executive Committee unanimously</u> <u>approved the recommendation to approve the contract renewal.</u>
- e. Rural Youth Contract Renewal
 - SERCO's Youth Rural Services contract initiated 10/01/2018 with three one-year renewal options. The Board elected to renew the contract fora second term 10/01/2020-09/30/2021.
 - New term would be October 01, 2021, thru September 30, 2022
 Upon motion by Board Member Mr. Eric Cooper and 2nd by Board
 Member Mr. Frank Crowder, Executive Committee unanimously
 approved the recommendation to approve the contract renewal.
- f. Child Care Quality Contract Renewal
 - City of San Antonio, cost reimbursement contract 2021_SRC_001 for Child Care Quality Services was initiated 04/01/2021 with three one-year subsequent renewal options.
 - The option to renew the contract for the upcoming 10/01/2021 -
 - 09/30/2022 term. This will be the of first one-year renewal options in the procurement cycle.
 - The renewal of City of San Antonio for Child Care Quality Services contract for the period of 10/1/2021 09/30/2022.

<u>Upon motion by Board Member Dr. Mark Niederauer and 2nd by</u> <u>Board Member Dr. Sammi Morrill, Executive Committee</u> <u>unanimously approved the recommendation to approve the</u> <u>contract renewal.</u>

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Х. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Eric Cooper, Committee Chair

- Board Member Cooper provided facilities update to the Executive Committee. Also, thanked the Strategic Committee members for this input.
- b. Marbach Location
 - The current lease at Marbach expires on May 31, 2022.

WSA is currently exploring alternate facilities to upgrade the Workforce Center at Marbach. Staff toured evaluated and toured seven locations. On July 19, 2021, Chairperson, Eric Cooper, CEO Adrian Lopez and staff toured the top two options.

- Option 1: Port San Antonio is currently a warehouse that is located at 628 Davey Crockett. The space is approximately 18,000 sq ft. This space can be customized to the needs of the board, where the landlord is willing to contribute to the remodeling costs. Parking and a renovation project plan will need to be negotiated.
- Option 2: Petco Corporate Office. This location is close to Highway 151 and 410 at 654 Richland Hills Dr. This space can be customized to the needs of the board, where the landlord is willing to contribute to the remodeling costs. Renovation project cost will need to be negotiated.
- c. Pearsall Location
- WSA currently has a lease agreement with Sixth Mag 7 Family, LP a Texas Limited Partnership that expires on October 31, 2021. WSA has researched potentially feasible options to provide a high-quality workforce center.
- d. Boerne Location
 - -The current lease at Boerne expires on November 30, 2021. WSA is currently exploring alternate facilities to upgrade the Workforce Center at Boerne. Staff toured evaluated and toured three locations.
 - Option 1: The current location in the Brentwood Shopping Center, which is located near the original high school and DPS office. The office space is approximately 1,500 sq ft. The landlord is willing to cover the cost of a new AC unit and some additional WSA standard finishes. WSA will be responsible for new signage within 90 days.
 - Option 2: The location at Hill Country Plaza, which is in the center of town off Main St., behind Walgreens. The address is 124 E. Bandera Rd. The office space is approximately 1,300 sq ft. This space can be customized to the needs of the board, where the landlord is willing to entirely pay for the remodeling cost.
 - Option 3: The location at Stone Creek Plaza, which is located on the east end of town. The address is 1100 N. Main St. The office space is approximately 1,500 sq ft. This space can be customized to the needs of the board, where the landlord is willing to pay for the initial plans and potentially cover the finish out of the space.
- e. Floresville Location
 - The new facility is in the same shopping center, but in a larger renovated _ suite with higher visibility. Currently, the new suite is under construction for improvements the landlord agreed to as part of new agreement. The suite is expected to be completed by July 2021, with a grand opening for the new center in the fall.

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- f. San Antonio Foodbank
 - Strategic Committee Chair Cooper also said he would recluse himself when voting or any decisions that Board may make regarding the SA Foodbank location.
 - WSA and the San Antonio Foodbank (SAFB) are currently in negotiations to offer integrated services. The two entities service the same clients, and this collaboration would benefit the client as a one stop center. WSA is proposing a small staff and a resource center for the campus.
- g. Update Local Plan Implementation
 - CEO Lopez provided the Local Plan briefing.
 - Board staff and service provider teams continue working sessions focused on data collection essential to the planning phase of implementation including existing partnerships with employers, education and training partners, or other agencies that should be represented in the model.
 - The work plan includes specific steps toward development of the Sector-Based Partnership model including dissemination of economic and workforce analysis detailing target sectors, industries, and occupations, development of expertise of WSA team and embedding sector-based concepts existing work, and the development data indicators, associated activities, and outcome metrics.
- h. Pending lease approval: Boerne, Pearsall, Marbach, SA Food Bank

XI. CEO REPORT

Presenter: Adrian Lopez, CEO

- a. Unemployment Claims & Responses
 - CEO Lopez stated there are 522,000 claimants. We are still seeing 20,000 to 30,000 claims monthly.
- b. Child Care Funding
 - There is an additional \$43 million dollars that will be allocated to childcare.
- c. Employer Events
 - There have been 42 career fairs from May July.
- d. Child Care Success Stories
 - CEO Lopez briefed the committee on a few clients that have taken advantage of childcare in order to better themselves and their families.
- e. Marketing & Media Update- Cristina Bazaldua
 - Ms. Cristina Bazaldua stated since January 2021, WSA has had 68+ media stories and 35 of those have been complete interviews. There are 11 interviews per month, all positive.
 - KLRN has requested to do a series and focus on WSA and showcase all the good work we are doing.
 - All social media platforms have increased followers.
 - WSA's website will also upgraded, and improvements will be made.
 - WSA will be hosting a conference with Enroll SA

XII. CHAIR REPORT (DISCUSSION AND POSSIBLE ACTION) Presenter: Chair Leslie Cantu

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- Board Chair Cantu updated the Executive Committee on the WSA's potential role in the City's Ready to Work Programs.
- Board Member Peavy announced there is a symposium scheduled for this program.
- Board Member Dr. Sammi Morrill asked if WSA contracted out for grant writing because the RFP will be a significant amount of work.
- Grant writing has been done internally.
- a. Rural Outreach
- XIII. Next Meeting: TBD, 2022
- XIV. Executive Session:

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- a. Government Code §551.072 Discussions Regarding Purchase, Exchange, Lease, or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations with a Third Party;
- b. Government Code §551.071 All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas:
- c. Pending or Contemplated Litigation;
- d. Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and
- e. Government Code Section 551.089—Discussions regarding Security Devices or Audits.
- XV. ADJOURNMENT Presenter: Chair Leslie Cantu <u>Upon motion by Board Member Eric Cooper to adjourn, meeting adjourned</u> <u>at 12:37PM.</u>

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Facility Renovation Update

September 24, 2021

Latifah Jackson, Director of Contracting and Procurement



American**Job**Center[®]







Floresville







Questions?

Local Plan Progress

Andrea Guerrero-Guajardo, PhD, MPH CIO 9/24/2021



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Local Plan Progress

Step 1

Step 2

Step 3

Creation and Approval of Local Plan

• Economic and workforce analysis

Creation of strategic employer and supportive service partnerships

Developing Expertise and Integration of Sector-Based Theories

Business Solutions Team

Talent Pipeline Management

Active Partnerships and Data Collection

- Sector-Based Industry Outreach
- Scorecard
- MOUs and Data Sharing Agreements

Step 4

Implementation

IT Solutions

Healthcare, Construction, Manufacturing

Step 5

Sustainability

Sector Hub Transformation

Sector-Based Advisory Groups



Local Plan Progress

• Return on Investment/Economic Impact Study (EMSI)

- Systematic Evaluation
 - Data Strategy
 - Sector-Based Scorecard for TPM
 - Education and Training Partners (Urban Education Institute Proposal)
 - Formalizing Partnerships





Questions?





August 19, 2021

Adrian Lopez Chief Executive Officer Workforce Solutions Alamo 100 N Santa Rosa Street San Antonio, Texas 78207

Via email: alopez@wsalamo.org

Dear Mr. Lopez,

I write to offer you an updated proposal to perform an impact evaluation of the Workforce Solutions Alamo ("WSA") job training programs in priority industries. This proposed study will help support your efforts to continuously improve job training programs funded by WSA by estimating their effects on wages and employment.

Objective 1

Our first objective is to assess the quality of your data and assist you in gathering personal identifiable information and program data on each person who has received funding to enroll in a job training program within one or two priority industries, to be determined in collaboration with your team and the UEI research team. See Table 1 for a list of necessary data.

After WSA assembles the needed data under Objective 1, we will help WSA transfer the data to the Texas Education Agency (TEA) using a secure data link. TEA will then match education data to WSA's dataset and upload a de-identified dataset to our Institute's longitudinal data system.

Once the data has been uploaded, we will be able to proceed to answer the research questions of this study.

Objective 2

We will use a longitudinal, predictive nonexperimental research design to answer the following questions:

- 1. For each job training provider and vocational program, what are the characteristics of the people who enrolled in job trainings funded by WSA? Characteristics include the following:
 - Race and ethnicity
 - Age
 - Gender
 - County of residence
 - Educational achievement prior to job training under evaluation
 - Employment history prior to job training under evaluation
 - Annual wages earned prior to job training under evaluation
 - Government funded supports received prior to job training under evaluation
- 2. What are the completion rates of WSA-funded job training programs by training provider and vocational program?
- 3. For each training provider and vocational program, does participation in a WSA-funded job training program effect annual wages and employment, respectively?
- 4. How do effects vary in size by program characteristics (i.e., length of training, mode of training)?
- 5. How do effects vary in size by student characteristics (i.e., gender, race and ethnicity, age, prior employment history, prior educational achievement, government funded supports received)?

Deliverables

Our analysis will produce a preliminary set of findings in the form of Tables and Figures in a presentation deck. We will present these preliminary findings to WSA leadership and engage them in a discussion about the analysis and interpretation of findings. Feedback received from WSA will inform the production of a final report.

This project will conclude with the delivery of a color, graphic-rich final report. The final report will present our findings, research design, and policy recommendations for a general audience and technical information on our methods and data will be included in the appendix.

Data

To complete this quantitative impact analysis, we will use data collected by the Texas Education Agency, the Texas Higher Education Coordinating Board, and the Texas Workforce Commission. We will also need data collected by WSA that personally identifies the participants of WSA-funded job training programs and program data as described in Table 1.

Schedule & Final Product

Figure 1 summarizes our project schedule. This schedule assumes the service contract is signed by the end of November 2021. We will adjust the project timeline if the contract is finalized later than November, or if the data collection takes longer than anticipated. This project will conclude with the delivery of the final report by the end of December 2022.

Budget

The total cost of this proposal amounts to \$85,000. This includes a pass-through cost of \$11,000 to the University of Texas at Austin Education Research Center for our longitudinal data.

Thank you for taking the time to consider this proposal.

Best wishes,

Mike Villanes

Dr. Mike Villarreal Director Urban Education Institute The University of Texas at San Antonio

Table 1

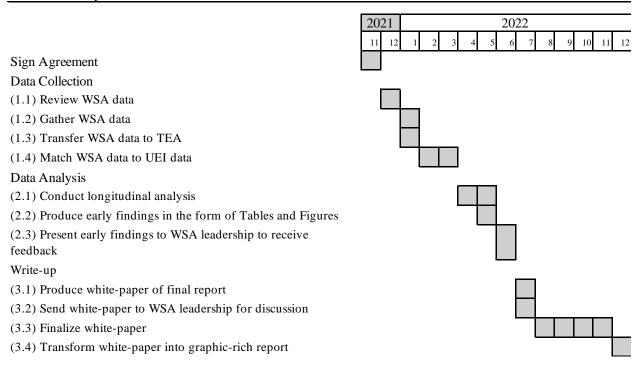
Data Needed for Each Person Who Signed Up for Job Training Funded by WSA

Personal identifiable information of adults who sign up for job training

First name
Last name
Birthdate
Social Security Number
Information describing the program client signed up for
Name of job training provider
Identification number of job training provider
Field of study of training program
Date training services began
Indicator that client completed training program
Length of training program (days)
Mode of training program (in-person, online, hybrid)
Location of training program
Indicator that the training program leads to a licence or required certificate
Social supports provided to client before job training program
Social supports provided to client during job training program
Social supports provided to client after job training program

Figure 1

Timeline of Proposed Research Activities



Urban Education Institute Proposal Mike Villareal, PhD Clo 9/24/2021



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Purpose of the Study

- Conduct impact evaluation of the Workforce Solutions Alamo job training programs in priority industries.
- This proposed study will help support continuous improvement job training programs funded by WSA by estimating their effects on wages and employment.



Objectives of the Study

- Objective 1:
 - Assess data quality and assist in gathering personal identifiable information and program data on each
 person who has received funding to enroll in a job training program
- Objective 2:
 - For each job training provider and vocational program, what are the characteristics of the people who
 enrolled in job trainings funded by WSA?
 - 2. What are the completion rates of WSA-funded job training programs by training provider and vocational program?
 - 3. For each training provider and vocational program, does participation in a WSA-funded job training program effect annual wages and employment, respectively?
 - 4. How do effects vary in size by program characteristics (i.e., length of training, mode of training)?
 - 5. How do effects vary in size by student characteristics (i.e., gender, race and ethnicity, age, prior employment history, prior educational achievement, government funded supports received)?



Schedule and Budget

- Final Report Deliverable December 2022
- \$85,000





Questions?





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MEMORANDUM

Subject:	Return on Investment (ROI) Impact Study
Date:	September 24, 2021
Presented by:	Andrea Guerrero-Guajardo, PhD, MPH
From:	Adrian Lopez, WSA CEO
То:	Executive Committee

Summary: This item is to provide report of the findings of the Return on Investment (ROI) Impact study entitled, "The Economic Value of Workforce Solutions Alamo: an analysis of the economic impact and return on investment of Workforce Solutions Alamo Development Board."

WSA partnered with Emsi (Economic Modeling Specialists Intl.) to provide data on WSA operations and customers/program participants, including financial expenditures, to create this report for 2019.

The findings of the analysis concluded that Workforce Solutions Alamo creates a positive net impact on the region's economy and generates a positive ROI for taxpayers.

Benefit-Cost Ratio of WIOA and Child Care Programs ranged from .84-1.10, and these programs were found to have an impact of \$10.4 million and \$70.6 million in tax revenue and other government savings, respectively. Additionally, WSA operations was found to provide \$12.5 million in income to the region equivalent to the creation of 182 jobs.

The report concludes that the operation of WSA and the administration of WIOA and Child Care programs creates a positive ripple effect with both direct and indirect benefit to the Alamo region. Recommendations for further investigation includes longitudinal data collection and similar impact studies for 2020 and 2021 to establish trends.



The economic value of Workforce Solutions Alamo

An analysis of the Economic Impact and Return on Investment of Workforce Solutions Alamo Development Board.

August 2021



Purpose of the Study

- Assess the impact of Workforce Solutions Alamo on the region's economy and the benefits generated by the organization for the region's taxpayers
- Populations included in the study:
 - WIOA programs: Adult, Dislocated Worker, and Youth
 - Child Care program participants
 - Universal Customers
 - WSA Operations
- Data and timeframe of the study:
 - Wages and expenditures January 2019-December 2019



Executive Summary

- Workforce Solutions Alamo creates a positive net impact on the region's economy and generates a **positive return on investment for taxpayers**.
- Results reflect calendar year 2019 and analyze post-program earnings to reflect pre-Covid conditions.
- WSA received \$9.9 million directly from federal funds as Workforce Innovation and Opportunity Act funding and served a total of 1,502 participants.
- WSA also administers a Child Care Services program intended to help parents pay for childcare while they work, go to school or participate in job training. WSA received \$77.2 million in funding during 2019 and served 8,454 participants.
- In addition, WSA served a total of 5,379 universal participants



Benefit-Cost Ratio of WIOA & Child Care Services

Although not every WIOA program sees a net-positive benefit-cost ratio, overall, the region gains more in the long-run than what was invested in Workforce Solutions Alamo, since some indirect gains can be underestimated.

Program	Benefit-Cost Ratio
WIOA Programs combined	1.05
Adult/Dislocated Workers combined	1.10
Adult	0.84
Dislocated Worker	1.47
Youth	0.97
Child Care Services	0.92

Economic Impact Analysis

Operations Spending Impact

\$12.5 million

Added to Region Income

equivalent to creation of

182 jobs

Workforce Innovation and Opportunity Act Impact

\$10.4 million

in tax revenue added to Regional Income after government savings. Child Care Services Impact

\$70.6 million

In added tax revenue



Combined Investment Analysis for WIOA and Child Care Services

Table 3.3: ADJUSTED INCREASED EARNINGS BY TYPE OF SERVICE, 2019

	Base	Training	Individualized Services	Total Weighted average	Base Case Child Care Services
Number of participants	1,502	236	1,383		8,454
Average hourly increase in wages	\$5.13				\$6.99
Attribution Factor	100%	90%	75%	77%	100%
Adjusted annual increase earnings	\$10,017	\$9,015	\$7,513	\$6,477	\$13,093
Adjusted hourly increase earnings	\$5.13	\$4.61	\$3.85	\$3.32	\$6.99
Total Adjusted Increase in Earnings	\$15,045,861	\$2,127,657	\$10,390,359	\$19,444,922	\$110,698,848

Source: Workforce Solutions Alamo and Emsi impact model

Total Combined Adjusted Increase in Earnings: \$130,143,770



Government Savings – WIOA & Child Care Services

Table 3.4: PRESENT VALUE OF ADDED TAX REVENUE AND GOVERNMENT SAVINGS (THOUSANDS), 2019	WIOA
Added Tax Revenue	\$10,326
Government Savings	
Health Related Savings	-\$239
Crime Related Savings	\$286
Welfare/Unemployment Related Savings	\$38
Total Government Savings	\$85
Total Taxpayer Benefits	\$10,412

Source: Emsi impact model.

Table 3.5: PRESENT VALUE OF ADDED TAX REVENUE AND GOVERNMENT SAVINGS (THOUSANDS), 2019	Child Care
Added Tax Revenue	\$73,120
Government Savings	
Health Related Savings	-\$4,38
Crime Related Savings	\$1,270
Welfare/Unemployment Related Savings	\$674
Total Government Savings	-\$2,434
Total Taxpayer Benefits	\$70,68

Source: Emsi impact model.

Total Combined Adjusted Increase in Earnings: \$81,098,000



Investment Analysis – Operational Spending

Table 6.3: OPERATIONS SPENDING IMPACT OF WORKFORCE SOLUTIONS ALAMO, 2019

	Labor income (thousands)	Non-labor income (thousands)	Total income (thousands)	% of Total	Jobs supported
Total income in region	\$89,032,899	\$48,668,949	\$137,701,848	100.0%	1,576,959
Initial effect	\$3,082	\$0	\$3,082	<0.1%	42
Multiplier effect					
Direct effect	\$4,136	\$114	\$4,251	<0.1%	65
Indirect effect	\$798	\$10	\$808	<0.1%	13
Induced effect	\$3,603	\$794	\$4,397	<0.1%	62
Total multiplier effect	\$8,538	\$918	\$9,455	<0.1%	140
Gross impact (initial + multiplier)	\$11,619	\$918	\$12,537	<0.1%	182
Less alternative uses of funds	\$0	\$0	\$0	<0.1%	0
Net impact	\$11,619	\$918	\$12,537	<0.1%	182

Source: Emsi impact model.



Universal Participant Wage Analysis

UNIVERSAL PARTICIPANTS FROM 01/01/2019 - 12/31/2019

	Average Wage – Q2 After Exit
Employed 4,700 had wages prior to entrance	\$8,493
Average PRIOR Wage = $$12,050$	* sample size: 2,842
Not employed	\$8,273
679 had no wages prior to entrance Average Prior Wage = 0	*sample size: 297

Prior to entering the program, 4,700 participants were employed, with an average wage of \$12,050.63. 679 participants had no wages prior to entrance.

Of the 679 universal customers that did not have wages prior to entrance, 297 had an average wage of \$8,273.08 by the 2nd quarter after their exit.





How would economic activity change in the region if Workforce Solutions Alamo did not exist in 2019?

- Income and spending of WSA's employees create a ripple effect within the regional economy.
- WSA Operations contribute an additional \$918,000 in non-labor spending
- Overall impact of \$12.5 million in total added income associated with the spending of Workforce Solutions Alamo and its employees in the region.



Recommendations

- Refine the methodology for collecting and tracking post-exit metrics on WIOA participants.
- Include longitudinal data collection on Child Care Service participants to capture long-term effects of program participation.
- Repeat return on investment analysis for the current year and on-going as part of a continual improvement process.





Questions?





Table 3.1: PRE-PROGRAM EARNINGS, 2019

ADJUSTING FOR UNEMPLOYMENT	Percent	Participants	Earnings
Employed	20%	306	\$17,923
Unemployed	80%	1,196	\$3,845
Unemployed with UI benefits	30%	359	\$12,818
Unemployed without UI benefits	70%	837	\$0
Total weighted average*	80%	1,502	\$4,533

Source: Workforce Solutions Alamo and Emsi impact model

* Numbers may not add due to rounding





Table 3.2: POST-PROGRAM EARNINGS, 2019

ADJUSTING FOR UNEMPLOYMENT	Percent	Participants	Earnings
Employed	73%	1,099	\$18,348
Unemployed	27%	403	\$3,845
Unemployed with UI benefits	30%	121	\$12,818
Unemployed without UI benefits	70%	282	\$0
Total weighted average*	73%	1,502	\$14,550

Source: Workforce Solutions Alamo and Emsi impact model

* Numbers may not add due to rounding



Appendix C

Table 3.5: PROJECTED BENEFITS AND COSTS, TAXPAYER PERSPECTIVE, 2019

1	2	3	4
Year	Benefits to taxpayers (millions)	Program funding costs (millions)	Net cash flow (millions)
0	\$0.9	\$9.9	-\$9.0
1	\$1.1	\$0.0	\$1.1
2	\$1.1	\$0.0	\$1.1
3	\$1.1	\$0.0	\$1.1
4	\$1.1	\$0.0	\$1.1
5	\$1.1	\$0.0	\$1.1
6	\$1.1	\$0.0	\$1.1
7	\$1.1	\$0.0	\$1.1
8	\$1.1	\$0.0	\$1.1
9	\$1.1	\$0.0	\$1.1
Prese value	^{nt} \$10.4	\$9.9	\$0.5
P	Benef cost ra		1.05

Table 3.6: PROJECTED BENEFITS AND COSTS, TAXPAYER PERSPECTIVE, CHILD CARE SERVICES 2019

1	2	3	4
	Benefits to axpayers (millions)	Program funding costs (millions)	Net cash flow (millions)
0	\$5.9	\$77.2	-\$71.3
1	\$7.6	\$0.0	\$7.6
2	\$7.6	\$0.0	\$7.6
3	\$7.6	\$0.0	\$7.6
4	\$7.6	\$0.0	\$7.6
5	\$7.6	\$0.0	\$7.6
6	\$7.6	\$0.0	\$7.6
7	\$7.5	\$0.0	\$7.5
8	\$7.4	\$0.0	\$7.4
9	\$7.4	\$0.0	\$7.4
Present value	\$70.7	\$77.2	-\$6.5



Source: Emsi impact model.

Appendix D

Table 4.1: WORKFORCE SOLUTIONS ALAMO-FUNDED PROGRAMS INVESTMENT ANALYSIS RESULTS, 2019

Program Profile	Adult	Dislocated Worker	Youth	Adult/Dislo- cated Worker combined	WIOA combined	Child Care Services
# of total participants	537	215	750	752	1,502	8,454
# of training	102	74	60	176	236	-
# of non-training, individualized service	479	189	715	668	1,383	-
		Increased	Earnings			
Increase in earnings, annual	5,205	14,828	5,087	7,905	6,477	8,183
Increase in earnings, hourly	\$2.63	\$8.15	\$2.57	\$4.09	\$3.32	\$4.37
Total increased earnings across participants (thousands)	\$5,516,856	\$6,702,243	\$7,579,037	\$11,952,776	\$19,444,922	\$138,362,310
		Investment Resu	ults (thousands)			
Total costs of program	\$3,456,520	\$2,452,440	\$4,004,228	\$5,908,960	\$9,913,188	\$77,198,808
Total benefits, NPV	-\$553,816	\$1,138,548	-\$171,430	\$584,732	\$413,301	-\$4,078,543
Total added taxes, NPV	\$2,902,704	\$3,590,988	\$3,832,798	\$6,493,692	\$10,326,489	\$73,120,265
Total government savings, NPV	\$10,680	\$5,465	\$69,141	\$16,145	\$85,286	-\$2,434,414
Benefit-Cost Ratio	0.84	1.47	0.97	1.10	1.05	0.92



Confidential



WIOA Youth Rural Presentation

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Jouth

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nent



BUILDING BUSINESS • BUILDING CAREERS





WIOA Youth Program Purpose The **purpose** of the Workforce Innovation and **Opportunity Act** (WIOA) Youth Services is to assist young people, ages 14-21 In-School Youth and 16-24 Out of School Youth, who face significant barriers to success in the labor market, by providing resources and support to overcome those barriers and successfully transition to self-sufficient adulthood.



Alamo
Youth Rural
Making a
Difference

Gillespie	Kerr	Bandera
Medina	Frio	McMullen
Atascosa	Comal	Wilson
Guadalupe	Kendall	Karnes

COUNTY	POPULATION	СІТҮ	POPULATION
COMAL	156,209	NEW BRAUNFELS	90,209
KENDALL	40,384	BOERNE	18,232
GILLESPIE	25,963	FREDERICKSBURG	11,496
KERR	50,955	KERRVILLE	23,754
BANDERA	21,269	BANDERA	900
MEDINA	50,921	HONDO	9,436
FRIO	18,793	PEARSALL	10,609
ATASCOSA	48,981	PLEASANTON	10,855
MCMULLEN	820	TILDEN	450
KARNES	14,975	KENEDY	3,353
WILSON	47,520	FLORESVILLE	8,045
GUADALLUPE	151,249	SEGUIN	29,992 49



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Support Our Clients

Assist Youth in making a successful transition to employment and further education by providing quality services.

Create opportunities for job seekers to receive benefits and support/ through program services and supportive services necessary to gain a better job and obtain self sufficiency.

Build pathways and services that are innovate and lead to successful outcomes.

Responsive to Youth and their needs.

Confidential

WSA Mission and Values

SERCO supports the WSA Mission and Values



Support Our Partners

Provide creative solutions to working with challenging populations.

Being responsive to board staff needs our partners.

Being responsive to board and partner needs from a solutionbased approach.

Developing long term solutions for employers and job seekers.

Being a reliable contractor.

Support our Business and Community

Provide quality candidates for essential positions.

Continue building relationships with employers to seamlessly transition workers into the workforce.

Strengthen relationships with key community partners to create real-time referral networks.

Strengthen relationships with training providers to build the talent pipeline.

Build Youth to provide qualifying employees to the employers.

Compliance and Accountability

Continue having clean audits by continuous reviews of our internal processes.

Expenditures Exhausted

Exceeding Performance Outcomes

Exceed program related goals such as enrollments, training, and employment placements.

Financial Stewardship

Grant success and expenses met.

State Recognition

50

SECTOR-BASED MODEL



Rural Youth Sector Base Model Plan

GOAL

SECTOR BASE MODEL_High School Training to Career (HTC) is a youth representation of Alamo's "Sector Base Model" located in the Workforce Solutions Alamo Local Plan.

The goal and the mission of HTC is to bridge the gap and connect "Highschool, Training to Careers" by incorporating School Districts, Stakeholders, Educational Providers, Employers and connecting students with training and employment opportunities.

....

Entering HTC youth must be ages **16-24** and be deemed *eligible* under the YES! Program. This program is intended for seniors enrolled in high school or youth currently looking to obtain their high school equivalency.

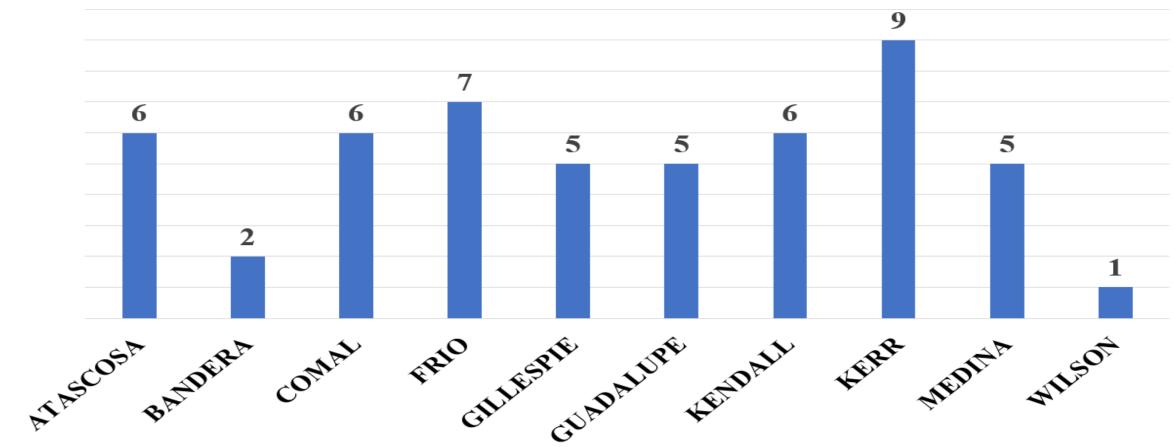
51



SECTOR BASED MODEL

SECTOR-BASED MODEL Active Career Pathway Agreements

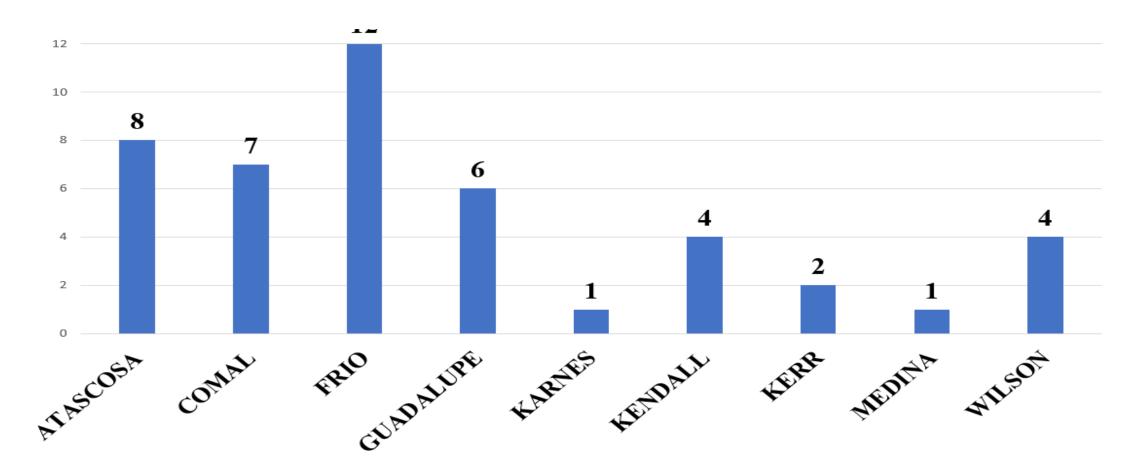






SECTOR-BASED MODEL Youth Placed in a Sector-Based Career Pathway





Sector Based Career Opportunity Examples

Atascosa County Sector-Based Model Occupations: Trades, Government & Medical							
CAREER PATHWAY AGREEMENT (CO. NAME)	COMPANY CONTACT	PHONE NUMBER	EMAIL ADDRESS	CONTACT JOB TITLE	Agreement Expiration Date		
All City Youth Program	Debbie Bolf	830.581.9797	allcityyouthprograms@gmail.com	Executive Director	5/27/2022		
City of Charlotte	Christi Rankin Mayor	830.277.1414	city@vtxb.com	Mayor of Charlotte	6/3/2022		
Coastal Bend College	Dr. Justin Hoggard	361.354.2201	jhoggard@coastalbend.edu	President	12/1/2021		
City of Pleasanton	Victoria Solis	830.569.3867 x 215	vsolis@pleasantontx.gov	Human Resources	3/15/2022		
City of Poteet	Denise Sanchez	830.742.3574	mayor@poteettexas.gov	Mayor of Poteet	8/27/2022		
Atascosa County	Judge Hurley	830.769.3093	countyjudge@atascosacounty.texas.gov	County Judge	8/9/2022		

Sector Based Career Opportunity Examples

COMAL COUNTY SECTOR-BASED MODEL OCCUPATIONS: GOVERNMENT, IT, TRADES & MEDICAL

CAREER PATHWAY AGREEMENT (CO. NAME)	COMPANY CONTACT	PHONE NUMBER	EMAIL ADDRESS	CONTACT JOB TITLE	Agreement Expiration Date
Century Regional Health Care	Harriet Ridings	830.980.9686	crhc@gvtc.com	Office Manager	10/28/2021
Family Life Center	Kay Scott	830.625.7100	Kays@flcnb.org	Executive Director	6/3/2022
New Braunfels Food Bank	Louie Guzman	830.327.6016	lguzman@nbfoodbank.org	Development Manager	6/16/2022
DBA CMIT Solutions	Usiosefe Aimiuwu	830.515.4151	aimiuwu@cmitsolutions.com	President	4/19/2022
Comal Pet Hospital	Kiz Stoner	830.625.8074	kiz@comalvet.com	Practice Manager	3/31/2022
Foot and Ankle Clinic	Debbie Faulk	830.625.1473	dsfaulk1955@yahoo.com	Office Manager	4/6/2022

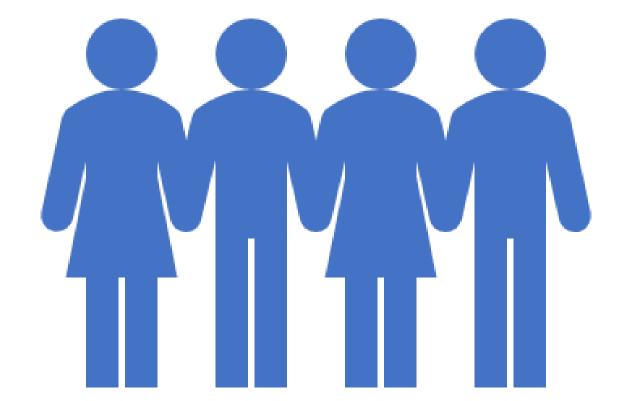
Sector Based Career Opportunity Examples

Frio County Sector-Based Model Occupations: Government, Education, Trades & Medical

CAREER PATHWAY AGREEMENT (CO. NAME)	COMPANY CONTACT	PHONE NUMBER	EMAIL ADDRESS	CONTACT JOB TITLE	Agreement Expiration Date
Pearsall Family Dental	Dr. Tapan Vallabhaneni	830.334.3333	manager.pearsallfamilydental@gmail.com	Dentist	8/5/2022
Pearsall ISD	Dr. Nobert Rodriguez	830.334.8001	nobert.rodriguez@pearsallisd.org	Superintendent of Schools	6/2/2022
A&D Express	Josue De La Torres	830.963.2162	adexpresslube@gmail.com	Owner	3/4/2022
South Texas Rural Health Services	Patricia Garcia	830.873.3047	aa.syrhs@tachc.org	Admin of Personal	5/18/2022
City of Pearsall	Frederico Reyes/Raquel	830.334.4160	freyes@cityofpearsall.org	City Manager	5/13/2022
Dilly ISD	Dr. Castro	830.965.1912	emilio.castro@dilleyisd.net	Superintendent of Schools	11/10/2021

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SERCO Rural Youth Success Stories



Rita Lugo-Government Sector Based



Atascosa County-Government Sector Based Success Story • Rita Lugo first joined the WIOA YES! Program in October of 2020. Rita is a high graduate of Jourdanton High School class of 2019. When Rita join the WIOA YES! Program she had some work experience but not what she wanted for her career goals. When Rita enrolled, she was not employed and wanted to do something more to gain work experience and transferrable skills into a career pathway in law enforcement. Career Navigator assigned job readiness courses and gave her job market information, Career Navigator also discussed Work Experience Program through the WIOA YES! Program.

• A couple day prior to Rita coming into the Pleasanton WFSA Office, Career Navigator received a phone call from the Chief Sanchez from Pleasanton Police Department asking if the program had a good candidate for the Police Department. So, when Rita came in the youth was a perfect match. Career Navigator schedule an interview and Rita met with the Chief of Police and Captain at the WFSA office. Rita's interview was excellent, and Rita started the Work Experience Program on 10/2020 as an office clerk.

• While Rita was participating the program, Rita was crossed training in different department at the Police Department and Rita excelled mostly as a Police Dispatcher/ Telecommunication Operator. At the end of her 3rd month Rita was speaking and dispatching officers to emergency calls in code. Chief Sanchez was very impressed with Rita and called Career Navigator that the department is wanting to offer Rita a position. Rita completed her 360 approve Work Experience hours and a week extension so the department can complete background investigation before Rita can be a full-time employee.

• Rita started with the Pleasanton Police Department on January 21,2021 and making \$16.00 an hour with medical, dental and retirement benefits.

Shelby Lybarger-Medical Sector Based Success Story



Karnes County Medical Sector Based-Success Story

• Shelby joined the WIOA Yes! Program with the support of SERCO in Karnes County as an Out-School Youth. Shelby had limited work experience and skills, but she had a profound interest in the medical field and obtaining a career within was her dream. With the assistance of the assistance of her Career Navigator and WIOA Yes program funding, Shelby enrolled in the Registered Nursing program at Coastal Bend College in Beeville, Texas. Shelby's SERCO Case Manager helped her build the skills necessary, resume and confidence to reach her goals; Shelby recently completed the Registered License Nursing program and has obtained a position as a **Registered Nurse at Otto Kaiser Medical Hospital in** Kennedy, Texas.



Thank you!!!





Business Solutions Unit: Sector-Based Model Update

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Sector Based Model



WSA Department Wide Integration Goals:

- Market high growth high demand careers in our target sectors
- Increase all staff's knowledge in our sectors become experts
- Open and honest communication between all teams
- Provide more accessibility to all our customers
- Develop long standing sustainable relationships with our key accounts sectors
- Increase placements in our target sectors using all our resources & teamwork!

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C2 Sector Based Activities



Business Liaisons

- Develop 30 40 Key Accounts in assigned Sectors
 - Strategic employer partnerships with multiple job opportunities and above sustainable wage rates
 - Total Key Accounts tracked by WIT Employer Case Management system
- Develop Work-Based Training opportunities
 - Create, utilize and maintain Work Experience/ Subsidized Employment Agreements and Onthe-Job Training Contracts
 - Agreements and Contracts uploaded and monitored on Policy website worksite page.
- Organize, host and attend Sector-Based meetings with external Organizations and Business Partners
 - Coordinate efforts with local government and economic organizations, unions, and approved training providers
 - Tracked on a weekly basis on Liaison TEAMS report.Business Recruiters

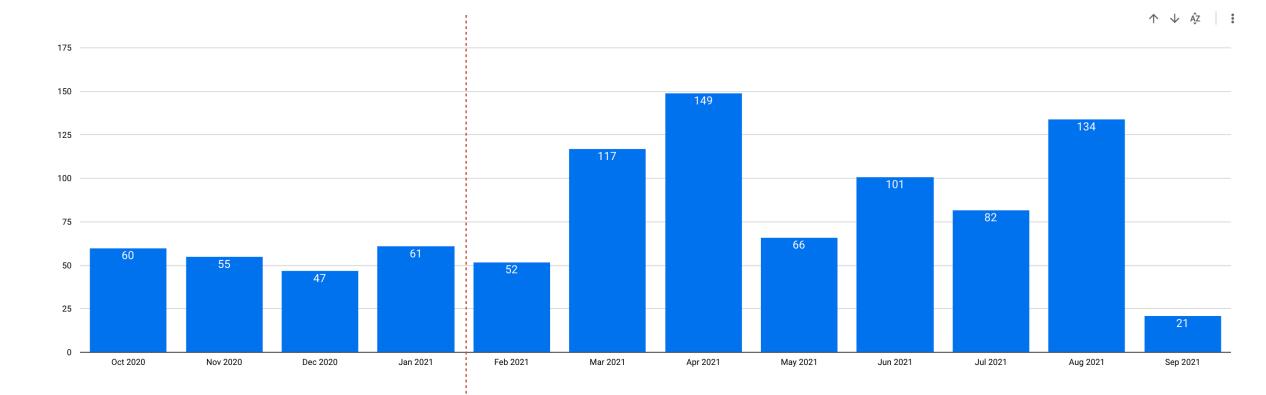
Business Recruiters

- Job Postings
 - In tandem with Business Liaison or Employer Request, creates Sector-Based job postings in WIT.
 - Job Posting entry is tracked by WIT Staff Activity Report
- Quality Referrals
 - All Job Postings created by Business Recruiters will be actively advertised and filled by quality applicants.
 - Referral entry is tracked by WIT Staff Activity Report and Job Order Reports.
- Job Fairs and Hiring Events
 - In tandem with Business Liaison or Employer request, will organize and host traditional job fairs and hiring events
 - Job Fair and Hiring Event promotion, attendance, and outcomes are tracked by TEAMS tracking form.

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Registered Employers





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Registered Industry Employers (BCY)

NAICS Sector Code	Industry Title	Total	Total %
11	Agriculture, Forestry, Fishing & Hunting	21	2.31%
21	Mining	8	0.88%
22	Utilities	3	0.33%
23	Construction	83	9.11%
31	Manufacturing (31-33)	17	1.87%
32	Manufacturing (31-33)	23	2.52%
33	Manufacturing (31-33)	29	3.18%
42	Wholesale Trade	15	1.65%
44	Retail Trade (44 & 45)	33	3.62%
45	Retail Trade (44 & 45)	16	1.76%
48	Transportation and Warehousing (48 & 49)	25	2.74%
49	Transportation and Warehousing (48 & 49)	2	0.22%
51	Information	7	0.77%
52	Finance and Insurance	26	2.85%
53	Real Estate and Rental and Leasing	20	2.20%
54	Professional Scientific & Technical Svc	49	5.38%
55	Management of Companies and Enterprises	3	0.33%
56	Admin., Support, Waste Mgmt, Remediation	76	8.34%
61	Education Services	29	3.18%
62	Health Care and Social Assistance	170	18.66%
71	Arts, Entertainment, and Recreation	43	4.72%
72	Accommodation and Food Services	77	8.45%
81	Other Services (except Public Admin.)	96	10.54%
92	Public Administration	38	4.17%
99	Unclassified establishments	2	0.22%

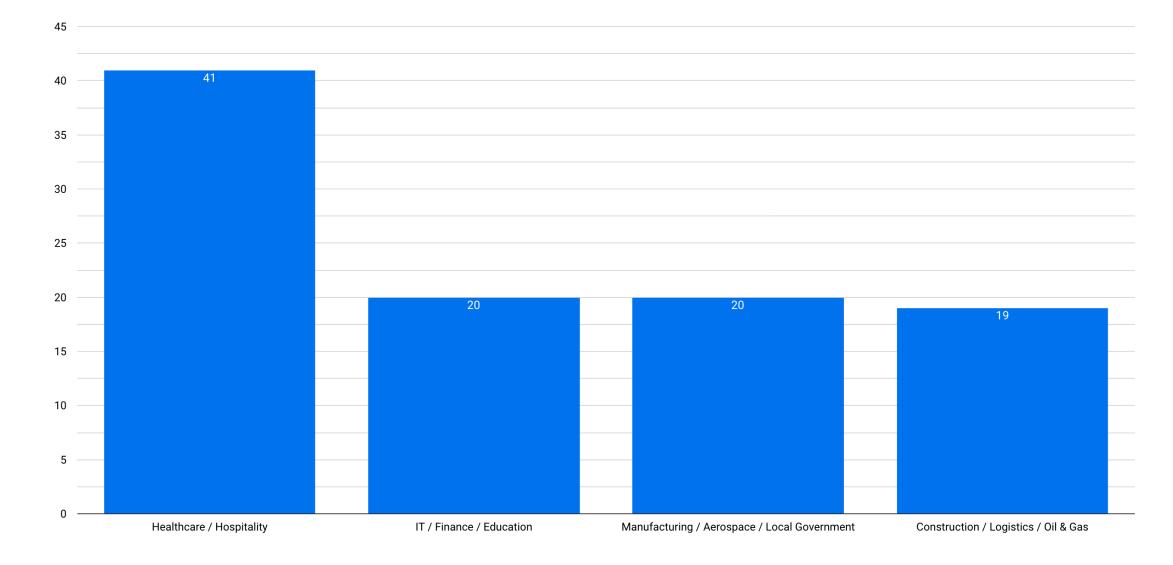
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Key Accounts

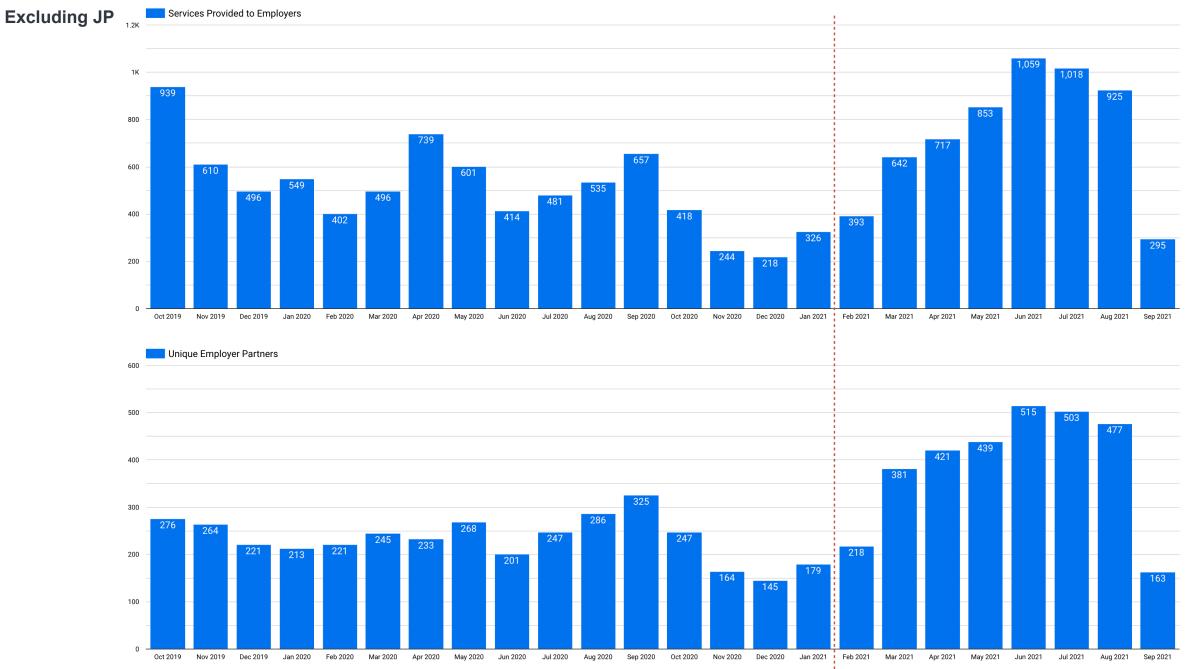




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Services & Employers



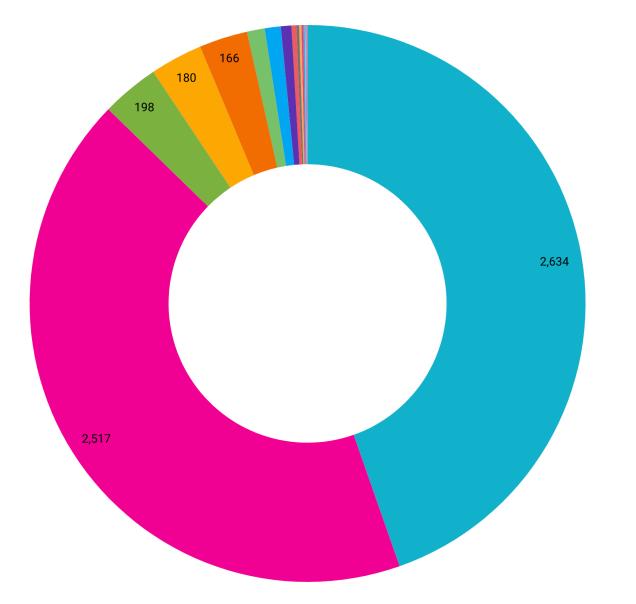


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Services BCY

Excluding JP

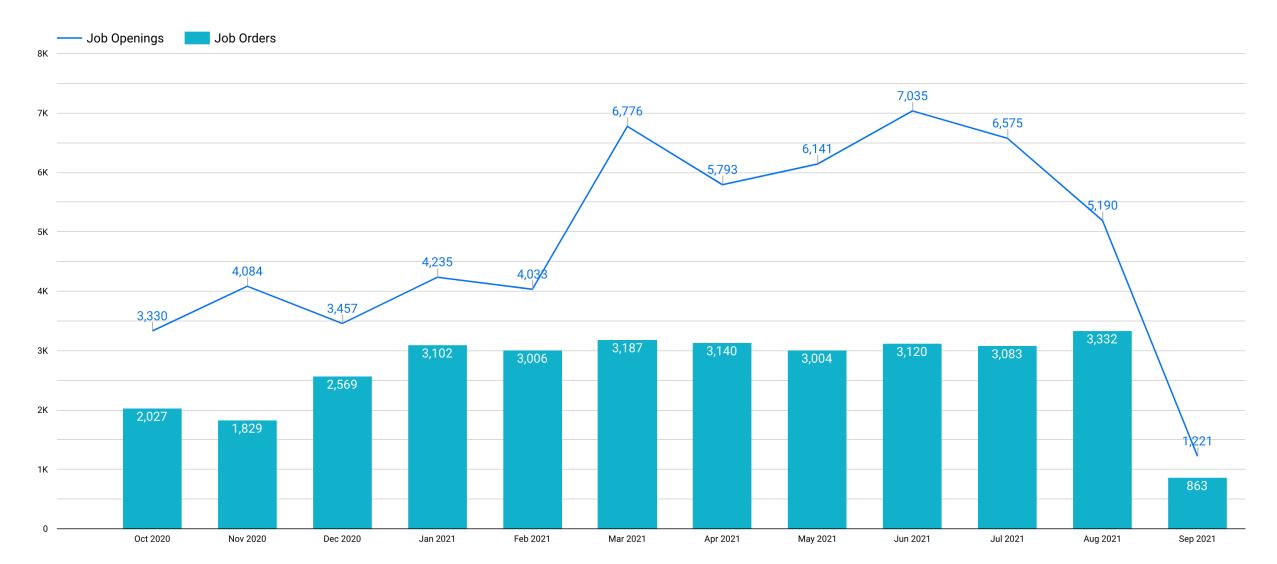






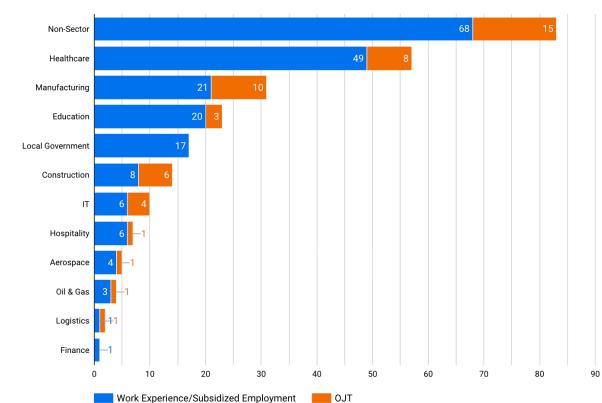
Job Orders BCY

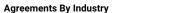




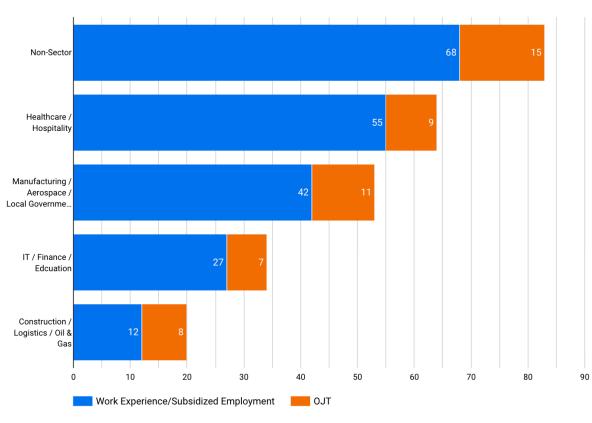
Worksite Agreements

WX/WS/OJT









Agreements By Industry Team

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Employers and Occupations BCY



Employer	Job Openings 🔻
ODWILL INDUSTRIES OF SAN ANTONIO	1,607
spital Corporation of America	1,575
HRISTUS HEALTH	1,290
ABM INDUSTRIES INCORPORATED	1,093
Surefire Event Staffing	1,000
U.S. CUSTOMS AND BORDER PROTECTION	999
City of SAN ANTONIO	854
HEALTH AND HUMAN SERVICES COMMISSION	809
Express Employment Professionals/Express Personnel	682
REMEDY INTELLIGENT STAFFING INC	644
COCA-COLA SOUTHWEST BEVERAGES LLC	611
QTC MANAGEMENT INC	591
STARTEK USA INC	580
ALAMO SKILLED PERSONNEL INC	542
W W WEBBER LLC	540
MICROSOFT CORPORATION	521
CONDUENT BUSINESS SERVICES LLC	515
BAPTIST CHILD & FAMILY SERVICES	500
MACQUARIE HOLDINGS USA INC	491
MEMCO INC	482
PEOPLEREADY INC	425
INTERSOLUTIONS LLC	420
ESS	400
Panera Bread	388
KINDRED SYSTEMS INC	384
5 Star Senior Living	383
AMAZON.COM SERVICES LLC - CORPORATE COST CONTROL	361
RESCARE INC	348

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Staff Trainings

Training	Start Date	Audience
Team Goal Setting Training	3/15/2021	BSU Management Team
Business Solutions Team Realignment Training	3/16/2021	BSU Team
Breezy Strategy Training	3/23/2021	Center Management Team
Business Solutions Team Training	3/26/2021	BSU Team
Business Solutions Team Systems Training	3/26/2021	BSU Team
Breezy Work Experience Training	3/30/2021	BSU and Center Management Team
Work in Texas Training	3/31/2021	BSU Team
Referrals Training	4/13/2021	BSU Team
Work in Texas Training	4/16/2021	BSU Team
Breezy Training - Campaigns	4/16/2021	BSU Team
Healthcare/Hospitality Breezy Training	4/19/2021	BSU Team
Work in Texas Referral Training	4/20/2021	BSU Team
Referral Guidance Training	4/20/2021	BSU Team
Referral Guidance Training	4/21/2021	BSU Team
Work in Texas Training	4/29/2021	BSU Team
S. Flores - Sector Based Training	5/11/2021	Center Management and Center Staff Team
Business Solutions Sector Based Training	5/13/2021	Rural Center Staff Team
Business Solutions Sector Based Training	5/13/2021	Rural Center Staff Team
Breezy Worksite Posting Training	5/19/2021	BSU Team
Work in Texas Assigning Services "How To" Training	5/20/2021	BSU Team
BSU Departmental Training	5/25/2021	BSU Team
Youth Dept. Sector Based Model Training	6/15/2021	Youth Management and Youth Center Team
BSU Training	7/6/2021	BSU Team
Work in Texas :: Breezy :: BSU process training	7/6/2021	BSU Team
BSU Training	7/7/2021	BSU Team
Business Recruiter Training	7/7/2021	BSU Team
Expired Job Postings w/o Referrals Report Training	7/9/2021	BSU Team
New BR Training on Sector Base Model	7/12/2021	BSU Team
Expired Listings Training	7/27/2021	BSU Team
Breezy Walkthrough Training	8/6/2021	Center Staff Team
Breezy Data Entry Training	8/9/2021	Center Staff Team
OJT - Breezy Training	8/24/2021	BSU Team

C2 Global Profesional Services, LLC.

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Upcoming Trainings & BSU Activities



- All Business Liaisons/Recruiters will complete TAD Grants Certified Business Consultant Training;
- Internally developed C2 Training for Business Liaisons/Recruiters (role/function specific);
- BSU Liaisons/Recruiters and Leadership team strategically attend regional chamber meetings/events and EDC functions;
- Business Liaisons join and actively participate in a sector relevant local association
- Goal is to join in partnership with WSA as Workforce Solutions Alamo (Not C2)
- Attend associations trainings, webinars, events:
 - Tech Bloc
 - SAMA events
 - Texas Healthcare Association and American Healthcare Association
 - BiomedSA
 - Texas Construction Association and Skilled Trades Association and Texas
 Association of Builders

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Community Partnerships



Transition Process



- Each center will have a sector that they highlight, promote and gain specific knowledge about that industry
- The center leadership team increase collaboration with the BSU Liaison/Recruiter by sector to increase knowledge of the sector and develop relationships with businesses/non-profits, training providers that will facilitate how we deliver our sector base workforce delivery of services for job seekers and employers;
- The centers will host internal team huddles to share information, ensure we are working as a team to increase placements (direct referrals, work experience, OJT) utilize our programs to lead our customers to good careers;
- The centers will host meet the expert, we will invite industry experts to deliver short presentations to our staff and sometimes talk directly to our customers;
- Host career exploration days by sector at our center hubs;
- Host sector summits by industry, continue to hear from our employers and how we can build their future talent pipelines.

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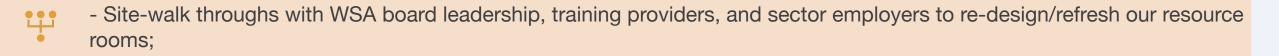




- Next week be ready to have internal center meetings that are focused discussions on how to begin to transform your center into a sector hub;

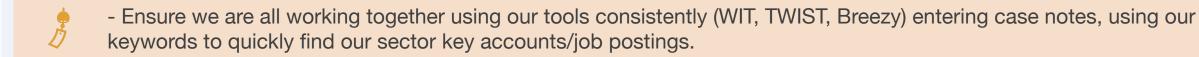


- Training: we need to fully utilize our tools and resources, over the next few weeks we will conduct WIT training, and discuss our internal workflows and processes;





- Create a structured agenda to begin our sector huddles, what topics do we need to cover, available talent pool, program customers, initiatives, sector needs;



Facilities Update

September 24, 2021 Latifah Jackson, Director of Contracting and Procurement



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Summary

Update on the current facility renovations for the Boerne and Floresville Workforce Centers. Discussion and possible action of the current negotiations for expiring leases.



San Antonio Foodbank

- Integrated Services
 - Workshops
 - Support Services
- Resource Room
- 4 Dedicated FTEs





San Antonio Foodbank



- Renovation to be complete by December 31st
- Rent: \$2,925
- Term: 1 year
- Square Footage: 1,808 SF
- SAFB cover all M&O



Expiring Leases

Location	Lease Term	Recently Renovated
Hondo	12/31/2021	Yes
New Braunfels	1/31/2022	Yes
Kennedy	1/31/2022	Yes
Pleasanton	1/31/2022	Yes
Marbach	5/31/2021	No



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- Center currently being renovated by the City
- Rent: \$2,643.78
- Term: 2 years
- Square Footage: 1,799 SF
- Landlord covers all M&O



Kenedy Center





- Rent: \$1,683.00
- Term: 3 years
- Square Footage: 1,750 SF
 - Landlord cover all M&O except janitorial





New Braunfels Center

- Rent: \$16.70 PSF
- Term: 10 years



- Square Footage: 6,720 SF
- Tenant covers all M&O



Marbach Relocation

- Current lease will expire 5/31/2022
- Maintenance Issues
- Tours
- Proposed Options



Marbach Relocation

Petco Corporate Office

Port of San Antonio





Marbach Relocation

Property	Petco Corporation	Port of San Antonio									
Landlord	SV Richland Hills, LLC	Port Authority of San Antonio									
Premises	21,670 SQ FT	17,500 SQ FT									
Est. Construction Time	120 Days	180 Days									
Base Rent Schedule	\$19.50 PSF increasing \$.50 PSF/Year	\$17.00 PSF Increasing 3% Annually									
10-Year Total Rent	\$6,126,109	\$3,878,020									





Questions?





То:	Executive Committee
From:	Latifah Jackson, Director of Contracting and Procurement
Presented by:	Latifah Jackson, Director of Contracting and Procurement
Date:	September 24, 2021
Subject:	Discussion and Possible Action Lease San Antonio Foodbank Satellite Office

Summary:

Workforce Solutions Alamo (WSA) and the San Antonio Foodbank (SAFB) are currently in negotiations for a lease agreement. A co-location of services at SAFB would benefit clients in being able to access resources from both entities in a single location. WSA is proposing a small staff and a resource room for the campus.

Analysis:

The San Antonio Food Bank (SAFB) serves over 600 individuals each week including assisting individuals with the application and renewal of assistance for various federal benefits including SNAP and TANF programs. Last year 17,350 applications for federal TANF and SNAP benefits were processed by the SAFB.

Both agencies seek to strengthen the partnership between by integrating and expanding employment and training services available for individuals who access services from the SAFB. Individuals that seek assistance at the Food Bank may not be connected to or aware of additional jobseeker services that are available through the workforce system. Integrating services provided by the SAFB and WSA will allow a deeper leveraging of resources that meet the needs of individuals that are unemployed or underemployed.

SAFB will deliver a turnkey suite that is 1,808 SQ FT. The lease will be for one year with the option to extend an additional two years.

Fiscal Impact:

The rent will be \$2,925.00 for the term of the initial lease. The monthly rate includes utilities, custodial services, and administrative support. WSA will be responsible for providing furniture and equipment, which is currently budgeted at \$42,500.



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Staff Recommendations:

WSA is requesting board approval to continue negotiations with the SAFB and potentially enter a lease for the current facility.

Alternatives: This initiative targeted the SAFB specifically to increase outreach for individuals that may not normally access workforce centers.

Next Steps: Upon the Committees approval present recommendations to the Board of Directors.





То:	Executive Committee
From:	Latifah Jackson, Director of Contracts and Procurement
Presented by:	Latifah Jackson, Director of Contracts and Procurement
Date:	September 24, 2021
Subject:	Discussion and Possible Action Lease Execution for Hondo Center

Summary: Workforce Solutions Alamo (WSA) currently has a lease agreement with the City of Hondo that expires on December 31, 2021. WSA has researched potentially feasible options to provide a high-quality workforce center.

Analysis: Our existing location is in the South Texas Regional Training Center, which is 1,799 SQF at the rental rate is \$2,643.78 monthly. The proposed lease amendment is for two years, with the option to extend an additional two years.

Fiscal Impact: The rent will remain at the current rate of \$2,643.78 for the renewal term. The monthly rate includes utilities, custodial services, and administrative support.

Staff Recommendation: WSA is requesting approval to continue negotiations with the City of Hondo and renew the lease for the current facility.

Alternatives: WSA has a collaborative partnership with the City of Hondo and relocating would not be cost effective or align with the local plan. Additionally, staff has performed a market analysis and similar locations that would meet the needs of WSA have starting rental rates at approximately \$4,500 per month.

Next Steps: Upon the Committees approval present recommendations to the Board of Directors.





То:	Executive Committee
From:	Latifah Jackson, Director of Contracts and Procurement
Presented by:	Latifah Jackson, Director of Contracts and Procurement
Date:	September 24, 2021
Subject:	Discussion and Possible Action Lease Execution for Kenedy Center

Summary: Workforce Solutions Alamo (WSA) currently has a lease agreement with MIN, Limited, a Texas Limited Liability Company that expires on January 31, 2022. WSA has researched potentially feasible options to provide a high-quality workforce center.

Analysis: The current lease has an option for an extended term of 36 months. The current monthly base rent is \$1,650 and, the proposed monthly base rent is \$1,683.00. The center is 1,750 SQF and was renovated in 2021 due to flooding from the winter storm.

Fiscal Impact: The monthly base rent will be \$1,683.00 for the term of the lease. The monthly rate includes utilities, maintenance of the facility (inclusive of HVAC and plumbing), electrical wiring, permanent lighting fixtures and pest control.

Staff Recommendation: WSA is requesting approval to execute the lease renewal for the current facility.

Alternatives: Staff has performed a market analysis and similar properties are more than \$18 per sq ft and do not meet WSA specifications.

Next Steps: Upon the Committees approval present recommendations to the Board of Directors.





То:	Executive Committee
From:	Latifah Jackson, Director of Contracts and Procurement
Presented by:	Latifah Jackson, Director of Contracts and Procurement
Date:	September 24, 2021
Subject:	Discussion and Possible Action Lease Execution for New Braunfels Center

Summary: Workforce Solutions Alamo (WSA) currently has a lease agreement with the RPI Courtyard LTD that expires on January 31, 2022. WSA has researched potentially feasible options to provide a high-quality workforce center.

Analysis: The New Braunfels Workforce Center, is the largest center in the rural area, approximately 6,720 sq ft in the Courtyard Plaza shopping center located off Highway I-35. This center was recently renovated in 2018. The current lease agreement has an option to renew at \$18.07 per sq ft for an additional five years. However, the Landlord has offered a new lease agreement for 10 years at \$16.70 per sq ft. A market analysis was performed on potential locations in the area. However, the current location offers the best visibility and fiscal impact.

Fiscal Impact: Accepting the new 10-year lease will yield an approximate \$46,000 savings within the first 5 years of the lease. Additionally, current rental rates are exceeding \$20 per sq ft. The current rental rate is \$14.95 per sq ft., and the new lease agreement is \$16.70 per sq ft. The tenant is responsible for all maintenance and operations of the facility. There are six VR Staff at this location that contribute towards the monthly rent.

Staff Recommendation: WSA is requesting approval to continue negotiations with the RPI Courtyard LTD and enter a new 10-year lease at the current facility.

Alternatives: Exercise the five-year lease renewal at the higher rate of \$18.07 per sq ft or, pursue a new location that would cost more than \$20 per sq ft.

Next Steps: Upon the Committees approval present recommendations to the Board of Directors.





То:	Executive Committee
From:	Latifah Jackson, Director of Contracting and Procurement
Presented by:	Latifah Jackson, Director of Contracting and Procurement
Date:	September 24, 2021
Subject:	Discussion and Possible Action Lease Execution for Marbach Relocation

Summary: The current lease at Marbach expires on May 31, 2022. Staff evaluated and toured seven locations. The two primary facilities under consideration to relocate the Marbach Workforce Center to are the Port Authority of San Antonio and Petco Corporation. The two facilities were toured by Chairperson, Eric Cooper and CEO, Adrian Lopez on July 19, 2021.

Analysis: The two primary locations are:

Property	Port San Antonio Building 940	Petco Building					
Landlord	Port Authority of San Antonio	SV Richland Hills, LLC					
Facility	17,500 SF Single-Story	21,670 SF Single-Story					
Parking	In front of Premises, final amount TBD upon converting truck court in back	6.96 per 1,000 RSF					
Bus Service	TBD	Two (2) bus stops in front of Premise					
Tenant Improvement Allowance	\$80/SF	\$35/SF					
Preliminary Construction Cost Est.	\$85.40/SF	\$36/SF					
Est. Construction Time	180 Days	120 Days					
Lease Term	10 Years	10 Years					
Proposed Base Rent Scheduled	Starting at \$17.00 PSF Increasing 3% Annually	Starting at \$19.50 PSF Increasing \$0.50 PSF/Year					
Est. NNN Charges	\$2.67/SF	\$6.52/SF					
10-Year Total Rent	\$3,878,020	\$6,126,109					

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Fiscal Impact: Delivering a high-quality Workforce Center that is completely renovated in a new space at Port San Antonio, which also supports the sector-based model is approximately 37% more cost effective than the Petco location. The FY22 budget also includes \$545,000 for furniture, technology, other equipment, and moving expenditures.

Staff Recommendations: WSA is requesting approval to continue negotiations with the Port Authority of San Antonio and enter a new 10-year lease.

Alternative: Negotiate with Petco Corporation for a larger facility at a higher cost.

Next Steps: Upon the Committees approval present recommendations to the Board of Directors.

Place	WSA BOARD MEMBER	CATEGORY	CURRENT TERM	SEPT	ОСТ	NOV	DFC	JAN		MAR		MAY	JUN	JULY		SEP		Meetings Attended/E	Number of Unexcused	Total %
#	WSA DOARD MEMDER	CAILGONI		'20	'20	'20	'20	'21	'21	'21	'21	'21	'21	'21	'21	ЗЕІ Т '21	Meetings		Absences	10001 /0
1	Mary Batch	Private Sect.	1/4/17-12/31/21							-							13	12	0	92%
1	BOARD OF DIRECTORS	Tilvate Seet.	1/4/17 12/31/21				Y	Y	Y	Y			Е		Y		10	12	v	/2/0
	EXECUTIVE COMMITTEE					Y	1	-		E			Y		1					
						1		_		E			1							
	AUDIT & FINANCE COMMITTEE (CHAIR)					Y				Y		E		U						
	HR COMMITTEE																			
2	Betty Munoz	Private Sect.	12/4/18-12/31/21														11	11	0	100%
	BOARD OF DIRECTORS						E	Y	Y	Y			Y		Y					
	HR COMMITTTEE																			
	CHILD CARE COMMITTEE				Y	Y		Y			Y		Y							
3	Diana Kenny	Private Sect.	12/18/18-12/31/22														10	8	0	80%
	BOARD OF DIRECTORS						Y	E	Y	Y			Y		U					
	OVERSIGHT COMMITTEE					Y				Ε		E		U						
	HR COMMITTEE																			
4	Leslie Cantu	Private Sect.	01/01/2021-12/31/23														28	28	0	100%
	BOARD OF DIRECTORS						Y	Y	Y	Y			Y							
	AUDIT & FINANCE COMMITTEE					Y				Y		Y		Y						
	STRATEGIC COMMITTEE			Y	Y	Y	Y	Y	Y	Е			Y		Y					
	OVERSIGHT COMMITTEE					Y			1	Y		Y		Y						
	EXECUTIVE COMMITTEE					Y				Y			Y	Y						
	CHILD CARE COMMITTEE							Y			Е			Y						
	HR COMMITTEE (CHAIR)							-						-						
5	Carolyn King	Private Sect.	12/4/18-12/31/21														9	9	0	100%
5	BOARD OF DIRECTORS	Tilvate Seet.	12/1/10/12/51/21				Y	Y	Y	Y			Y		Y		,		v	10070
	NOMINATIONS COMMITTEE (CHAIR)					Y	Y	-	-	-			-		1					
	MARKETING & COMMUNICATIONS			Y		1	1			1										
6	Anthony Magaro	Private Sect.	02/01/2021-12/31/202														6	6	0	100%
0	BOARD OF DIRECTORS	Filvate Sect.	02/01/2021-12/31/20		$\mathbf{>}$				Y	V			V		Y		U	0	U	100 /0
	STRATEGIC COMMITTEE			\ominus	\bigcirc	\bigcirc	\bigcirc	Y	Y	1			1		1					
7	Yousef Kassim	Drivete Sect	01/01/2021-12/31/23	\frown	\sim			I	I								19	19	0	100%
		Private Sect.	01/01/2021-12/31/23				Y	₹7	17	17			17		V		19	19	U	100 70
	BOARD OF DIRECTORS					V	I	Y	Y	Y		V	Y	V	Y					
	AUDIT & FINANCE COMMITTEE					Y				Y	v	Y		Y						
	CHILD CARE COMMITTEE							_		.	Y		Y							
	STRATEGIC COMMITTEE								Y	Y	Y			E						
	OVERSIGHT COMMITTEE									Y		Y		Y						
8	Ben Peavy	Private Sect.	01/01/2021-12/31/23				_										14	13	2	93%
	BOARD OF DIRECTORS						Y	Y	Y	Y			Y		Y					
	EXECUTIVE COMMITTEE					Y				Y			Y	Y						
	STRATEGIC COMMITTEE								E		Е			U		U				
9	Frank Crowder	Private Sect.	12/4/18-12/31/21														11	10	0	91%
	BOARD OF DIRECTORS						E	Y	Y	Ε			Ε		Y					
	CHILD CARE COMMITTEE			\ge	\geq	\succ	\succ	Y			U	U								
	STRATEGIC COMMITTEE			\succ	\times	$\mathbf{ imes}$	\times		Y		Y			U						
	NOMINATIONS COMMITTEE																			

WORKFORCE SOLUTIONS ALAMO BOARD 2021 ATTENDANCE

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Place #	WSA BOARD MEMBER	CATEGORY	CURRENT TERM	SEPT '20	OCT '20	NOV '20	DEC '20	JAN '21	FEB '21	MAR '21	APR '21	MAY '21	JUN '21	JULY '21	101	SEP		Meetings Attended/E xcused	Number of Unexcused Absences	Total %
10	Polo Leal	Private Sect.	1/07/2020-12/31-202	1													5	5	0	100%
	BOARD OF DIRECTORS						Y	Y	Y	Y			Y		Y					
	BY LAWS			$\mathbf{\times}$	\times	$\mathbf{\times}$	$\mathbf{\times}$		1											
11	Jamie Allen	Private Sect.	01/01/2021-12/31/23														17	16	0	94%
	BOARD OF DIRECTORS						Y	Y	Y	Ε			U		Y					
	EXECUTIVE COMMITTEE					Y				Y			Y	Y						
	OVERSIGHT COMMITTEE					Е				Y		Е		Y						
	NOMINATIONS COMMITTEE					Y	Y													
	MARKETING & COMMUNICATIONS			Y																
12	Dr. Mark Niederauer	Private Sect.	12/31/19-12/31/2022														12	12	0	100%
	BOARD OF DIRECTORS						Е	Y	Y	Y			Е		Y					
	OVERSIGHT COMMITTEE (CHAIR)									Y		Y		Y						
	EXECUTIVE COMMITTEE									Y			Y	Y						
13	Lisa Navarro Gonzales	Private Sect.	01/01/2021-12/31/202	23											i		7	7	0	100%
	BOARD OF DIRECTORS			$\mathbf{\times}$	$\mathbf{\times}$	$\mathbf{\succ}$	$\mathbf{\times}$	Y	Y	Y			Y							
	AUDIT & FINANCE COMMITTEE			\boldsymbol{i}	\bigotimes	>	$ \mathbf{i} $			Y		Y		Y						
14	Eric Cooper	СВО	12/4/18-12/31/21														19	19	0	100%
	BOARD OF DIRECTORS						Е	Y	Y	Y			Y		Y					
	STRATEGIC COMMITTEE (CHAIR)								Y		Y			Y		Y				
	CHILD CARE COMMITTEE				Y	Y		Y	1		Y		Е							
	EXECUTIVE COMMITTEE					Y				Y			Е	Y						
15	Elizabeth Lutz	СВО	12/31/19-12/31/2022														17	10	2	59%
	BOARD OF DIRECTORS						Y	U	U	Y			Y		Y					
	CHILD CARE COMMITTEE					Е	Е	U			U		U							
	STRATEGIC COMMITTEE								Y							Y				
	EXECUTIVE COMMITTEE					U				Y			U	Е	ſ					
16	Doug Watson	СВО	12/4/18-12/31/21														15	15	0	100%
	BOARD OF DIRECTORS						Y	Y	Y	Y			Y		Y					
	CHILD CARE COMMITTEE				Y	Y		Y			Y		Y							
	EXECUTIVE COMMITTEE					Y				Y			Y	Е						
17	Dr. Burnie Roper	Education	01/01/2021-12/31/23							-							7	7	0	100%
17	BOARD OF DIRECTORS	Luurunon					Y	Y	Y	Y			Y		Y		-		, , , , , , , , , , , , , , , , , , ,	20070
	MARKETING & COMMUNICATIONS			Y			-	-					-		· ·					
18	Dr. Sammie Morrill	Education	01/07/2020-12/31/202														9	9	0	100%
	BOARD OF DIRECTORS			_			Y	Y	Y	Y			Y					-		
	OVERSIGHT COMMTTEE					Y	-	-		Y		Е	-	Y						
19	Angelique De Oliveira	ABE	01/05/21-12/31/2023			1				-					_		10	8	0	80%
	BOARD OF DIRECTORS						Y	Y	Y	Y			Y		Е		10	, , , , , , , , , , , , , , , , , , ,	, , , , , , , , , , , , , , , , , , ,	
	STRATEGIC COMMITTEE							-	Y		Y		-	Y		Е				
I									1		1			1						

WORKFORCE SOLUTIONS ALAMO BOARD 2021 ATTENDANCE

Place #	WSA BOARD MEMBER	CATEGORY	CURRENT TERM	SEPT '20	ОСТ '20	NOV '20	DEC '20	JAN '21	FEB '21	MAR '21	APR '21	MAY '21	JUN '21	JULY '21	101	SEP	Number of Meetings	Attended/E	Number of Unexcused Absences	Total %
20	Lindsay Dennis	Econ. Dev.	09/01/2020-12/31/202	21					_				-				10	10	0	100%
	BOARD OF DIRECTORS			\times			Y	Y	Y	Y			E		Y					
	STRATEGIC COMMITTEE				\times	\times	$\boldsymbol{\times}$		Y		Е			E		Y				
21	Mitchell Shane Denn	Labor	01/07/2020-12/310/20	021													15	12	0	80%
	BOARD OF DIRECTORS						Y	Y	Е	Y			Y		E					
	STRATEGIC COMMITTEE								Y		Е			Y		Y				
	AUDIT & FINANCE COMMITTEE					Y				U		U		Е	U					
22	Kelli Rhodes	Literacy	09/01/2020-12/31/202	21													6	6	0	100%
	BOARD OF DIRECTORS			\times			Y	Y	Y	Y			Y		Y					
	MARKETING & COMMUNICATIONS			\times	\times	\times	$\mathbf{ imes}$													
23	Allison Greer Francis	Public Assist.	02/01/2021-12/32/202	24													2	2	0	100%
	BOARD OF DIRECTORS			\times	\times	\times	$\mathbf{ imes}$	X	$\mathbf{ imes}$	E			Y							
24	Dawn Vernon	Public Empl.	01/07/2020-12/31/202	23													10	10	0	100%
	BOARD OF DIRECTORS						Y	Y	Y	Y			Е		Y					
	AUDIT & FINANCE COMMITTEE					Y				Y		Y		Y						
25	Dawn Dixon	Rehabilitation	01/01/2021-12/31/202	23													5	5	0	100%
	BOARD OF DIRECTORS			\times	\times	\times	$\mathbf{\succ}$	Y	Y	Y			Y		E					

NEW BOARD MEMBERS

ا Average: Average: 94.76%