



## **SPECIAL BOARD OF DIRECTORS MEETING MINUTES**

100 N. Santa Rosa, Suite 120  
San Antonio, TX 78207  
OCTOBER 15, 2021  
10:00AM

**Attendees:** Leslie Cantu (Chair), Jamie Allen (Vice Chair), Frank Crowder, (Secretary) Mary Batch, Ben Peavy, Yousef Kassim, Diana Kenny, Doug Watson, Dr. Burnie Roper, Elizabeth Lutz, Kelli Rhodes, Mitchell Shane Denn, Polo Leal, Dawn Dixon, Dr. Sammi Morrill, Tony Magaro, Betty Munoz, Carolyn King, Lisa Navarro Gonzales, Allison Greer Francis

**Partners:** Diane Rath, Mike Ramsey

**WSA Counsel:** Frank Burney

**Staff:** Adrian Lopez, Linda Martinez, Andrea Guerrero-Guajardo, Mark Milton, Angela Bush, Jessica Villarreal, Manuel Ugues, Rachel Cochran, Rick Zamarripa, John Hershey, Chuck Agwuegbo, Jessica Villarreal, Barbara Marquez, Cristina Bazaldua, Becky Espino Balencia, Joshua Villela, Chakib Chehadi, Caroline Goddard, Aaron Smith, Gabriela Horbach,

### **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.

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

***For those members of the public that would like to participate and cannot attend in person at the host location, please call toll-free 1-877-858-6860, which will provide two-way communications through a speaker phone. For additional information, please call Linda G. Martinez, (210) 272-3250.***

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

- I. Call to Order and Quorum Determination  
Presenter: Chair Leslie Cantu  
**At 10:02 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  
**None**
- III. Public Comment  
Presenter: Chair Leslie Cantu  
**None**
- IV. Consent Agenda: (Discussion and Possible Action)  
Presenter: Chair Cantu
  - a. Board of Directors Meeting August 13, 2021 Minutes
  - b. Facilities Update
    - i. Boerne
    - ii. Floresville
  - c. Update Local Plan Progress
  - d. Staffing
  - e. Education In Training Evaluation Proposal**Upon motion by Board Member Director Dr. Burnie Roper and second by Board Member Director Doug Watson, the Board unanimously approved consent agenda items a-e.**
- V. AUDIT & FINANCE COMMITTEE REPORT ((DISCUSSION AND POSSIBLE ACTION)  
Presenter: Angela Bush, Interim CFO
  - a. Follow-up Fiscal Integrity Report Out
    - Ms. Bush reported that TWC recently conducted its internal audit which found no material weaknesses and recertified the board's internal and external monitoring.

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- The Adult Services and Urban Youth Contract were approved pending the full resolution of the following fiscal integrity review items:
  - Annual Audit Resolved
  - Bank Reconciliations Pending External Monitor Validation
  - Financial Billings Pending External Monitor Validation
  - Cash Draw Reports Pending External Monitor Validation
  - TimeLine: Full completion by October 29, 2021
- b. Cost of Living Allocation (COLA) FY2022
  - She also provided an overview of proposed Cost of Living Allocation, COLA, increases. Any increase in COLA will be submitted to Board and C of 6 for approval (cumulative cost is approximately \$100,000).
  - CEO Lopez provided additional information to the BOD regarding COLA.
  - Board Member Director Tony Magaro voiced his support of proposed COLA increases. Vice Chair Jamie Allen voiced her support for merit v. COLA increases across the board.
  - CEO Lopez informed the Board that WSA transitioned to a Professional Employer Organization, PEO, to provide HR support. There is some catching up that must take place, however, WSA is in a better place with the PEO.
  - Board Member Ben Peavy asked what is the overall compensation strategy and is cost of living part of it, how much of it is based upon market adjustment analysis vs merit?
  - Board Member Doug Watson also asked if the Area Judges, (Co6) are recommending a COLA or are they asking if WSA is going to give one, it needs to be part of the budget.
  - CEO Lopez informed the Board the Area judges, Co6, highly recommended the COLA be added to the budget and should be taken back to the WSA Board for consideration/approval.
  - Partner Diane Rath clarified by stating the Area Judges, Co6, were concerned that the COLA was not factored into the budget in the beginning of the year to recognize the economic conditions of the prior year.

**Upon motion by Vice Chair Jamie Allen and 2<sup>nd</sup> by Board Member Director Ben Peavey, the Board unanimously approved direction for WSA staff to provide a more in-depth analysis of employee compensation and timing of payment of Cost-of-Living Allocation (COLA) to the Board in connection with future COLA increase recommendations.**

## VI. OVERSIGHT COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenter: Dr. Mark Niederauer, Oversight Committee Chair

- Mr. Mark Milton provided the briefing for Programs & Performance Reports in Dr. Niederauer's absence.
- There has been an increase in funding for our Disaster Dislocated Worker funding of \$2 million and \$43 million in childcare.
- b. Briefing: Programs & Performance Report
  - Mr. Milton also informed the Board of the TWC-Contracted Performance: WSA continues to perform well overall and is meeting or exceeding 18/21 measures to include childcare enrollment. Plans are in place to improve WIOA Adult and Dislocated Worker Post Qtr. Earnings.
  - Child Care performance is currently exceeding goal by 101%. Additional funds have been secured for over \$43 million in assistance for hospitality occupations.

- WSA has also included local performance measures in the performance update and is meeting 5/8 of locally established measures.
- c. Succession Plan Policy – CEO
  - CEO Lopez provided the Board background and context to the Succession Plan Policy. In the past, there were only two executive positions, CEO & CFO. To elevate the issue and maintain internal controls including planning for the replacement of key personnel in the event of temporary or permanent absences of the organization, the succession plan outlines a plan for key staff within the organization and mandatory position that will provide a seamless delivery of services in the event of a vacancy.
  - CEO Lopez briefed the Board on Succession Plan Policy, with appointment of CIO, COO, and others to provide a line of succession. Such procedures are memorialized in Succession Plan Policy. He also informed the Board his initiative of “trading spaces” in which every 4<sup>th</sup> Friday of the month the Executive Team will trade spaces. For example, CEO will be the CFO for a day and COO will be the CIO, etc. This exercise will allow the other executives to become aware of their counterparts daily duties.
  - The plan includes the following:
    - A timeframe for position replacement with identification of back-up staff that can perform the responsibilities of the vacant positions on interim basis.
    - An organizational chart indicating levels of management and areas of responsibility, establishing span of control. Mandatory positions within the organization include but are not limited to the CEO, COO, CIO, and CFO.
  - An Executive Coach has been acquired to work closely with the Executive staff as well as the Managers/Directors.

**Upon motion by Board Member Director Frank Crowder and second by Director Board Member Jamie Allen, the Succession Plan Policies were unanimously approved by the Board.**

## VII. STRATEGIC COMMITTEE REPORT (DISCUSSION AND POSSIBLE ACTION)

Presenters: Dr. Andrea Guerrero-Guajardo, CIO; Angela Buch, Interim CFO & Latifah Jackson, Director Contracts and Procurement

- a. Return on Investment (ROI)
  - In the absence of Chair Cooper, Dr. Guajardo provided overview of Strategic Committee reports.
  - Return on Investment, ROI, study by MIS provided data-driven analysis of programs.
  - 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.

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- 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.
- Most major programs showed a positive return of at least 1 or higher (Adult and Child Care programs did not meet standard).
- Vice Chair Jamie Allen asked question on methodology of the projections.
- Director Doug Watson asked whether childcare projections included wage increases. It was noted that only participants who received wages were included in study (volunteer/social services were not quantified). Such services were not reflected in overall ROI. Future ROI studies will include changes to improve data.
- Dr. Guajardo concluded with stating the ROI will be refined the methodology for collecting and tracking post-exit metrics on WIOA participants. It will include longitudinal data collection on Child Care Service participants to capture long-term effects of program participation. And we repeat return on investment analysis for the current year and on-going as part of a continual improvement process.

b. SERCO & C2 Global Report Out

- Manuel Ugues, Regional Director, provided an oversight of SERCO rural performance.
- Sector Based Model High School Training to Career (HTC) is a youth representation of WSA's Sector Based Model. The goal and the mission of HTC is to bridge the gap and connect "High school, Training to Careers" by incorporating School Districts, Stakeholders, Educational Providers, Employers, and connecting students with training and employment opportunities.
- Board Member Director Tony Magaro expressed his frustration in availability of trained employees to meet employers' needs. How can employers facilitate the connection between employees that are not trained in the jobs that are in demand?
- John Hershey with C2 presented urban performance report.

c. San Antonio Food Bank Lease

- Ms. Latifah Jackson, Director Contracts and Procurement provided the Board with information and recommendation to approve co-location with SA Foodbank.
- 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.
- 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.
- 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.

c. Hondo Lease Renewal

- 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.
- 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.
- 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.

e. Kenedy Renewal

- 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.
- 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.
- 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.

f. New Braunfels Lease

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

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g. Marbach Relocation

- 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.

**Upon motion by Board Member Director Lisa Navarro Gonzales and second by Board Member Director Doug Watson, the proposed leases for Food Bank, Hondo Center, Kenedy Center, New Braunfels, and Marbach relocation to Port SA were unanimously approved.**

VIII. CEO Report

Presenter: Adrian Lopez, CEO

a. Ready to Work Consortium Proposal

- WSA submitted the RFP in conjunction with SA Foodbank, AVANCE, Chrysalis Ministries, San Antonio Housing Authority, YWCA, Family Services Association, Texas A&M SA, and United Way
- Ready to Work Consortium Proposal has been submitted and work session has been scheduled for next week.
- There is also another opportunity WSA is looking into, Good Jobs Initiative, a \$25M proposal.

b. Statewide Conference Board Innovation Video

- TWC asked WSA to showcase and highlight some of the work that has been done in the past 18 months. This video will be shown at the 24<sup>th</sup> Annual YWC Conference in November.

c. US Department of Agriculture - Food and Nutrition Services Evaluation – S. South Flores Center

- USDA monitored Food and Nutrition services with favorable results.
- CEO Lopez also reminded the Board the 1<sup>st</sup> WSA Annual Report has been released for FY 2020 and electronic and hard copies will or have been sent.

IX. Chair Report (DISCUSSION AND POSSIBLE ACTION)

Presenter: Chair Leslie Cantu

a. 2<sup>nd</sup> Chance Initiative

- Chair Cantu updated the Board on the 2<sup>nd</sup> Chance Initiative. Four automotive suppliers working closely in the program. There is a solid program design. Challenges currently is to find a good pipeline of employees.

b. Board of Directors Attendance

- Chair Cantu reminded the Board that the Board Attendance Policy was revised to include attendance to assigned committee meetings.
- Chair Cantu informed the Board Nominations Committee will be meeting soon and anyone that is interested in self-nomination or nominating someone else for the officers' positions are welcomed to do so.
- TWC contacted WSA in regards to how the Board is governed, and the possibility of dissolving the Committee of Six (Co6).

X. Next Meeting: Board Meeting – December 10, 2021

**The Board adjourned into Executive Session pursuant to exceptions of the Texas Open Meetings Act (Chapter 551) at 11:47 am and returned to Open Session at 12:01 pm . No action was taken.**

- XI. **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;**
  - 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 and**
  - e. **Government Code Section 551.089—Discussions regarding Security Devices for Audits.**

XII. **Adjournment**

Presenter: Chair Leslie Cantu

**There being no further business, a motion was made by Director Watson and second by Director Allen that the meeting adjourn. The motion carried unanimously. The meeting adjourned at 12p.m.**

Enclosures

- Certificate of Executive Session

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**CERTIFIED AGENDA OF CLOSED MEETING**

**Workforce Solutions BOARD OF DIRECTORS MEETING**

I, LESLIE CANTU, THE PRESIDING OFFICER OF THE WORKFORCE SOLUTIONS ALAMO BOARD OF DIRECTORS, CERTIFY THAT THIS DOCUMENT ACCURATELY REFLECTS ALL SUBJECTS CONSIDERED IN AN EXECUTIVE SESSION OF THE COMMITTEE CONDUCTED ON    **OCTOBER 15, 2021**    AT 11:47 **AM**.

1. The Executive Session began with the following announcement by the presiding officer: **"The Workforce Solutions Alamo    BOARD OF DIRECTORS is now in Executive Session on    OCTOBER 15, 2021, at 11:47    AM pursuant to exceptions under Government Code 551."**
  
2. SUBJECT MATTER OF EACH DELIBERATION:
  - 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.**
  
3. No further action was taken.
  
4. The Executive Session ended with the following announcement by the presiding officer: **"This Executive Session ended on    OCTOBER 15, 2021, 12:01 at    **AM**"**

  
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LESLIE CANTU, Chair