



MEMORANDUM

To: Board Directors
From: Adrian Lopez, Chief Executive Officer
Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance
Date: May 16, 2025
Subject: **Quality Assurance Briefing**

SUMMARY: Quality Assurance briefing on WSA monitoring activities. The item does not require Board action.

WSA External Program Monitoring (Ms. Christine Nguyen, CPA)

- *Child Care Services - COSA:* 100% complete with a 100% accuracy rate for DFPS and 99.33% for Low Income, both exceeding the expected 90% threshold. All attributes scored above the expected 90% threshold.
 - Due to parent share of cost calculations, reimbursements of \$482 and \$75 were requested for WSA and a parent, respectively.
- *Child Care Quality Improvement Activities (QIA) – COSA:* 100% complete with an overall 96.96% accuracy rate. The testing included: TRS Mentors, Participating Providers, Inclusion Designations, and Scholarships, with two attributes for continuous improvement:
 - Completing unannounced visits to daycare centers 30 days after inclusion rate approval (75% accuracy).
 - Accurate completion of the inclusion assistance process in case notes and the Children with Disabilities log (70.59% accuracy).
- *WIOA Adult and Dislocated Worker - C2 GPS:* 80% complete.

WSA Internal QA Program Monitoring

- *Informal Testing (of attributes <90% accuracy) – 100% complete, including:*
 - *C2 GPS:* Choices (one attribute), SNAP (four attributes), NCP (one attribute), RESEA (eight attributes), WIOA Adult (one attribute), and WIOA Dislocated Worker (two attributes).
 - *SERCO:* WIOA Youth (two attributes).
 - Although the testing revealed improvements, we recommend continuing quality improvement efforts.
- *Personally Identifiable Information (PII) and Priority of Service – All Grants:* 100% complete with a 96.7% accuracy rate for PII and a 98.5% accuracy rate for Priority of Service for Veterans and a 98.6% accuracy rate for Foster Youth, both exceeding the 90% threshold.
 - All attributes scored above the 90% threshold.

- *Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) – C2 GPS*: 52% complete.

Other Activities:

- *Contractor Profits*: Updating the contractors' targets based on budget amendments.

STAFF RECOMMENDATIONS:

- To track the progress of actions, QA continues performing informal testing of attributes with accuracy rates below the 90% threshold.
- Staff focus on the most critical items, such as repeat findings or those impacting performance and funding.
- The continuous improvement system features a feedback mechanism that enables collaboration among Operations, our contractor partners, and QA to drive progress.

FINANCIAL IMPACT: WSA's External Program Monitoring contract with Ms. Christine Nguyen, CPA: \$225,000.

STRATEGIC OBJECTIVE: To help ensure that local employment and training activities, including one-stop delivery systems and workforce development services, appropriately use, manage, and invest funds as required and in ways that maximize performance outcomes (WIOA Sec. 107(d)(8); WIOA Sec. 134(2)(B)(iv); WIOA Sec. 183; WIOA Sec. 185(c)(3); WIOA Sec. 121(3); WIOA Sec. 129(b)(1)(e); TWC's Board Oversight Capacity evaluation, Texas Labor Code §302.048, TWC Rule §Title 40, Part 20, Chapter 802, Integrity of the Texas Workforce System, particularly §802.61; WD 29-15, Chg. 1; TWC Agency-Board Agreements and Grant Contracts).

ATTACHMENTS:

QA Timelines.



Estimated Timeline – External Program Monitoring Activities 2024-2025

Initial Estimated Timeline				Actual Timeline						
<i>External Program Monitoring</i>	<i>Duration⁺⁺</i>	<i>Start</i>	<i>Finish</i>	<i>Duration⁺⁺</i>	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>% Complete</i>	
Estimated Timeline: 2024-2025	241	12/2/2024	11/3/2025	91	120	Duration	12/2/2024		90%	<i>Comments</i>
COSA - Child Care Services	46	12/2/2024	2/3/2025	81	80	35	12/2/2024	3/24/2025	100%	Completion delayed due to TWIST access issues.
COSA - CC QIA	40	1/27/2025	3/21/2025	40	40	0	2/11/2025	4/7/2025	100%	Start delayed due to TWIST access issues.
C2GPS - WIOA Adult	46	3/26/2025	5/28/2025	43			3/26/2025		80%	
C2GPS - WIOA Dislocated Worker	46	3/26/2025	5/28/2025	43			3/26/2025		80%	
C2GPS - NCP	39	6/4/2025	7/28/2025							
SERCO - WIOA Youth	41	7/7/2025	9/1/2025							
C2GPS - TANF/Choices	40	9/3/2025	10/28/2025							
CONSORTIUM - Ready to Work	21	10/6/2025	11/3/2025							

Avg Duration or Effort (days) → 40

Multi-tasking (% days overlapping projects) → 22.0%

52 60 12

33.5%

Note: SNAP transferred from External to Internal



Estimated Timeline – *Internal* Program Monitoring Activities 2024-2025

Initial Estimated Timeline				Actual Timeline						
<i>Internal Program Monitoring</i>	<i>Duration</i> ⁺⁺	<i>Start</i>	<i>Finish</i>	<i>Duration</i> ⁺⁺	<i>Effort</i>	<i>Variance</i>	<i>Start</i>	<i>Finish</i>	<i>% Complete</i>	
Estimated Timeline: 2024-2025	244	11/12/2024	10/17/2025	113	95	Duration	11/12/2024		90%	Comments
C2GPS - SEAL	34	11/12/2024	12/27/2024	16	11	-18	11/12/2024	12/3/2024	100%	Completed ahead of schedule.
C2 GPS - RESEA	34	12/3/2024	1/17/2025	31	21	-3	12/3/2024	1/14/2025	100%	Completed ahead of schedule.
Informal Reviews - Follow up on Repeat Findings	63	1/7/2025	4/3/2025	40	39	-23	1/7/2025	3/3/2025	100%	Completed ahead of schedule.
SNAP	34	4/4/2025	5/21/2025	17			4/21/2025		52%	Adjusted schedule for PII & Priority of Service walkthroughs.
PII Walkthroughs and Priority of Service	33	4/30/2025	6/13/2025	33	24	0	3/4/2025	4/17/2025	100%	Adjusted start to begin earlier.
NCP	34	6/16/2025	7/31/2025							
TWC Annual Monitoring	66	8/1/2025	10/31/2025							
Other reviews as needed - TBD										
Avg Duration or Effort (days, excludes Other) →				27	24	-15				
Multi-tasking (% days overlapping projects) →				23.8%	5.8%					

Note: transferred SNAP from External to Internal

MEMORANDUM

To: Board Directors
From: Adrian Lopez, Chief Executive Officer
Presented by: Dr. Ricardo Ramirez, Director of Quality Assurance
Date: May 16, 2025
Subject: **TWC Annual Monitoring Update**

SUMMARY: Quality Assurance briefing on TWC's Annual Monitoring. The item does not require Board action.

BACKGROUND: Boards are subject to TWC audits, reviews, and comprehensive monitoring activities to ensure that programs achieve their intended results while maintaining fiscal accountability, compliance with applicable laws, regulations, contract provisions, Board plans, and official directives and circulars, as well as adherence to uniform administrative requirements for grants and agreements.

STATUS: TWC completed the annual performance audit¹, or monitoring, as follows:

- **Document Request Package:** Received 08/12/2024.
- **Onsite Testing:** Initiated 10/07/2024 and included Center Walkthroughs (at the Datapoint and Boerne locations).
- **Exit Conference:** Held 10/15/2024 and included two potential issues: cash management/bank reconciliation (processing of outstanding checks) and automation (timely revocation of user access). The testing also 'flagged' some items related to PII (personally identifiable information), Priority of Service, asset testing, and procurement ranking reconciliation.
- **Embargoed Reports:** Received 03/25/2025 and included one issue: cash management/bank reconciliation.
- **Final Reports and Letters:** Received 04/03/2025 (attached). TWC issued two reports and one Letter:
 - One Report for Child Care Services, Choices, NCP, Employment Services, Trade Adjustment Assistance, and WIOA.
 - One Letter for SNAP E&T (TWC is required to report SNAP separately).
 - One Report for Data Validation (for WIOA and TAA only).
- **Initial Resolution Letter:** Received 04/08/2025 (attached).

¹ Performance audit within the meaning of generally accepted government auditing standards, or GAGAS (also known as 'Yellow Book,' found here: <https://gaoinnovations.gov/yellowbook/2024/index.html>).

Final Monitoring Report Outcomes

Annual Monitoring Report

TWC's Report included one finding with zero/no disallowed costs:

- **Strengthen Controls Over Bank Reconciliation:** Monitors identified 25 checks that were outstanding for over 90 days, totaling \$28,310.05, requiring adjustments to internal controls over cash management.
 - *TWC's Recommendation:* Strengthen controls to ensure outstanding checks are reconciled according to Board policy.
 - *Comments:* WSA issues over 2,600 checks per year, totaling over \$ 7 M. The 25 checks identified as exceeding the 90-day limit accounted for 0.95% of the total checks and 0.40% (\$28,310.05) of the yearly check distribution dollar amount.

In addition, TWC certified the Board's Monitoring system:

- **Board's Monitoring Certification:** TWC tested the Board's monitoring function and found that it incorporates the necessary attributes for certification, including risk assessment, monitoring plan, program reviews, follow-up, and resolution processes.

SNAP E&T Letter

TWC's Letter states that WSA's fiscal and program systems are effectively managed (we received a clean notice).

Data Validation Report

The U.S. Dept of Labor requires TWC to verify the accuracy of data elements in client records by comparing them to source documentation to ensure compliance with federal requirements and appropriateness of fund use. Please note that some of the sample sizes are small, which tends to inflate error rates.

- *TAA:* Tested three elements, 100% accuracy rates.
- *WIOA Adult:* Tested four elements, one with 100% accuracy, Assessments (87.5% accuracy), Education (96.7% accuracy), Service Tracking (79.49% accuracy).
- *WIOA Dislocated Worker:* Tested four elements, three with 100% accuracy and Service Tracking (93.75% accuracy).
- *WIOA Youth:* Tested four elements, two with 100% accuracy, Assessment (85% accuracy), and Service Tracking (84.62% accuracy).

TWC Audit Resolution

TWC issued the initial audit resolution letter on 04/08/2025, requiring WSA to provide the following information within 45 calendar days (May 23, 2025):

- Copy of updated procedures,
- Most recent bank reconciliation performed, including outstanding checks noted in the report's tool, and
- Agenda and sign-in sheet for the most recent training conducted in this area.

STAFF RECOMMENDATIONS:

- *Cash Management:* Fiscal has updated cash management procedures to align with policy, completed staff training, and reconciles checks on a monthly basis. Fiscal and QA have also met with TWC's Audit Resolution setting the stage for a prompt resolution.
- *Flagged Items:* These include those that TWC highlighted during their visit and *are not* included in the reports:

- Each respective department continues to implement the necessary controls to ensure they meet TWC's expectations.

FINANCIAL IMPACT: None.

STRATEGIC OBJECTIVE: To help ensure that local employment and training activities, including one-stop delivery systems and workforce development services, appropriately use, manage, and invest funds as required and in ways that maximize performance outcomes (WIOA Sec. 107(d)(8); WIOA Sec. 134(2)(B)(iv); WIOA Sec. 183; WIOA Sec. 185(c)(3); WIOA Sec. 121(3); WIOA Sec. 129(b)(1)(e); TWC's Board Oversight Capacity evaluation, Texas Labor Code §302.048, TWC Rule §Title 40, Part 20, Chapter 802, Integrity of the Texas Workforce System, particularly §802.61; WD 29-15, Chg. 1; TWC Agency-Board Agreements and Grant Contracts).

ATTACHMENTS:

1. TWC's WS Alamo Cover Letter
2. TWC's WS Alamo Report
3. TWC's WS Alamo SNAP Letter
4. TWC's WS Alamo WIOA Data Validation (DV) Letter
5. TWC's WS Alamo WIOA Data Validation Results Report
6. TWC's Initial Resolution Letter

Texas Workforce Commission

A Member of Texas Workforce Solutions

Bryan Daniel, Chairman
Commissioner Representing
the Public

Alberto Treviño, III
Commissioner Representing
Labor

Joe Esparza
Commissioner Representing
Employers

Edward Serna
Executive Director

Report #25.20.0001

ISSUE DATE: April 3, 2025

Mr. Adrian Lopez, Chief Executive Officer
Workforce Solutions Alamo
100 North Santa Rosa Street, Ste. 120
San Antonio, Texas 78207

Dear Mr. Lopez:

We have completed our review of the Child Care Services, Choices (employment services for Temporary Assistance for Needy Families), Employment Services, Trade Adjustment Assistance, and Workforce Innovation and Opportunity Act programs administered by Workforce Solutions Alamo. Our review covered the period August 1, 2023, through July 31, 2024.

During the review, we tested the Board's monitoring function for and found that it incorporates the necessary attributes for certification, e.g., a risk assessment and monitoring plan, program reviews, follow-up and resolution process. We are able to place reliance on Fiscal, Child Care, Choices (including NCP), SNAP E&T and WIOA program. As a result, we were able to re-certify the Board's monitoring function.

Our findings are summarized in the enclosed report. TWC Audit Resolution will contact you with an Initial Resolution Letter requesting the documentation necessary to resolve the outstanding findings identified in the report. The Board will have 45 calendar days from the issuance of that Letter to respond to Audit Resolution with the documentation.

Thank you again for your cooperation and assistance. Should you have any further questions concerning the review, please contact me at (737) 397-4813.

Sincerely,



Mary B. Millan, Deputy Division Director
Subrecipient Monitoring
Division of Fraud Deterrence and Compliance Monitoring

Attachment



Monitoring Report
#25.20.0001
Workforce Solutions Alamo

Issued by Texas Workforce Commission
Subrecipient Monitoring Department

Board Background

Workforce Solutions Alamo is part of Texas Workforce Solutions – a statewide network of 28 Workforce Development Boards for regional planning and service delivery, their contracted service providers and community partners, and the TWC unemployment benefits Tele-Centers. This network, which includes the Texas Workforce Commission, gives customers local access to workforce solutions and statewide services through Workforce Solutions offices and Tele-Centers throughout the state.

The Board serves the following counties: Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina and Wilson.

C2 Global Professional Services is the subrecipient responsible for management of the Workforce Centers and the inner youth services. SERCO is responsible for WIOA Youth Services. City of San Antonio (COSA) is responsible for Child Care Services.

Executive Summary

The Texas Workforce Commission, Subrecipient Monitoring Department conducted a review of Workforce Solutions Alamo. This review identified opportunities to strengthen management controls and support compliance with grant requirements.

The Board is responsible for providing its Partners, Subrecipients, and Contractors with these findings and areas of concern and following up to ensure that any needed corrective actions are completed.

Finding #1: Strengthen Controls Over Bank Reconciliations

The Board does not have adequate controls over bank reconciliations. Monitors found 25 checks that were outstanding over 90 days from issuance, totaling \$28,310.05. The Board should strengthen controls to ensure outstanding checks are reconciled according to Board policy.

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Finding

Strengthen Controls Over Bank Reconciliations

The Board does not have adequate controls over bank reconciliations. Monitors found 25 checks that were outstanding over 90 days from issuance, totaling \$28,310.05. Monitors noted that some checks were issued in 2018.

Without effective internal controls over cash management, the Board cannot maintain accountability and safeguard public funds.

Alamo Workforce Development, Inc. DBA Workforce Solutions-Alamo, Fiscal Management Manual, revised 8/29/22, Bank Statement Reconciliation states:

“AWD checks are void 90 days after issuance and this is noted on each check. If checks remain outstanding for two banking cycles, the payee is contacted to verify receipt of check. If the check was received, the payee is informed that the checks are void after 90 days and requested to cash the check before it expires. If the check was not received, the payee is asked to submit a request for reissuance of the payment. The request must indicate the reason for not cashing the check. If checks remain outstanding for 90 days, an email is sent to payee with instructions on forfeiting the funds or requesting a replacement check. When applicable, a bank stop payment is requested, the check is voided in the accounting system and a new check reissued. If there is no response from the payee and check remains uncashed, the unclaimed property rules are followed as per the ‘Texas Comptroller of Public Accounts’ website.”

FMGC, Chapter 2: Internal Controls, 2.1 General Internal Control Requirements states:

“Policy:

In relation to TWC grant awards, effective control and accountability must be maintained for all funds, property, and other assets. Assets must be adequately safeguarded and used solely for authorized purposes. Internal controls must provide reasonable assurance of compliance with grant requirements, reliable reporting, and effective, efficient operations.”

Title 2 C.F.R. §200.302 Financial management states:

“...(b) The recipient's and subrecipient's financial management system must provide for the following (see also §§200.334, 200.335, 200.336, and 200.337):

...(4) Effective control over, and accountability for all funds, property, and assets. The recipient or subrecipient must safeguard all assets and assure that they are used solely for authorized purposes. See §200.303.”

Recommendation

The Board should strengthen controls to ensure outstanding checks are reconciled according to Board policy.

Board Response

Views of Responsible Officials:

Workforce Solutions Alamo (WSA) acknowledges there were checks totaling \$28,310.05 over 90 days. On average, WSA issues over 2,600 checks per year, totaling more than \$ 7 M. The checks over 90 days equate to 0.95% of total checks, and 0.40% of the yearly amount, respectively. This translates to WSA attaining over a 99% accuracy rate.

While we acknowledge this was not in accordance with our policies and procedures, the dollar amount and quantity of aged checks compared to the overall checks issued each year are minimal. WSA will continue to monitor and strengthen the controls over the Bank Reconciliation process.

WSA requests that TWC consider this an observation.

Corrective Action Plan:

WSA will review our current procedures regarding the Bank Reconciliation process. WSA will do the following: update the process, meet with staff preparing and overseeing the process, train staff, and monitor the checks over 90 days regularly.

Implementation Date: 04/04/2025

Responsible Person: Brandee Perez, CFO

Appendix A. Abbreviations and Terms

AWD	Alamo Workforce Development, Inc
Board	Workforce Solutions Alamo
COSA	City of San Antonio
CCS	Child Care Services
CFR	Code of Federal Regulations
Choices	Employment services for TANF (Temporary Assistance for Needy Families)
ES	Employment Services
FMGC	Financial Manual for Grants and Contracts
IFA	Infrastructure Facilities Agreement
MOU	Memorandum of Understanding
SNAP E&T	Supplemental Nutrition Assistance Program Employment and Training
TAA	Trade Adjustment Assistance
TWC	Texas Workforce Commission
WIOA	Workforce Innovation and Opportunity Act

Appendix B. Review Objectives, Scope, and Methodology

Review Objectives

The purpose of our review was to provide reasonable assurance that Workforce Solutions Alamo uses TWC grant resources in accordance with state and federal requirements. We also sought to determine whether activities are conducted toward the goal of achieving program objectives while maintaining fiscal accountability.

Scope and Methodology

Monitoring reviewed the CCS, Choices, ES, and WIOA programs administered by the Board. We conducted this review from October 7, 2024, to October 15, 2024. Our goal was to provide reasonable but not absolute assurance regarding compliance with grant agreement terms and objectives.

Toward this goal, we randomly selected and tested samples of transactions that occurred during the period of August 1, 2023, through July 31, 2024. Although no material issues came to the reviewers' attention other than those contained in this report, there is no assurance that other issues may not exist. Within the accounting and program books, records and documentation we tested control systems and transactions in the following areas:

Board

- Monitoring and Oversight
 - Monitoring Certification
 - Monitoring Recertification
- Automation
- Governance
 - Internal Controls
 - MOUs and IFAs

Child Care

- Client Eligibility
- Recoupment

Service Provider

- Choices
- WIOA

Fiscal

- Allowable Costs and Pooled Expenditures
 - Disbursements
 - Cost Allocation
 - Support Services & NRPs
- Procurement
 - Small and Micro-Purchases
 - Formal (including Fiscal Integrity)
- Fiscal Controls
 - Cash Management
 - Financial Reporting
- Property

Appendix C. Report Distribution List

Copies of the report will be provided to the following parties:

Workforce Solutions Alamo

Leslie Cantu, Chair

United States Department of Health and Human Services

Gwendolyn Jones, Regional Program Manager

Deborah Daniels, Program Specialist

Alisa Matthews, Program Specialist

United States Department of Labor

Nicholas E. Lalpui, Regional Administrator, Employment and Training Administration

M. Frank Stluka, Regional Director, Office of State Systems, Employment and Training Administration

Texas Workforce Commission

Bryan Daniel, Chairman and Commissioner Representing the Public

Alberto Treviño, III, Commissioner Representing Labor

Joe Esparza, Commissioner Representing Employers

Edward Serna, Executive Director

Randy Townsend, Deputy Executive Director

Mary York, Director, Division of Workforce Development

Reagan Miller, Director, Division of Child Care and Early Learning

Charles E. Ross, Jr., Director, Division of Fraud Deterrence and Compliance Monitoring

Chris Nelson, Chief Financial Officer

Jennifer Colehower, Director, Division of Information, Innovation and Insight

Appendix D. Exit Conference

Date: October 15, 2024

Attendees:

Adrian Lopez, Chief Executive Officer, Workforce Solutions Alamo

Adrian Perez Chief Innovation Officer, Workforce Solutions Alamo

Brandee Perez, Chief Financial Officer, Workforce Solutions Alamo

Teresa Chavez, Chief Operating Officer, Workforce Solutions Alamo

Eric Vryn, Chief Process Officer, Workforce Solutions Alamo

James Keith, Director of Public and Government Relations, Workforce Solutions Alamo

Angela Bush, CFO Consultant, Workforce Solutions Alamo

Maria Martinez, HR Generalist, Workforce Solutions Alamo

Victoria Rodriguez, Director of Workforce Services, Workforce Solutions Alamo

Kristen Rodriguez, Interim Director of Procurement and Contracts, Workforce Solutions Alamo

Chuck Agwuegbo, Director of Innovation and Technology Systems, Workforce Solutions Alamo

Jessica Villarreal, Director of Child Care, Workforce Solutions Alamo

Ricardo Ramirez, Director of Quality Assurance, Workforce Solutions Alamo

Esmeralda Apolinar-Ramirez, Senior Accounting Manager, Workforce Solutions Alamo

Jessica Lockhart, Child Care Manager, Workforce Solutions Alamo

Jennifer Ledford, Contract Manager, Workforce Solutions Alamo

Kimberly Villarreal, CCQ Manager, Workforce Solutions Alamo

Trema Cote, Workforce Monitor II, Workforce Solutions Alamo

Marty Pena, Facility/Property Manager, Workforce Solutions Alamo

Sandra Rodriguez, WSA Youth Program Specialist, Workforce Solutions Alamo

Angelica Miranda, Accounting Supervisor, Workforce Solutions Alamo

Jeanette Jimenez, Accountant II, Workforce Solutions Alamo

Donavon Berry, Accountant II, Workforce Solutions Alamo
Alfred Salazar, Jr., Accountant II, Workforce Solutions Alamo
Matthew Aaron Bieniek, Network Specialist, Workforce Solutions Alamo
Monica Godina, MIS Administrator, Workforce Solutions Alamo
Vanessa Garcia, Workforce Specialist, Workforce Solutions Alamo
Carlos Garcia, Fiscal – Child Care, Workforce Solutions Alamo
Gregory Villines, Data Analyst, Workforce Solutions Alamo
John Amaro, Fiscal, Workforce Solutions Alamo
Rebecca Alvarado, MIS Technician, Workforce Solutions Alamo
Victor Olmos, Fiscal Intern, Workforce Solutions Alamo
Ernesto Cantú, Project Manager, TWC
Nadine Butler, Program Monitor, TWC
Lin Banks, Fiscal Monitor, TWC
Chiffon Mitchell, Field Monitor, TWC
Alan George, Fiscal Monitor, TWC
Kelly Elizondo, Program Specialist, TWC

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Commissioner Representing
Labor

Joe Esparza
Commissioner Representing
Employers

Edward Serna
Executive Director

Report #25.20.0001

ISSUE DATE: April 3, 2025

Mr. Adrian Lopez, Chief Executive Director
Workforce Solutions Alamo
100 North Santa Rosa Street, Ste. 120
San Antonio, Texas 78207

Dear Mr. Lopez:

Our review of the Supplemental Nutrition Assistance Program Employment and Training program administered by Workforce Solutions Alamo indicates fiscal and program systems are effectively managed.

The review covered the period August 31, 2023, to July 31, 2024, and included tests of transactions and fiscal and program controls.

We appreciate the cooperation and assistance you and your staff provided throughout the review. Should you have any questions, please contact me at (737) 397-4813.

Sincerely,



Mary B. Millan, Deputy Division Director
Subrecipient Monitoring
Fraud Deterrence and Compliance Monitoring Division

cc: Leslie Cantu, Chair, Workforce Solutions Alamo
Gwendolyn Jones, Regional Program Manager, U. S. Department of Health and Human Services
Deborah Daniels, Program Specialist, U. S. Department of Health and Human Services
Alisa Matthews, Program Specialist, U. S. Department of Health and Human Services
Bryan Daniel, Chairman and Commissioner Representing the Public, TWC
Joe Esparza, Commissioner Representing Employers, TWC
Alberto Treviño, III, Commissioner Representing Labor, TWC
Edward Serna, Executive Director, TWC
Randy Townsend, Deputy Executive Director, TWC
Mary York, Director, Division of Workforce Development, TWC
Charles E. Ross, Jr., Director, Division of Fraud Deterrence and Compliance Monitoring, TWC
Chris Nelson, Chief Financial Officer, TWC
Jennifer Colehower, Director, Division of Information, Innovation, and Insight, TWC

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Edward Serna
Executive Director

ISSUE DATE: April 3, 2025

Mr. Adrian Lopez, Chief Executive Officer
Workforce Solutions Alamo
100 North Santa Rosa Street, Ste. 120
San Antonio, Texas 78207

Dear Mr. Lopez:

We recently completed data validation testing of the Workforce Innovation and Opportunity Act (WIOA) program for the State of Texas, as administered by Workforce Solutions Alamo. Data validation is required by the U.S. Department of Labor Employment and Training Administration Training and Employment Guidance Letter (TEGL) 07-18, "Guidance for Validating Jointly Required Performance Data Submitted under the Workforce Innovation and Opportunity Act (WIOA)," and Workforce Development Letter 27-19, Change 3, "State Data Validation Requirements-Update". It is a process for verifying data elements in client records by comparing them to source documentation to ensure compliance with federal requirements and appropriateness of fund use. This data validation initiative was conducted to ensure the accuracy of data collected and reported to United States Department of Labor (USDOL) for the Fiscal Year 2024.

Attached is a Summary Report that outlines the results for each program tested in your area. The scope of review was from July 1, 2023, through March 31, 2024.

We appreciate the support of you and your staff and look forward to our continuing partnership to ensure the quality of the data reported by the State of Texas.

Sincerely,



Mary B. Millan, Deputy Division Director
Subrecipient Monitoring
Division of Fraud Deterrence and Compliance Monitoring

Data Validation Results Report

PY2025 Data Validation Results for Alamo (20)



Trade Adjustment Act

Characteristics

Field Description	Records Tested	Records Unmet	Unmet Percentage
Date of Birth (WIOA)	1	0	0%
Date of Actual Dislocation	1	0	0%
<i>SUB TOTALS</i>	<i>2</i>	<i>0</i>	<i>0.00%</i>

Education

Field Description	Records Tested	Records Unmet	Unmet Percentage
Highest Educational Level Completed at Program Entry (WIOA)	1	0	0%
School Status at Program Entry (WIOA)	1	0	0%
<i>SUB TOTALS</i>	<i>2</i>	<i>0</i>	<i>0.00%</i>

Service Tracking

Field Description	Records Tested	Records Unmet	Unmet Percentage
Date of Program Entry (WIOA)	1	0	0%
<i>SUB TOTALS</i>	<i>1</i>	<i>0</i>	<i>0.00%</i>

WIOA Adult

Assessment

Field Description	Records Tested	Records Unmet	Unmet Percentage
Type of Recognized Credential (WIOA)	4	0	0%
Date Attained Recognized Credential (WIOA)	4	1	25%
<i>SUB TOTALS</i>	<i>8</i>	<i>1</i>	<i>12.50%</i>

Characteristics

Field Description	Records Tested	Records Unmet	Unmet Percentage
Date of Birth (WIOA)	19	0	0%
Individual with a Disability (WIOA)	2	0	0%
Employment Status at Program Entry (WIOA)	4	0	0%
Supplemental Nutrition Assistance Program (SNAP)	6	0	0%
Low Income Status at Program Entry (WIOA)	8	0	0%
<i>SUB TOTALS</i>	<i>39</i>	<i>0</i>	<i>0.00%</i>

Education

Field Description	Records Tested	Records Unmet	Unmet Percentage
Highest Educational Level Completed at Program Entry (WIOA)	15	1	6.67%
School Status at Program Entry (WIOA)	15	0	0%
<i>SUB TOTALS</i>	<i>30</i>	<i>1</i>	<i>3.30%</i>

Service Tracking

Field Description	Records Tested	Records Unmet	Unmet Percentage
Type of Training Service #1 (WIOA)	5	0	0%
Date of Program Entry (WIOA)	19	2	10.53%
Date of Program Exit (WIOA)	15	6	40%
<i>SUB TOTALS</i>	<i>39</i>	<i>8</i>	<i>20.51%</i>

WIOA Dislocated Worker

Assessment

Field Description	Records Tested	Records Unmet	Unmet Percentage
Type of Recognized Credential (WIOA)	1	0	0%
Date Attained Recognized Credential (WIOA)	1	0	0%
<i>SUB TOTALS</i>	<i>2</i>	<i>0</i>	<i>0.00%</i>

Characteristics

Field Description	Records Tested	Records Unmet	Unmet Percentage
Date of Birth (WIOA)	8	0	0%
Date of Actual Dislocation	1	0	0%
<i>SUB TOTALS</i>	<i>9</i>	<i>0</i>	<i>0.00%</i>

Education

Field Description	Records Tested	Records Unmet	Unmet Percentage
Highest Educational Level Completed at Program Entry (WIOA)	6	0	0%
School Status at Program Entry (WIOA)	6	0	0%
<i>SUB TOTALS</i>	<i>12</i>	<i>0</i>	<i>0.00%</i>

Service Tracking

Field Description	Records Tested	Records Unmet	Unmet Percentage
Type of Training Service #1 (WIOA)	1	0	0%
Date of Program Entry (WIOA)	8	0	0%
Date of Program Exit (WIOA)	7	1	14.29%
<i>SUB TOTALS</i>	<i>16</i>	<i>1</i>	<i>6.25%</i>

WIOA Youth

Assessment

Field Description	Records Tested	Records Unmet	Unmet Percentage
Type of Recognized Credential (WIOA)	5	0	0%
Date Attained Recognized Credential (WIOA)	5	0	0%
Type of Recognized Credential #2 (WIOA)	2	0	0%
Date Attained Recognized Credential #2 (WIOA)	2	1	50%
Category of Assessment #1	1	0	0%
Date of Pre-Test Score #1	1	1	100%
Pre-Test Score #1	1	0	0%
Category of Assessment #2	1	0	0%
Date of Pre-Test Score #2	1	1	100%
Pre-Test Score #2	1	0	0%
SUB TOTALS	20	3	15.00%

Characteristics

Field Description	Records Tested	Records Unmet	Unmet Percentage
Date of Birth (WIOA)	17	0	0%
Individual with a Disability (WIOA)	13	0	0%
Employment Status at Program Entry (WIOA)	2	0	0%
Pregnant or Parenting Youth	1	0	0%
SUB TOTALS	33	0	0.00%

Education

Field Description	Records Tested	Records Unmet	Unmet Percentage
Highest Educational Level Completed at Program Entry (WIOA)	13	0	0%
School Status at Program Entry (WIOA)	13	0	0%
SUB TOTALS	26	0	0.00%

Service Tracking

Field Description	Records Tested	Records Unmet	Unmet Percentage
Type of Training Service #1 (WIOA)	5	0	0%
Date of Program Entry (WIOA)	17	1	5.88%
Date of Program Exit (WIOA)	17	5	29.41%
SUB TOTALS	39	6	15.38%

Texas Workforce Commission

A Member of Texas Workforce Solutions

Bryan Daniel, Chairman
Commissioner Representing
the Public

Alberto Treviño, III
Commissioner Representing
Labor

Joe Esparza
Commissioner Representing
Employers

Edward Serna
Executive Director

April 8, 2025

Mr. Adrian Lopez, Chief Executive Officer
Workforce Solutions Alamo
100 North Santa Rosa Street, Ste. 120
San Antonio, Texas 78207

Dear Mr. Lopez:

This letter is regarding a finding identified in the Texas Workforce Commission (TWC) Monitoring Report #25.20.0001. This report included a review of the Child Care Services, Choices (employment services for Temporary Assistance for Needy Families), Employment Services, Trade Adjustment Assistance, and Workforce Innovation and Opportunity Act programs administered by Workforce Solutions Alamo (Board). This monitoring review identified the following finding that requires further resolution action as outlined below:

Finding: Strengthen Controls Over Bank Reconciliations

The Board does not have adequate controls over bank reconciliations. Monitors found 25 checks that were outstanding over 90 days from issuance, totaling \$28,310.05. Monitors noted that some checks were issued in 2018.

Without effective internal controls over cash management, the Board cannot maintain accountability and safeguard public funds.

Documentation Required:

The recommendation in the monitoring report states that the Board should strengthen controls to ensure outstanding checks are reconciled according to Board policy. Based on Board's response to the monitoring report, please provide a copy of Board's updated procedures which address the weakness identified and ensures effective controls exist for the accountability and safeguard of TWC grant funds. In addition, please provide most recent bank reconciliation performed, including reconciliation of the outstanding checks noted, see attached. Lastly, please provide agenda and sign-in sheet for most recent training conducted in this area.

Please provide the above information within 45 calendar days from the date of this letter to Ruth C. Cureton, via email ruth.cureton@twc.texas.gov. Additional documentation may be requested at a future date based on the documentation submitted.

Mr. Lopez
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April 8, 2025

Thank you in advance for your cooperation and assistance. Should you have any questions or concerns, please contact Ruth C. Cureton at (737) 471-1308 or me at (737) 802-9398 or judy.ohn@twc.texas.gov.

Sincerely,

Judy Ohn

Judy Ohn
Director of Fiscal Services and Audit Resolution



MEMORANDUM

To: Oversight Committee
From: Eric Vryn, Chief Process Officer
Date: May 16, 2025
Subject: **Update: Enterprise Risk Assessment Tool**

Summary:

This memo updates our November 2024 communication on the comprehensive risk assessment framework. Two factors have recently influenced our approach: the TWC IT assessment recommending a formal risk registry and our need to address risk across all operational domains. We have outlined our revised strategy for an enterprise-wide risk management approach using existing resources.

Current Progress:

Our initial framework concept focused on adaptable principles, risk matrix analysis, and technology integration. Further investigation revealed several implementation challenges:

1. Risks vary significantly across departments (Programs, IT, Procurement, Facilities, Fiscal), requiring more tailored assessment methods than we first envisioned.
2. The TWC IT assessment specifically calls for a formal risk registry with documentation protocols beyond our current approach.
3. Stakeholder feedback supports a more investigative approach allowing for learning and adaptation throughout the process.

We need to refine our approach while maintaining our commitment to data-informed decisions, transparent accountability, and scalability.

Risk Analysis Framework:

Our revised framework maintains the fundamental elements from our previous memo with important adjustments:

1. **Adaptable Principles:** We still emphasize data-informed decisions and transparent accountability. We now recognize the need for department-specific risk criteria reflecting unique operational contexts.

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2. **Robust Methodologies:** Instead of immediately implementing a predetermined approach, we will evaluate multiple risk assessment methodologies. This includes consulting with TWC and peer workforce boards to identify effective practices.
3. **Technology Integration:** We will use existing Microsoft 365 platforms for risk documentation and monitoring. Our focus is on integrating with current business processes rather than creating additional administrative work.

Dr. Ricardo, our Quality Assurance Director, will partner with the CPO office to lead this work, ensuring alignment with existing quality systems and compliance requirements.

Implementation Approach:

We are adjusting our strategy to emphasize investigation and adaptation:

1. We will consult with TWC about specific risk registry expectations and analyze approaches used by comparable workforce boards. This investigation will help us identify proven methods we can adapt to our organization.
2. Our approach will develop core risk assessment frameworks applicable across all functional areas, with initial focus on programs and administrative functions. While we will incorporate general IT risk considerations into this framework, the comprehensive IT risk registry identified in the TWC assessment will be addressed as a separate project due to its complexity and specialized requirements.
3. We will implement the framework through a phased approach that prioritizes areas where we can achieve early success and build organizational understanding of effective risk assessment practices.

This approach recognizes that effective risk management requires careful adaptation rather than implementing a rigid solution.

Timeline and Deliverables:

Our November 2024 timeline anticipated more rapid implementation of the risk framework. Based on our investigation and the TWC assessment findings, we have adjusted our approach with the following three-month timeline:

June 2025:

- Complete consultation with TWC regarding specific risk registry requirements
- Finalize analysis of peer workforce board risk management practices
- Develop initial assessment criteria and rating scales for core organizational functions

July 2025:

- Complete draft risk assessment templates and documentation protocols
- Finalize framework, governance structure and review processes



- Identify technology requirements for SharePoint implementation

August 2025:

- Deliver department implementation prioritization plan
- Select and prepare pilot department for initial implementation
- Finalize training materials and support documentation

This timeline ensures thorough preparation while maintaining momentum toward implementation. At the next Oversight Committee meeting, we will present the completed TWC consultation findings, draft assessment templates, and department implementation prioritization plan.

Next Steps:

Our immediate next steps include:

1. Consulting with TWC regarding risk registry requirements
2. Analyzing peer workforce board risk management approaches
3. Forming a working group with Quality Assurance to develop assessment methodology
4. Developing a phased implementation plan

Fiscal Impact: We will implement this approach using existing staff resources and technology. No additional budget is required.

Attachments: None.



MEMORANDUM

To: Oversight Committee
From: Adrian Lopez, CEO
Presented By: Teresa Chavez, COO
Date: May 16, 2025
Subject: Program Briefing

Summary: The workforce service staff is actively planning and preparing special initiatives, including WCI events, Summer Earn and Learn, and the Externship for Teachers program. Additionally, Workforce Solutions Alamo was awarded the Military to Civilian Employment grant which will kick-off soon.

Special Grants & Other Initiatives:

Summer Earn and Learn: Summer Earn and Learn provides students with unique abilities the opportunity to gain paid, on-the-job workplace readiness training, hands-on work experience, and transferable skills. This year, the wage for participants has increased to \$13.50, enhancing engagement and aligning with WSA's local plan. The program is already off to a strong start, with 60 participants in the pipeline and approximately 40 employer worksites.

Externship for Teachers: This initiative aims to enhance educators' knowledge of workforce topics, especially STEM careers in the Alamo region. By providing five days of on-site and virtual externships with 15-20 local businesses and industries, the program will equip approximately 100 teachers with practical insights into real-world applications of classroom content.

Military to Civilian Employment: This grant was awarded to Alamo to continue providing services to transitioning service members, veterans, spouses and dependents. The goal of the project is to provide a bridge between military or former military members and families to civilian employment. The board is identifying target occupations to strategically employ participants.

Workforce Commission Initiatives:

CTE Showcase – February 24, 2025

- a. Hosted in recognition of Career & Technical Education (CTE) Month, this first-ever event will celebrate CTE programs and their role in preparing youth for diverse career paths.

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- b. Aimed at generating excitement and awareness among middle school students.
 - c. Outcome: This event had approximately over 400 students in attendance.
- 2. Fiesta of Opportunities – April 25, 2025
 - a. Designed for opportunity/disconnected youth (not currently working or in school), this event will offer career exploration, industry exposure, and pathways to employment, college programs, vocational training, and certifications.
 - b. Employers looking to hire from this population will be invited.
 - c. 102 young adults in attendance
- 3. World of Work – May 8, 2025
 - a. Part of the nationwide Youth Apprenticeship Week (YAW) initiative (May 5-8th), which highlights the value of Registered Apprenticeships for youth ages 16-24.
 - b. Focused on engaging rural communities and promoting regional apprenticeship programs.
 - c. 127 young adults in attendance
- 4. National Intern Day Celebration – July 24, 2025
 - a. Aimed at high school juniors, seniors, and college students, this event will connect youth with internship opportunities to reinforce skills through work-based learning.
 - b. Employers will showcase available internships to foster real-world experience and career readiness.

Additional Youth Engagement Initiatives:

- Ongoing Outreach Efforts
 - o The Youth Team has launched a series of outreach activities, including TX FAME promotions and Workforce One engagement, to strengthen youth participation.
 - o Continued efforts will focus on maximizing community impact.
- Completed Outreach Events
 - o Alamo City Electrathon (ACE) Race (April 12, 2025)
 - 21 schools participated
 - 48 electric cars
 - 250 students
 - o The 2025 ACE Race welcomed 21 schools, 48 electric cars, and over 250 students to the track for a day full of innovation, teamwork, and electrifying competition. This year's Alamo City Electrathon was truly special—not only did our hosting partner, South Texas Business Partnership debut a brand-new racing venue, but we also expanded our reach, proudly hosting teams from Kansas and Mexico for the very first time. With this, the ACE Race officially became a bi-national event, marking a major milestone in our journey.



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Fiscal Impact: Investments in special projects and initiatives have historically yielded a high return on investment across the 13-county region. The completion of these projects will highlight their impact and ROI in these memos.

Recommendation: Recommendation is for WSA staff to review internal processes for supporting employers and community partners in leveraging TWC funded opportunities. This includes establishing standard performance measures demonstrating the proposed program's contribution to increasing employment within the sector-based model. WSA is also exploring the collection of data from grant funded initiatives to determine the collective contribution across existing grant programs.

Next Steps: Continue collaborating with staff, partners, the board, and TWC to enhance and optimize the services offered through the initiatives mentioned above.



MEMORANDUM

To: Oversight Committee

From: Adrian Lopez, CEO

Presented By: Teresa Chavez, COO

Date: May 16, 2025

Subject: End of Year Performance Report

Summary: On December 18, 2024, the end of year MPR was released. TWC provided some explanation with the report describing challenges experienced and guidance on what to expect in the future reports. Boards experienced a change in case management system of April 2023, a performance negotiation, performance adjustment, and reporting difficulties due to change in WF CSM. In April 2025, the boards received an additional MPR that covered measures in October, November, and December of 2024.

Performance: There are fifteen siloed measures tracked across all WIOA programs (Adult, Dislocated Worker, and Youth) in the Monthly Performance Report (MPR) by TWC. These measures include Claimant Re-Employment within 10 Weeks, Employers Receiving Workforce Assistance from Boards or Self-Services, Choices Full Engagement Rate, and the Average Number of Children Served per Day Combined. Each measure has a specific definition outlined in the presentation.

Performance targets vary by measure, with some requiring 90% of the target performance to be met and others 95%. WIOA measures have start periods that run either from July to June or January to December, with the End of Year Report concluding in August. Meanwhile, Claimant Re-Employment within 10 Weeks, Employers Receiving Workforce Assistance, Choices Full Engagement Rate, and the Average Number of Children Served per Day Combined follow a rolling start period from the previous month to the current year, with their End of Year Report concluding in September.

For the 2024 board contract year, WSA did not meet four siloed performance measures and one statewide measure, Employed Quarter 4 Post Exit (Adult), Credential Rate (Adult), Employed Quarter 4 Post Exit (DW), Credential Rate (DW), and Credential Rate for statewide participants.

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Boards who have not met measures on the end of year report, are awaiting TWC's decision to move forward with sanctions given this year's unique challenges.

Change in Case Management System: In April 2023, TWC transitioned from the TWIST system to Work in Texas, transferring programs individually and freezing TWIST usage for four days. This approach led to confusion regarding which cases were successfully transferred. Additionally, for programs requiring time-sensitive outreach, the transition disrupted daily operations. As a result, cases were lost, data entry backlogs emerged, some case documents were deleted, and employee user access was restricted, limiting the ability to make necessary corrections.

Performance Negotiations, Adjustment, and Reporting Issues: WIOA Section 116 requires states to negotiate performance targets with local boards using a statistical model that accounts for each board's unique caseload and economic conditions. This process was last conducted two years ago for BCY23 and BCY24 (referred to as PY22 and PY23 by the U.S. Department of Labor).

In addition to the initial negotiations, WIOA mandates an end-of-year adjustment to these targets. The initial targets are based on assumptions about caseload composition and economic conditions. In the first year, these assumptions are generally accurate for most measures—except for Measurable Skill Gains (MSG)—due to the lag in data, which allows for a clearer picture of who the Exiters are.

To comply with this requirement, TWC applied the statistical model to the actual caseload and economic conditions for the year in question. However, this year presented unique challenges due to the transition to the new WF CMS, the complete rebuild of the reporting system, and the corresponding delays in report availability. TWC recognized the need for end-of-year adjustments due to extraordinary circumstances.

As a result, while TWC adjusted targets upward where the statistical models indicated an increase was necessary, a 5% cap on the amount targets could increase from the originally negotiated values.

Lastly, TWC guidance and training to Boards is limited as the Chief Analytics Officer, who built the new case management system, has resigned from TWC. Now, the Boards are communicating with TWC on service and reporting issues.

Below is the end of year performance adjusted to display the target changes by measure.



Performance Target Changes	Absolute Chg	
	EOY23-Sep 23	Dec23- EOY
Employed Q2 Post Exit – Adult (DOL)	1.80%	-0.90%
Employed Q4 Post Exit – Adult (DOL)	-4.30%	1.70%
Median Earnings Q2 Post Exit – Adult (DOL)	\$700.00	-\$1,160.00
Credential Rate – Adult (DOL)	9.20%	-\$0.09
Measurable Skills Gains - Adult (DOL)	-0.60%	-\$0.03
Employed Q2 Post Exit – DW (DOL)	-5.10%	4.80%
Employed Q4 Post Exit – DW (DOL)	0.00%	1.50%
Median Earnings Q2 Post Exit – DW (DOL)	-\$700.00	-\$325.00
Credential Rate – DW (DOL)	9.40%	\$0.00
Measurable Skills Gains - DW (DOL)	-2.00%	\$0.02
Employed/Enrolled Q2 Post Exit – Youth (DOL)	8.30%	-6.10%
Employed/Enrolled Q4 Post Exit – Youth (DOL)	6.40%	-8.20%
Median Earnings Q2 Post Exit – Youth (DOL)	\$200.00	\$200.00
Credential Rate – Youth (DOL)	9.00%	-\$0.26
Measurable Skills Gains - Youth (DOL)	-0.50%	-\$0.18
Employed/Enrolled Q2 Post Exit – C&T Participants	0.00%	0.00%
Employed/Enrolled Q2-Q4 Post Exit – C&T Participants	0.00%	0.00%
Credential Rate – C&T Participants	0.00%	0.00%
Claimant Reemployment within 10 Weeks	34.00%	-33.89%
Employers Receiving Texas Talent Assistance	na	2,303

The absolute change in targets is above. The four measures Alamo did not meet varied in change as little as less than 1% up to 4%.

TWC-Contracted Performance		EOY
a	Employed Q2 Post Exit – Adult (DOL)	MP
d	Employed Q4 Post Exit – Adult (DOL)	-P
u	Median Earnings Q2 Post Exit – Adult (DOL)	MP
l	Credential Rate – Adult (DOL)	-P
t	Measurable Skills Gains - Adult (DOL)	+P
d w	Employed Q2 Post Exit – DW (DOL)	MP
i r	Employed Q4 Post Exit – DW (DOL)	-P
s k	Median Earnings Q2 Post Exit – DW (DOL)	MP
l r	Credential Rate – DW (DOL)	-P
	Measurable Skills Gains - DW (DOL)	MP
y	Employed/Enrolled Q2 Post Exit – Youth (DOL)	MP
o	Employed/Enrolled Q4 Post Exit – Youth (DOL)	MP
u	Median Earnings Q2 Post Exit – Youth (DOL)	MP
t	Credential Rate – Youth (DOL)	+P
h	Measurable Skills Gains - Youth (DOL)	+P
c	Employed/Enrolled Q2 Post Exit – C&T Participants	MP
&	Employed/Enrolled Q2-Q4 Post Exit – C&T Participants	MP
t	Credential Rate – C&T Participants	-P

The table above shows the measures we did not meet at the end of year report.



TWC-Contracted Performance	EOY
Employed Q2 Post Exit – Adult (DOL)	48
Employed Q4 Post Exit – Adult (DOL)	-6
Median Earnings Q2 Post Exit – Adult (DOL)	\$55.69
Credential Rate – Adult (DOL)	-9
Measurable Skills Gains - Adult (DOL)	17
Employed Q2 Post Exit – DW (DOL)	26
Employed Q4 Post Exit – DW (DOL)	-2
Median Earnings Q2 Post Exit – DW (DOL)	\$1,449.37
Credential Rate – DW (DOL)	-4
Measurable Skills Gains - DW (DOL)	7
Employed/Enrolled Q2 Post Exit – Youth (DOL)	9
Employed/Enrolled Q4 Post Exit – Youth (DOL)	7
Median Earnings Q2 Post Exit – Youth (DOL)	\$753.99
Credential Rate – Youth (DOL)	21
Measurable Skills Gains - Youth (DOL)	56
Employed/Enrolled Q2 Post Exit – C&T Participants	614
Employed/Enrolled Q2-Q4 Post Exit – C&T Participants	653
Credential Rate – C&T Participants	-17

The final snapshot displays the number of clients the board missed the measure by.

The snapshot below represents the summary of the latest MPR received that was for December 2024.



Summary of MPR Measures not Meeting Performance, December 2024 Report

Employed Q4 Post Exit, WIOA Adult (86.2% Current Target, Meeting >=90%)

YTD Numerator	202	Current Target	72.7	211	72.7
YTD Denominator	322	% Percent Current Target	0.86	322	0.90
% Performance	62.73			65.53	

** 9 more persons required to meet 90% target performance*

** Current Targets are dictated by TWC*

Credential Rate, WIOA Adult (78.6% Current Target, Meeting >=90%)

YTD Numerator	46	Current Target	75.9	53	75.9
YTD Denominator	77	% Percent Current Target	0.79	77	0.91
% Performance	59.74			68.83	

** 7 more persons required to meet 90% target performance*

** Current Targets are dictated by TWC*

Credential Rate, WIOA DW (58.5% Current Target, Meeting >=90%)

YTD Numerator	10	Current Target	81.4	16	81.4
YTD Denominator	21	% Percent Current Target	0.585	21	0.94
% Performance	47.62			76.19	

** 6 more persons required to meet 90% target performance*

** Current Targets are dictated by TWC*

Employed/Enroll Q2 PE, C&T (89.7% Current Target, Meeting >=95%)

YTD Numerator	5312	Current Target	68	5625	68
YTD Denominator	8705	% Percent Current Target	0.897	8705	0.950
% Performance	61.02			64.62	

** 313 more persons required to meet 90% target performance*

** Current Targets are dictated by TWC*

Credential Rate, C&T (78.3% Current Target, Meeting >=95%)

YTD Numerator	105	Current Target	71	128	71
YTD Denominator	189	% Percent Current Target	0.78	189	0.95
% Performance	55.56			67.72	

** 23 more persons required to meet 90% target performance*

** Current Targets are dictated by TWC*



In conclusion, boards across the state have recognized discrepancies in the data provided in the MPR. Shared concerns amongst the boards have been voiced with the TWC department responsible for reporting. While TWC evaluates their next steps, Alamo has attended monthly meetings with TWC. We have been informed that our board's next steps are being evaluated. After receiving three months' worth of reports in April, our Board has examined the measures and determined to create a plan to resolve performance issues before TWC comes to a decision.

Fiscal Impact: If TWC decides to impose disciplinary action on the Board, it could have significant consequences on the Board's ability to secure future grant funding. Such actions may result in reduced eligibility for certain funding opportunities, restrictions on grant allocations, or increased oversight in financial and programmatic operations.

Recommendation: Board staff will work closely with contractors to assess current performance levels and identify key areas for improvement. This collaboration will involve analyzing data, reviewing service delivery methods, and implementing strategic adjustments to enhance overall effectiveness. By evaluating necessary steps forward, the Board and contractors will develop targeted action plans aimed at not only meeting but exceeding performance expectations. Additionally, ongoing communication, training, and support will be provided to ensure continuous improvement and sustained success in service delivery.

Next Steps: The board has initiated a Technical Assistance Plan (TAP). This plan involves a detailed analysis of unmet performance metrics, strategies, logistics, and service delivery to identify solutions for reaching TWC performance targets. To foster collaboration between contract and board staff, the plan's progress is reviewed every two weeks. The contractor is currently in the process of providing the board with all the deliverables specified in the TAP.